### APPENDIX

- II] Mode of Communication (Ranking)
- III] Organisation Chart of Gokak Mills

### APPENDIX - I

CHH. SHAHU CENTRAL INSTITUTE OF BUSINESS EDUCATION & RESEARCH UNIVERSITY ROAD. KOLHAPUR 416 004

Dear Sir / Madam,

You will find here some questions/statements related to "Organisational Structure and Communication". Against each question/statement there are five columns showing five degrees of statement. You are requested to read the questions/statements carefully and give your free and frank opinion in one of the categories, which you feel is most appropriate. The columns of judgements are a) Always, b) Usually, c) Sometimes, d) Seldom and e) Never.

For instance, if you want to say "Always" in connection with certain question, then you please put tick mark ( $\checkmark$ ) in the column "Always" and if you want to say "Never" in connection with certain question, then you have to put tick mark ( $\checkmark$ ) in the column "Never" and so on.

This questionnaire will be used purely for research work and not for any other purpose.

Therefore, I request you to kindly extend your full and active co-operation.

Thanking you and oblige,

Yours faithfully,

KOLHAPUR

(Prof. Y. B. Pattanshetti)

RESEARCH FELLOW

## QUESTIONNAIRE

SALARY :

AGE :

(	QUALIFICA?	TION	:		DESIGNA	TION	· •		
	TOTAL LEN	GTH	OF SERVIC	E :	SEX :				
	DEPARTMEN	IT :			GRADE	<b>:</b>			
•			A] <u>I</u>	UPWAR	D COMMUNI	CATION			
Do	you mak	e an	y concrete	sug	gestions to	your s	uperiors	regard	ding the
ро	licy matter	s?			•				
A)	Always	B)	Usually	c)	Sometimes	D)	Seldom	E)	Never
Do	es your su	per io	r accepts	your	suggestions	in goo	d spirit?		
A)	Always	B)	Usually	C)	Sometimes	D)	Seldom	E)	Never
Do	you encou	ır a ge	the ideas	and	suggestions	from y	our subo	rdinate	s?
A)	Always	B)	Usually	C)	Sometimes	D)	Seldom	E)	Never
Do	you comm	unica	te freely	with y	your superio	ors?			
A)	Always	B)	Usually	C)	Sometimes	D)	Seldom	E)	Never
	there an		fficulty i	n geti	ting the re	equired	informat	ion fr	om your
	Always		Us ually	C)	Sometimes	D)	Seldom	E)	Never
Do	you expe	ct wr	ath (ange	r) fro	om your su	per ior	in case	you dit	fer with
hir	m in matte	rs of	organisa	tional	policies an	d work	matters?		
A)	Always	B)	Usually	C)	Sometimes	D)	Seldom	E)	Never

7)	Do the subordinates of your organisation express their feelings on
	important matters?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
8)	Do you give any importance to rumours and gossips spread by your
	subordinates?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
	B] DOWNWARD COMMUNICATION
1)	Are the instructions issued by you to your subordinates expected to be
	carried out without delay and protest?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
2)	Do your subordinates grasp (understand) the intention of your
	communication properly?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
3)	Do the required information available to your subordinates woithout delay?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
4)	Do you listen attentively the problems, sufferings and troubles of your
	subordinates?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
5)	Do you encourage the ideas and suggestions of your subordinates in
	improving the products and working conditions?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
6)	Does your superior tell you every bit of what you are supposed to do?
	A) Always B) Usually C) Sometimes D) Seldom E) Never

•	
2)	Are there any practical difficulties while communicating with people of
	other departments of your organisation?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
3)	Do you have any hesitation in communicating to the people of higher
	ranks/positions in other departments of your organisation?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
4)	Do you have any reservation in communicating to the people of lower
	rank/positions in other departments of your organisation?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
5)	Do you find that the present system of communication with other
	departments in your organisation is satisfactory?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
	E) COMMUNICATION BARRIERS
1)	Do you feel that higher position, status, prestige, etc., makes the
•	subordinates to feel a sense of inferiority which creates difficulty in
	communication?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
2)	Do you say that some amount of repetition of information makes
	communication proper?
	A) Always B) Usually C) Sometimes D) Seldom E) Never
3)	Do you opine that sending "Direct and Simple Message" will try to avoid
	bottlenecks in communication?
	A) Always B) Usually C) Sometimes D) Seldom E) Never

4)	Can the tec	chnique of "Fa	ce to Face Co	ommunication"	avoid d	elay and
	distortion of	f communication	?	• • • •		• •
	^\ Always	B) Usually	C) Sometime	es D) Se	ldom E	) Never
5)	Do you fee	l more free to	communicate	in your own	vernacula	ar (one's
•	mother tong	ue) to bring eff	fective communic	cation?		
	A) Always	B) Usually	C) Sometime	es D) Se	eldom E	) Never
6)	Does lack of	f communication	, affect the per	rformance?		
		B) Usually	•		eldom E	) Never
						•
		OP	EN-END QUESTI	ION		
		O.				
•		<u> </u>		·		
1)	Would you			ent of commu	unication	system in
1)		like to suggest	t for improveme			system in
1)	the organisa	like to suggest	t for improveme kindly give yo	our suggestion	ns.	
1)		like to suggest	t for improveme			
1)	the organisa	like to suggest	t for improveme kindly give yo	our suggestion	ns.	
1)	the organisa	like to suggest	t for improveme kindly give yo	our suggestion	ns.	
1)	the organisa	like to suggest	t for improveme kindly give yo	our suggestion	ns.	
1)	the organisa	like to suggest ation? If yes, 2)	t for improveme kindly give yo	our suggestion	ns.	
1)	the organisa	like to suggest ation? If yes, 2)	t for improveme kindly give yo 3)	our suggestion	ns.	
1)	the organisa	like to suggest ation? If yes, 2)	t for improveme kindly give yo 3)	our suggestion	ns.	
1)	the organisa	like to suggest ation? If yes, 2)	t for improveme kindly give yo 3)	our suggestion	ns.	
1)	the organisa	like to suggest ation? If yes, 2)	t for improveme kindly give yo 3)	our suggestion	ns.	

•

.

Is	there any	, diff	iculty in g	etting	required in	formation from	n your superior?
A)	·		Usually		Sometimes	,	E) Never
Do	vou advis	se vo	ur subordi	nates	regarding the	e job-related	matters?
A)	-	в)			Sometimes	·	E) Never
,	, , ,	,	,				
			C] HORI	ZONTA	L COMMUNIC	ATION	
Do	you thin	k tha	at group m	eeting	s among the	equals are	useful ways to
	-		on needed?		,	·	
A)	Always	B)	Usually	C)	Sometimes	D) Seldom	E) Never
Do	vou feel	free	to talk abo	out io	b-related mat	ters at meetin	nes?
A)	-		Usually	·	Sometimes	D) Seldom	E) Never
I e	there an	v dif	fficulty in	aattin	og the require	ad information	n from people o
	our own le		icuity in	Rettin	ig the require	ed miormation	i irom people o
A)			Usually	C)	Sometimes	D) Seldom	E) Never
	·		nh-ralatad i	matter	s among you	r equals duri	ing non working
Do	you cons	uit k	an-Leigred i		J 4,,,,,,,	chagis ani	ing non-working
	you consours?	uit k	ob-related i			cquais cui	ing non-working
ho	-	·			Sometimes		
ho	ours?	В)	Usually	C)	Sometimes	D) Seldom	
ho	ours?	·	Usually	C)	•	D) Seldom	
ho A)	ours? Always	B)	Usually  INTER-DE	C) PARTM	Sometimes	D) Seldom	E) Never
ho A)	ours? Always	B)	Usually  INTER-DE	C) PARTM	Sometimes	D) Seldom	
ho A)	ours? Always your fee	B) D] el th	Usually <u>INTER-DE</u> nat inter-de	C) PARTM epartm	Sometimes	D) Seldom	E) Never ves delays and
ho A) Do	ours? Always your fee	B) D] el th	Usually <u>INTER-DE</u> nat inter-de	C) PARTM epartm	Sometimes  IENTAL COMM  mental commun	D) Seldom  UNICATION  nication remo	E) Never ves delays and
ho A) Do	ours? Always your fee	B) D] el th	Usually <u>INTER-DE</u> nat inter-de	C) PARTM epartm	Sometimes  IENTAL COMM  mental commun	D) Seldom  UNICATION  nication remo	E) Never ves delays and

### APPENDIX - II

Dear Sir/Madam,

You will find below certain media of communication that are commonly practiced in your organisation. Therefore, you are requested to rank them in numerical order of preference.

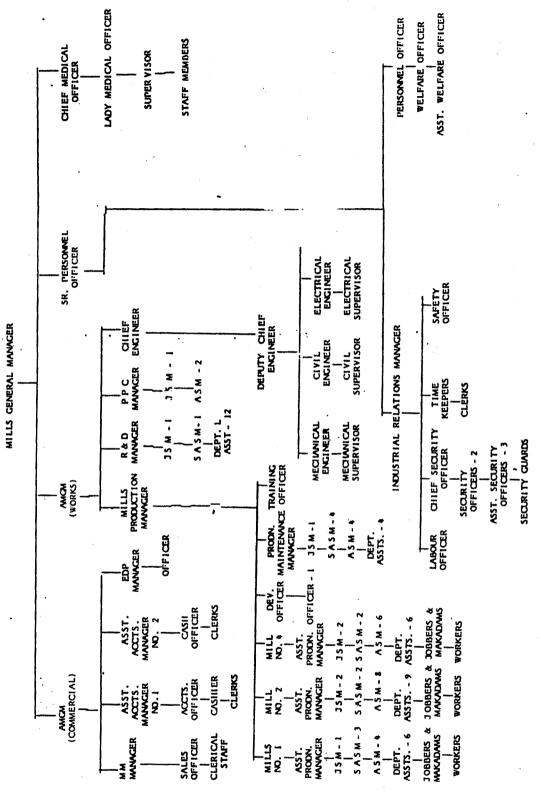
COMMUNICATION MEDIA	RANKING
a) Face to Face Communication	( )
b) Notice Board	( )
c) Conference	( )
d) Daily News Bulletins	( )
e) General Body Meeting	( )
f) Lectures	· ( )
g) Telephone Talk	( )
h) Hand Bills	( )
i) Monthly Bulletins	( )
j) Circulars	( )

APPENDIX 111

## GOKAK WILLS, GOKAK FALLS

(Division of Gokak Patel Vokkart Ltd.,)

# GANISATION CHART



PPC : Production Planning & Control; PRCON. : Production; 35M : Junior Spinning Masters; SASM : Senior Assistant Spinning Masters; AMGM : Assitant Mills General Manager; R & D : Research & Development; MM : Material Maintenance; EDP ; Electronic data Processing ASM : Assistant Spinning Masters; DEPT. ASST. : Departmental Assistants.