

## APPENDIX

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

APPENDIX - I

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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 ( ✓ ) in the column "Always" and if you want to say "Never" in connection with certain question, then you have to put tick mark ( ✓ ) 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



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 without 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

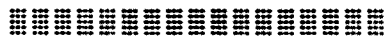
- 1) Do you feel that higher position, status, prestige, etc., makes the subordinates to feel a sense of inferiority which creates difficulty in communication?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 2) Do you say that some amount of repetition of information makes communication proper?  
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 technique of "Face to Face Communication" avoid delay and distortion of communication?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 5) Do you feel more free to communicate in your own vernacular (one's mother tongue) to bring effective communication?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 6) Does lack of communication, affect the performance?  
A) Always B) Usually C) Sometimes D) Seldom E) Never

OPEN-END QUESTION

- 1) Would you like to suggest for improvement of communication system in the organisation? If yes, kindly give your suggestions.

1)                      2)                      3)                      4)                      5)



- 7) Is there any difficulty in getting required information from your superior?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 8) Do you advise your subordinates regarding the job-related matters?  
A) Always B) Usually C) Sometimes D) Seldom E) Never

**C] HORIZONTAL COMMUNICATION**

- 1) Do you think that group meetings among the equals are useful ways to get the information needed?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 2) Do you feel free to talk about job-related matters at meetings?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 3) Is there any difficulty in getting the required information from people of your own level?  
A) Always B) Usually C) Sometimes D) Seldom E) Never
- 4) Do you consult job-related matters among your equals during non-working hours?  
A) Always B) Usually C) Sometimes D) Seldom E) Never

**D] INTER-DEPARTMENTAL COMMUNICATION**

- 1) Do you feel that inter-departmental communication removes delays and distortions?  
A) Always B) Usually C) Sometimes D) Seldom E) Never

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	( )

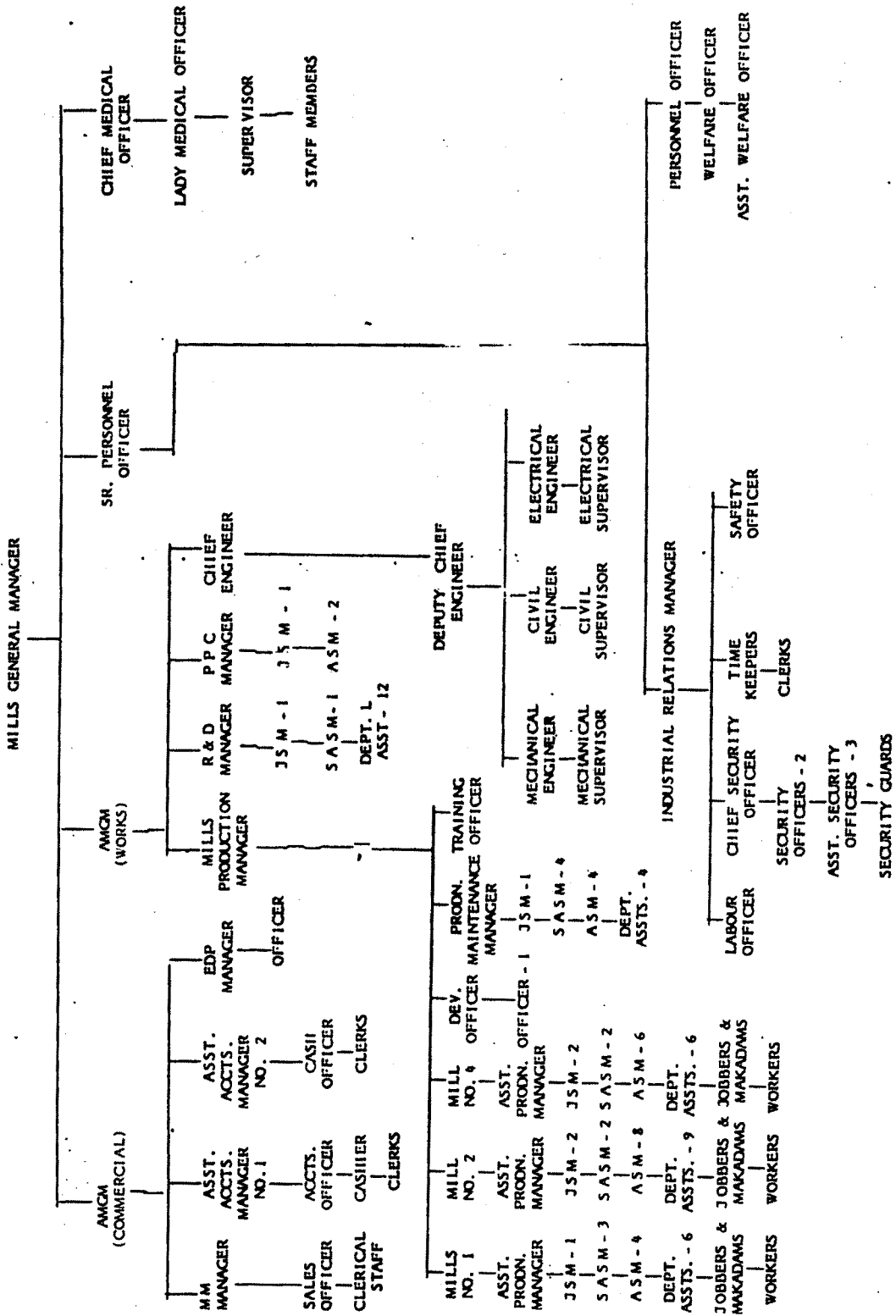


APPENDIX III

GOKAK MILLS, GOKAK FALLS

(Division of Gokak Patel Yakkart Ltd.,)

ORGANISATION CHART



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