

APPENDIX - A

INTERVIEW-CUM-RATING SCHEDULE FOR EXECUTIVES & SUPERVISORS

"A STUDY OF LEADERSHIP PATTERNS & THEIR EFFECTIVENESS WITH
SPECIAL REFERENCE TO A STEEL FACTORY AT NAGPUR (M.S.)"

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Schedule No. :

- Note :
1. The information collected will be used only for academic purpose.
 2. The study is related to the leadership patterns of executives and supervisors as the leaders of the subordinates.

I. Personal Data :

1. Age in years :
 - i. 18 to 25
 - ii. 26 to 35
 - iii. 36 to 45
 - iv. 46 to 55
 - v. 56 to 60
- 2, Mother Tongue :
 - i. Hindi
 - ii. Marathi
 - iii. Any other (specify)

3. Native Place : a. District :
b. State :
4. Religion : i. Hindu
ii. Muslim
iii. Christain
iv. Baudha
v. Any other (specify)
5. Caste (only in case of Hindus)
6. Educational Qualification : i. Less than S.S.C.
ii. S.S.C.
iii. H.S.S.C.
iv. Graduate
v. Post-Graduate
7. Designation :
8. Department :
9. Total salary per month : i. 500-1000
ii. 1001-1500
iii. 1501-2000
iv. 2001-2500
v. 2501-3000
vi. 3001- & more
11. Length of Service in present organisation (Yrs) : i. Less than 1
ii. 1 - 5
iii. 6 - 10
iv. 11 - 15
v. 16 - 20
vi. 21 - 25

12. Designation of your :
 immediate superior

II. Leadership Patterns :

a. Trait approach

13. What are the qualities you have as a leader of your subordinates ?

- | | |
|------------------------------|---|
| i. Intelligence | vii. Ability to take proper decision |
| ii. Courage | |
| iii. Initiative | viii. Ability to maintain good relationship |
| iv. Reliability | |
| v. Judgemental ability | ix. Ability to control subordinates |
| vi. Foresight & anticipation | x. Acceptance of responsibility |
| | xi. Emotional maturity |
| | xii. Adaptability |

14. What are the qualities your immediate superior has as a leader ?

- | | |
|--------------------------------------|---|
| i. Intelligence | viii. Ability to maintain good relationship |
| ii. Courage | |
| iii. Initiative | ix. Ability to control subordinates |
| iv. Reliability | |
| v. Judgemental ability | x. Acceptance of responsibility |
| vi. Foresight & anticipation | xi. Emotional maturity |
| vii. Ability to take proper decision | xii. Adaptability |

b. Leadership & Decision Making

15. Which one of the following is your predominant approach for decision making ?
- i) You make and announce decision.
 - ii) You present ideas and invite comments from subordinates before taking decision.
 - iii) You present problem and invite suggestions from subordinates before taking decision.
 - iv) Decision is taken through active participation of subordinates.
 - v) You define the limits and let the subordinates to take decision.
 - vi) Leave entire responsibility on the subordinates to take decision.
16. Why do you adopt the above approach ? (please \/) mark only one answer.
- i) Subordinates are incapable of taking decisions.
 - ii) Subordinates are not interested in decision making
 - iii) That to make the subordinates feel that their opinion is sought.
 - iv) Subordinates make good suggestions.
 - v) You do not like subordinates participation.
 - vi) Subordinates are capable of taking decisions if the limits are set.
 - vii) Subordinates are capable of making independent decisions.
 - viii) Any other reason (please specify) :

17. Which one of the following is the predominant approach of your immediate superior in decision making ?

- i) He makes and announces decision.
- ii) He presents ideas and invite comments before taking decision.
- iii) He presents problems and invite suggestions before taking decision.
- iv) Decision is taken through the active participation of subordinates.
- v) He defines limits and let the subordinates to take the decision.
- vi) He leaves entire responsibility on subordinates to take decision.

18. In your opinion why your superior adapts the approach above indicated by you ? please (✓) mark one answer.

- i) Subordinates are incapable of taking decision.
- ii) Subordinates are not interested in decision making.
- iii) Just to make the subordinates feel that their opinion is sought.
- iv) Subordinates make good suggestions.
- v) He does not like subordinates participation.
- vi) Subordinates are capable of taking decision if limits are set.
- vii) Subordinates are capable of making independent decision.
- viii) Any other reason (please specify).

c. Leadership & Observance of Rules & Regulations

19. Which one of the following is your approach regarding observance of rules & regulations by your subordinates ?
- i) Stick to strict observation of rules and regulations.
 - ii) Giving occasional relaxation to subordinates in some of the rules and regulations.
 - iii) Least concerned about the observation of rules and regulations by the subordinates.
20. Why do you adopt discipline among the subordinates ?
please (\/) mark only one answer.
- i) To bring about discipline among the subordinates.
 - ii) Based on the circumstances and humanitarian ground occasional relaxation is given.
 - iii) Subordinates are self disciplined.
 - iv) Subordinates never observe rules and regulations.
 - v) Any other reason (please specify)
21. Which one is your superiors predominant approach regarding observance of rules and regulations by his subordinates ?
- i) Sticks to strict observation of rules and regulation by subordinates.
 - ii) Giving occasional relaxation to the subordinates in some of the rules and regulations.
 - iii) Least concerned about the observance of rules and regulations by subordinates.

22. Why do you think your supervisor adapts the above indicated approach ? Please (\/) mark only one answer.

- i) To bring about discipline among the subordinates.
- ii) Based on the circumstances and human grounds the occasional relaxation is needed.
- iii) Subordinates are self disciplined.
- iv) Subordinates never observe rules and regulations.
- v) Any other reason (please specify)

d. Leadership & Supervision

23. Does the work of your subordinates are definite and clear ?

- i) Yes
- ii) No

24. If no, please specify the reason.

25. Which one type of supervision is predominantly given by you to your subordinates regarding their work ?

- i) Close supervision
- ii) Occasional supervision
- iii) No Supervision is needed

26. Whether your work is definite and clear ?

- i) Yes
- ii) No

27. If no. please specify the reason.

28. Which one type of supervision is predominantly given by your superior ?

- i) Close supervision.
- ii) Occasional supervision
- iii) No supervision

29. Which type of supervision your work requires ?
- i) Close supervision.
 - ii) Occasional supervision.
 - iii) No supervision is needed.
- e. Leadership & Concern for work Performance & Subordinates
30. Which one of the following is your concern for work performance and subordinates ?
- i) High concern for work performance, low concern for subordinates.
 - ii) High concern for subordinates, low concern for work performance.
 - iii) High concern for both.
 - iv) Low concern for both.
 - v) Moderate concern for both.
 - vi) High concern for work performance and moderate for subordinates.
 - vii) High concern for subordinates and moderate concern for work performance.
 - viii) Low concern for work performance and moderate concern for subordinates.
 - ix) Low concern for subordinates and moderate concern for work performance.
31. Which one of the following is the concern your superior predominantly has for work performance and subordinates ?

- i) High concern for work performance, low concern for subordinates.
- ii) High concern for subordinates, low concern for work performance.
- iii) High concern for both.
- iv) Low concern for both.
- v) Moderate concern for both.
- vi) High concern for work performance and moderate concern for subordinates.
- vii) High concern for subordinates and moderate concern for work performance.
- viii) Low concern for work performance and moderate concern for subordinates.
- ix) Low concern for subordinates and moderate concern for work performance.

f. Leadership and Motivation

32. Which one is the predominant approach used by you to stimulate your subordinates to work ?
- i) Verbal encouragement.
 - ii) Appreciation
 - iii) Rewards.
 - iv) Encouragement, appreciation and rewards.
 - v) Creating fear of penalty in the minds of subordinates.
 - vii) Creating fear of penalty, imposing penalty even for minor mistakes.

33. Which one of the following is the predominant approach used by your superior to stimulate his subordinates ?
- i) Verbal encouragement.
 - ii) Appreciation.
 - iii) Rewards.
 - iv) Encouragement, appreciation and rewards.
 - v) Creating fear of penalty in the minds of subordinates.
 - vi) By imposing penalty even for minor mistakes.
 - vii) Creating fear of penalty, imposing penalty even for minor mistakes.
34. Do you treat your subordinates with human dignity ?
- i) Yes
 - ii) No
35. Whether the subordinates are treated by your superior with human dignity ?
- i) Yes
 - ii) No
- g. Leadership & Consistency in Treatment of Subordinates
36. How do you treat your subordinates ?
- i) Similar treatment to all subordinates.
 - ii) Favour some subordinates.
37. Whether favouritism is based on :-
- i) Abilities of subordinates
 - ii) Religion
 - iii) Caste
 - iv) State
 - v) Personal Relationship
 - vi) Any other please specify
 - vii) Not applicable

38. How does your superior treat his subordinates ?

- i) Similar treatment to all subordinates.
- ii) Favour some subordinates.

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39. Whether favouritism is based on

- i) Abilities of subordinates
- ii) Religion
- iii) Caste
- iv) State
- v) Personal relations
- vi) Any other (please specify)
- vii) Not applicable

h. Leadership, Directives & Guidance

40. Do you give proper directives about work to your subordinates ?

- i) Yes
- ii) No

41. If no, why ?

- i) Do not have ability
- ii) Do not have interest
- iii) Any other reason, please specify
- iv) Not applicable

42. Whether your superior gives proper directives about the work of this type to subordinates ?

- i) Yes
- ii) No

43. If no, why ?

- i) Do not have ability
- ii) Do not have interest
- iii) Any other reason, please specify
- iv) Not applicable

44. Do you give proper guidance to your subordinates ?
i) Yes ii) No
45. If no, why ?
i) No ability ii) No interest
iii) Lack of time iv) Any other (specify)
v) Not applicable
46. Does your superior give proper guidance to his subordinates
i) Yes ii) No
47. If no, why ?
i) Do not have ability ii) No interest
iii) Lack of time iv) Any other reason (specify)
v) Not applicable
- i. Superior-Subordinate Relationship
48. Do you help your subordinates in solving their problems ?
i) Work problems iii) Both work & personal problems
ii) Personal problems iv) Not interested in solving proble
49. Does your superior help in solving the problems of his
subordinates ?
i) Work problems iii) Both work & personal problems
ii) Personal problems iv) Not interested in solving proble
50. Does your subordinates extend their cooperation in
execution of your plans ?
i) yes ii) No

51. If no, why ?

- i) Personal disliking for you
- ii) No interest in work
- iii) To trouble management
- iv) They feel your plans are not worth implementing
- v) Any other reason (specify)
- vi) Not applicable

52. Do you extend your cooperation in the execution of plans of your superior ?

- i) Yes
- ii) No

53. If no, why ?

- i) Personal dislike for your superior
- ii) You do not have interest in work
- iii) To trouble management
- iv) His plans are not worth implementing
- v) Other reason (specify)
- vi) Not applicable

54. Do you bring the problems of your subordinates to the notice of higher authority ?

- i) Yes
- ii) No

55. If no, why ?

- i) Problems are not genuine
- ii) Not interested in forwarding problems
- iii) Any other reason (specify)
- iv) Not applicable

56. Does your superior bring the problems of his subordinates to the notice of higher authority ?
- i) Yes ii) No
57. If no, why ?
- i) He thinks problems are not genuine
- ii) No interest in forwarding problems
- iii) Any other reason, please specify
- iv) Not applicable
58. What type of relationship existing between you and your subordinates ?
- i) Harmonious
- ii) Strained
- iii) Indifferent
59. What type of relationship is existing between you and your superior ?
- i) Harmonious
- ii) Strained
- iii) Indifferent
60. What type of relationship you keep with your subordinates ?
- i) Formal ii) Informal
61. What type of relationship your superior keeps with you ?
- i) Formal ii) Informal
62. Do you trust your subordinates ?
- i) All ii) Majority iii) Few iv) None
63. In case of few and none what is the reason ?

64. Are you trusted by your subordinates ?
 i) By all ii) By majority iv) By few v) By none
65. In case of few and none what is the reason ?
66. Are you trusted by your superior ?
 i) Yes ii) No
69. If no, why ?
68. Do you trust your superior ?
 i) yes ii) No
69. If no, why ?

III Effectiveness of Leadership

70. Whether you have helped your subordinates in developing confidence and zeal to work ?
 To a great extent / To a moderate extent
 4 3
 To some extent / To a mild extent / Not at all
 2 1 0
71. Whether your superior has helped his subordinates to develop confidence and zeal to work ?
 To a great extent / To a moderate extent
 4 3
 To some extent / To a mild extent / Not at all
 2 1 0
72. Whether you have developed sense of belonging among your subordinates ?
 Extremely/ Very much/ A good deal/ A little/ Not at all
 4 3 2 1 0

73. Whether your superior has developed sense of belonging among his subordinates ?

Extremely/ Very much/ A good deal/ A little/ Not at all
4 3 2 1 0

74. Do you guide your subordinates effectively ?

Extremely/ Very much/ A good deal/ A little/ Not at all
4 3 2 1 0

75. Does your superior guide the subordinate effectively ?

Extremely/ Very much/ A good deal/ A little/ Not at all
4 3 2 1 0

76. Do you keep your subordinates well informed about the matters concerning them ?

Always / Mostly / Often / Seldom / Never
4 3 2 1 0

77. Does your superior keep his subordinates well informed about the matter concerning them ?

Always / Mostly / Often / Seldom / Never
4 3 2 1 0

78. Whether your leadership has enabled your subordinates to maintain their behaviour according to the rules and regulations of the organisation ?

Extremely/ Very much/ A good deal/ A little/ Not at all
4 3 2 1 0

79. Whether leadership of your superior has enabled his subordinates to maintain their behaviour according to rules and regulations of the organisation ?

Extremely/ Very much/ A good deal/ A little/ Not at all
4 3 2 1 0

80. Do you keep communication channel open to provide opportunity to your subordinates to express themselves freely ?

Always / Mostly / Often / Seldom / Never
 4 . 3 2 1 0

81. Does your superior keep communication channel open to provide opportunity to his subordinates to express freely ?

Always / Mostly / Often / Seldom / Never
 4 3 2 1 0

82. Does your subordinates clearly understand the instructions given by you ?

Always / Mostly / Often / Seldom / Never
 4 3 2 1 0

83. Does the instructions given by your superior is clearly understand by his subordinates ?

Always / Mostly / Often / Seldom / Never
 4 3 2 1 0

84. Do you make effort in minimizing the mis-understanding among your subordinates ?

Always / Mostly / Often / Seldom / Never
 4 3 2 1 0

85. Does your superior make effort in minimizing the mis-understanding among his subordinates ?

Always / Mostly / Often / Seldom / Never
 4 3 2 1 0

86. Do you exhibit high standard of performance to set the example among your subordinates ?

Always / Mostly / Often / Seldom / Never

4 3 2 1 0

87. Does your superior exhibit high standard of performance to set the example among your subordinates ?

Always / Mostly / Often / Seldom / Never

4 3 2 1 0

88. Does your leadership has helped in achieving :

a) Individual work targets

Extremely/ Very much/ A good deal/ A little/ Not at all

4 3 2 1 0

b) Group work targets

Extremely/ Very much/ A good deal/ A little/ Not at all

4 3 2 1 0

c) Organisational targets

Extremely/ Very much/ A good deal/ A little/ Not at all

4 3 2 1 0

89. Does the leadership of your superior has helped in achieving

a) Individual work targets

Extremely/ Very much/ A good deal/ A little/ Not at all

4 3 2 1 0

b) Group work targets

Extremely/ Very much/ A good deal/ A little/ Not at all

4 3 2 1 0

c) Organisational targets

Extremely/ Very much/ A good deal/ A little/ Not at all

4	3	2	1	0
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90. Whether your leadership has resulted in sense of satisfaction among subordinates ?

Extremely/ Very much/ A good deal/ A little/ Not at all

4	3	2	1	0
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91. Whether leadership of your superior has resulted in sense of satisfaction among his subordinates ?

Extremely/ Very much/ A good deal/ A little/ Not at all

4	3	2	1	0
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92. How would you evaluate your leadership ?

Extremely / Very good / Good / Some what good / Poor

4	3	2	1	0
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93. How would you evaluate leadership of your superior ?

Excellent / Very good / Good / Some what good / Poor

4	3	2	1	0
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