

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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**A STUDY ON MANAGERIAL EFFECTIVENESS**

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**ABSTRACT**

*The manager, as a person, as the key individual in society and as the member of his organization-becomes the matter of increasing importance. Careers in organizations that is, careers as managers or other professionals are the principal career opportunities for educated people. Nine out of ten youngsters who receive a college degree can expect to spend all their working lives as managerial employees. The first job of the manager is to make his organization perform. Results are always on the outside. There are only costs on the inside. Even the most efficient plant is still a cost-centre until a distant customer, has paid for its products. The manager thus lives in a constant struggle to keep performance for being overtaken by the concerns of the Inside that is by bureaucracy. Organizations cannot be properly run without competent first-level managers. This study is an exploration towards identifying the relationship between certain individual level variables and managerial effectiveness. Managerial effectiveness was conceptualized in terms of competence, satisfaction, conflict resolution, need fulfillment, value realization, self-concept and recognition variables of the managers. The widespread recognition of this fact holds managers accountable for whatever goes wrong in a work organization. Managers have thus become the leadership groups in our society. The concept of effectiveness is dealt with different ways in different times by theorists and real life practitioners. Undoubtedly it is difficult to arrive at a single conclusion on the construct of managerial effectiveness. The present study is an attempt to explore further on this ever important construct of managerial effectiveness.*

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**KEYWORDS**

managers, managerial effectiveness

**INTRODUCTION**

The History of Human resource management is as old as the history of mankind. Ever since the creation of mankind, man has been aware that in most endeavors he can accomplish relatively little alone. For this reason, he has found it expedient and even necessary to join with others in order to attain his goals. Thus the concept of human resource management took birth. Management is the function of getting things done through people and directing the work together towards the attainment of a common objective. The effectiveness with which people work together towards the attainment of their joint goals is greatly influenced by the ability of those who hold managerial positions known as managers. Managers are those persons who undertake the tasks and functions of managing, at any level in any kind of enterprise. Their goal is to establish and maintain an environment for performance that individuals will contribute to group objectives with the least cost- whether money, time, effort, materials, discomfort or dissatisfaction- to create a surplus value, or profit. Managers perform the task of designing and maintaining an environment for the effective and efficient performance of individuals working together in groups towards the accomplishment of reselected missions and objectives. Plant, equipment, materials and people do not make a business any more than airplanes, tanks, ships and people make an effective military force. One other element is indispensable: i.e. effective managers. The quality of managers is one of the most single determining factors for the continuing success of any organization. Managers essentially possess the art of influencing people to strive for group objectives. Individuals are much more than merely a productive factor in manager's plans. They are members of social system in many organizations; they are consumers of goods and services and thus they are vitally influence demand; they are members of families, schools and churches; and they are citizens. In these different roles they establish laws that govern managers, ethics that guide behavior and a tradition of human dignity that is a major characteristics of our society. In short managers and the people they lead are interacting members of a broad social system.

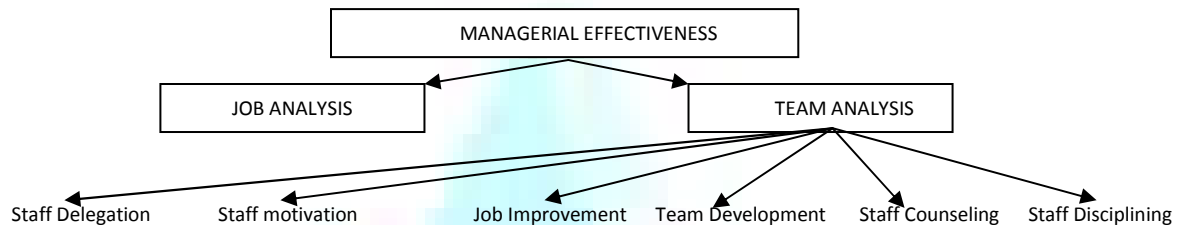
**REVIEW OF LITERATURE****CONCEPT OF EFFECTIVENESS**

There are two common words, efficiency and effectiveness considered as one and the same. Efficiency is determined by how one does it, whereas effectiveness depends upon what one does. The concept of managerial effectiveness is the central issue of the management. Intelligence, imagination and knowledge are essential resources, but only effectiveness converts them into results. Effectiveness is best seen as something a manager produces from a situation by managing it appropriately, producing the results or meeting the targets in every sphere of the activities of organizations. The manager's job is linked with three major dimensions— technical, conceptual, and human (Katz, 1974). The productivity of any organization can be increased by the effective management of all the three dimensions and specially by managing the conceptual and human dimensions of management. To be effective is the job of the Manager. The Manager is expected to get the right things done and this is simply saying that he is expected to be effective (Drucker 1967, p1). Individual's effectiveness is a key component in making an individual successful in all aspects of life; including the organizational life. That is why we need effective Managers. A review of literature shows that managerial effectiveness has been studied with three perspectives: 1. Traditional/Conventional perspective, 2. Organizational level competency based perspective, and 3. an individual level competency based perspective. The traditional model emphasizes the ability to set and achieve goals where it is implicitly assumed that managerial effectiveness leads to organizational effectiveness (Campbell, 1970). Personal effectiveness (in problem solving perspective) refers to an ability to solve four of the systems problems. They are (a) adaptation, (b) goal attainment, (c) integration, and (d) latency or tension management (Sutton & Ford, 1982). Apparently within a company, managerial competence is important, particularly at the level where the shortage of top-flight ability is most keenly felt. However, little attention seems to have been paid to managerial effectiveness in comparison to some other aspects of organizational dynamics. According to Campbell (1970) managerial effectiveness should reflect in organizational effectiveness as well. Even if it does not, the effectiveness of the individuals by itself should be a matter of concern; because performing well is a prerequisite to any subsequent positive organizational dynamics. The concept of effectiveness is dealt with different ways in different times by theorists and real life practitioners. Undoubtedly it is difficult to arrive at a single conclusion on the construct of managerial effectiveness. The present study is an attempt to explore further on this ever important construct of

managerial effectiveness. The idea of managerial effectiveness can be clearly understood when managers learn to distinguish sharply between Managerial, Apparent and Personal effectiveness. Managerial Effectiveness –Is not an aspect of personality. It is not something a manager produces from a situation by managing it appropriately. It represents output and not input. Before a manager can operate with full effectiveness, he must:

- Understand the overall contribution his unit should make, which means knowing. What his superior is responsible for?
- Understand his role in his unit, which means knowing, what he is responsible for achieving and knowing?
- Establish specific objectives which he intends to achieve in a determined time period.
- Have the help of the superior in overcoming obstacles which may prevent the attainment of these objectives. The obstacles may be in the organization, the job, the superior, or the manager himself.
- Have willingness to work to achieve his objectives, which may mean preparedness to change his behavior.
- Receive concrete periodic feedback on his progress towards objectives.
- Be held responsible for his actions.

If any of these is missing, full effectiveness is unlikely to be achieved.



#### THE FACTORS THAT MAKE UP MANAGERIAL EFFECTIVENESS

**Apparent Effectiveness:**-It is difficult to judge managerial effectiveness by observation of behavior alone. The behavior must be evaluated in terms of whether or not it is appropriate to the output requirement of the job. **Personal Effectiveness:**-Poorly defined job outputs can also lead to what might be called "personal effectiveness", that is, satisfying personal objectives rather than the objectives of the organization. To be effective a manager needs to pick and concentrate on the vital areas that will vary from situation to situation and again from time to time in a given situation. Many Researchers have found that "off-the-job satisfaction" could also be thought of as having multiple facets like job satisfaction. Takalkar and Covert (1994) measured job satisfaction in an Indian corporation. They suggested that the structure of job satisfaction in India was a modification of an eight oblique factor model proposed by Spector (1985). The eight correlated factors were pay, promotion, supervision, operation procedures, nature of work, co-workers, communication and benefits.

#### SCOPE OF THE STUDY

The present study is a study on Managerial effectiveness of managers in the sample unit. The study aims at measuring the managerial effectiveness of the managers working at different levels. It also aims at providing some suggestions to the managers to improve their managerial effectiveness in management.

#### STATEMENT OF THE PROBLEM

All human progress begins at the moment somebody is not satisfied. As long as they are satisfied with themselves as managers, they will never get anything better. The fact is that most of them get to be managers abruptly- without previous experience.

She is good at designing and he is good at production. So who is better to put in charge of designing and of production? Suddenly, she is made design manager and he is made production manager. From that day, their personal skills in designing and production are no longer of prime importance. Their success depends on how well they get other designers, producers and sales people to give their best.

Managers are much maligned group of people pressurized by bosses, envied and misunderstood by their staff and in competition with their fellow managers for scarce resources, managers need to be a resilient breed. So most of the managers just muddle through. Some do so successfully and others don't. The most successful managers are usually those who realize early that there is something to be learnt- and that it may not come naturally. Among the most important considerations in ensuring effective managers, the effective future managerial practice will depend at least on the manager's willingness to learn, Managers acceleration of Management Development, Managers Importance of planning and innovation and measuring and rewarding management by tailoring information. The chances of being an effective manager depend to a large extent on how clearly they understand the nature of their job and the nature of their team. As against the above mentioned factors a study was carried out to find the effectiveness of managers who have committed themselves to self-development. So in this study, A analysis of the job and team of the managers have been made to know some of the basis effective skills that becomes part of a manager's job.

#### OBJECTIVES

1. To find the personal background of the managers.
2. Identify the variety of tasks and skills that make up the job of managing.
3. Analyze the effective managerial tasks and skills of the managers.
4. Measure the level of managerial effectiveness among the managers.
5. Derive the findings and inferences from the analysis of the data.
6. Give suitable suggestions based on the findings of the study.

#### HYPOTHESIS

The following hypothesis were framed and tested:

- Ho<sub>1</sub>: Age level of the managers does not influence the nature of leadership preferred by them.  
 Ho<sub>2</sub>: Educational qualification of the managers does not influence their job analysis.  
 Ho<sub>3</sub>: Experience of the managers does not influence their team analysis.  
 Ho<sub>4</sub>: Job analysis of the managers does not influence their team analysis  
 Ho<sub>5</sub>: Native background of the managers does not influence their job analysis.

#### RESEARCH METHODOLOGY

The data was collected from forty five managers, mostly belonging to the top, middle and low hierarchical level from a public sector unit which constituted the sample. Descriptive research was adopted to describe the effectiveness of the managers. Both primary and secondary data were collected. A structured questionnaire was prepared and distributed to the managers in the sample unit to collect the necessary data. Informal interviews were held with the managers to know their general attitude towards management. Necessary secondary data were also collected from the company literature. For analyzing the data statistical tools like percentages, arithmetic mean, standard deviation and chi-square test were used.



**RESULTS AND DISCUSSION**

A sample of 45 respondents were taken for the study. The term respondent refers to the manager in the following analysis. The analysis is divided into the following three categories:

**I. SIMPLE TABULATION OF DATA PERTAINING TO THE BACKGROUND OF THE MANAGERS****TABLE 1.1 – TABLE SHOWING RESPONDENTS AGE GROUP**

Age	Number of Respondents	Percentage
Below 30	6	13
30-34	10	22
35-39	3	7
40-44	3	7
45-49	2	4
50-54	17	38
Above 55	4	9
TOTAL	45	100

**TABLE 1.2 – TABLE SHOWING SEX OF THE RESPONDENTS**

Sex	Number of Respondents	Percentage
Male	43	96
Female	2	4
TOTAL	45	100

**TABLE 1.3 – TABLE SHOWING NATIVE BACKGROUND OF THE RESPONDENTS**

Native Place	Number of Respondents	Percentage
Rural	16	36
Urban	19	42
Semi-Urban	7	15
Metropolitan	3	7
Total	45	100

**TABLE 1.4 – TABLE SHOWING MARITAL STATUS OF THE RESPONDENTS**

Marital Status	Number of Respondents	Percentage
Married	38	84
Unmarried	7	16
TOTAL	45	100

**TABLE 1.5 – TABLE SHOWING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**

Educational Qualification	Number of Respondents	Percentage
Graduate	11	24
Post-Graduate	13	29
Technical/Professional	18	40
Others	3	7
Total	45	100

**TABLE 1.6 – TABLE SHOWING THE PRESENT POST HELD BY THE RESPONDENTS**

Present Post held	Number of Respondents	Percentage
Top level	10	22
Middle level	15	33
Lower level	20	45
Total	45	100

**TABLE 1.7 – TABLE SHOWING EXPERIENCE OF THE RESPONDENTS**

Experience	Number of Respondents	Percentage
Graduate	33	73
Post-Graduate	10	22
Technical/Professional	2	5
Others	45	100

**TABLE 1.8 – TABLE SHOWING NUMBER OF RELATIVES WORKING THE RESPONDENTS**

Relatives	Number of Respondents	Percentage
Working with	13	29
Not Working with	32	71
TOTAL	45	100

**II. SPECIFIC ANALYSIS PERTAINING TO MANAGERIAL EFFECTIVENESS****TABLE 2.1-TABLE SHOWING JOB ANALYSIS**

Job Analysis	Number of Respondents	Percentage
High	9	20
Medium	29	64
Low	7	16
TOTAL	45	100

The study brings out the job analysis of the respondents. Accordingly every respondent is rated as per his efficiency and they have been classified "Highly efficient, moderately efficient and less efficient". The classification has been done with the help of mean and standard deviation in order to find out the confidence limits.

TABLE 2.2-TABLE SHOWING TEAM ANALYSIS

Rate of Efficiency	Number of Respondents	Percentage
High	9	20
Medium	29	64
Low	7	16
TOTAL	45	100

The study discloses the team analysis of the respondents. Every respondent is classified as highly efficient, moderately efficient and very less efficient.

TABLE 2.3-TABLE SHOWING STAFF DELEGATION ANALYSIS

S.NO	Staff Delegation	Always		Frequently		Occasionally		Seldom		Never	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	I feel over-burdened with duties.	0	0	5	11	19	42	7	16	14	31
2.	I find myself having to work longer hours than most colleagues.	1	2	4	9	23	51	11	25	6	13
3.	I feel my subordinates come to me too frequently to ask about what they should do.	0	0	10	22	19	42	11	25	5	11
4.	I feel necessary to check each of my subordinates work in detail.	2	4	3	7	18	40	16	36	6	13
5.	My staff thinks that I don't let them use their initiative enough.	0	0	0	0	7	16	10	22	28	62
6.	I dread the thought of having to put right other people's mistakes.	1	2	1	2	8	18	12	27	23	51
7.	I am worried that subordinates may undermine my authority or even challenge me for my job.	0	0	0	0	0	0	3	7	42	93
8.	I am prepared to relax my control as the individual gains confidence and competence.	23	51	7	16	7	16	4	9	4	8
9.	I am clear about the limits of my authority to take decisions without referring back to my boss.	34	76	7	16	3	6	1	2	0	0
10.	If a vacancy arises because someone is leaving, I could want someone who will do exactly the same work as that person.	13	29	8	18	2	4	8	18	14	31

If you are to improve the motivation of individuals in your team, you need to know what they expect to get out of their work.

TABLE 2.4-TABLE SHOWING STAFF MOTIVATION FACTORS

S.NO	Motivating Factors	Of utmost importance		Of very importance		Of moderate importance		Of lesser importance		Of no importance	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	Good wages or salary	13	29	21	47	8	18	2	4	1	2
2.	The prospect of promotion	11	25	24	53	8	18	1	2	1	2
3.	Official fringe benefits	5	11	11	24	23	51	3	7	3	7
4.	Unofficial fringe benefits	2	4	3	7	16	36	11	24	13	29
5.	Getting as much as free time as possible	0	0	1	2	7	16	17	38	20	44
6.	Gaining personal status or power	2	4	10	22	19	42	8	18	6	14
7.	Agreeable working conditions	10	22	21	47	11	25	2	4	1	2
8.	Social relationship with work-mates	13	29	20	44	11	25	1	2	0	0
9.	The prospect of developing new enterprise	3	7	13	29	16	36	9	20	4	8
10.	The feeling of being needed	19	43	15	33	9	20	2	4	0	0

TABLE 2.5-TABLE SHOWING STAFF MOTIVATION APPROACHES

S.NO	Staff Motivation Approaches	Of utmost importance		Of very importance		Of moderate importance		Of lesser importance		Of no importance	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	Ensure that the team has discussed and committed itself to the overall tasks or objectives of the group	25	56	18	40	2	4	0	0	0	0
2.	Keep the team informed of its progress towards objectives and of its own level of performance	18	40	21	47	5	11	1	2	0	0
3.	Encourage shared beliefs, values and rewards within the team	13	29	20	45	10	22	2	4	0	0
4.	Promote, Discussion. Suggestion and constructive criticism of work practice within the team	20	45	19	42	5	11	1	2	0	0
5.	Give the team as much freedom	17	38	20	45	6	13	1	2	1	2

TABLE 2.6-TABLE SHOWING JOB IMPROVEMENT ANALYSIS

S.NO	Improvements	Always		Frequently		Occasionally		Seldom		Never	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	Seems meaningful or worth doing?	24	53	15	33	4	9	2	4	0	0
2.	Provides sufficient variety in tasks or types of activity?	5	11	26	58	12	27	2	4	0	0
3.	Allows him or her sufficient freedom to make decisions in doing her work?	18	40	16	36	9	20	1	2	1	2
4.	Makes adequate call on his or her skills and talents?	19	42	14	31	9	20	2	4	1	2
5.	Allows sufficient contact with colleagues?	18	40	21	47	5	11	1	1	0	0
6.	Provide adequate scope for learning and development?	24	53	16	36	3	7	2	4	0	0
7.	Is reasonably demanding / challenging?	15	33	17	38	8	18	5	11	0	0

TABLE 2.7-TABLE SHOWING TEAM DEVELOPMENT ANALYSIS

S.No	Team Development Approaches	Number of Respondents	Percentage
1.	TELLING- I decide what to do and simply tell my staff to do it.	3	7
2.	SELLING-I decide what to do but then I explain to my staff why it needs to be done.	8	18
3.	FINE-TUNING- I decide what to do but I invite questions and comments from staff in case I see ways, I can improve my decision.	10	22
4.	PROBLEM SOLVING-I present staff with the problem and get them to come up with possible solutions before I make the decision.	12	26
5.	CONSULTING-I present staff with one or more tentative solutions to a problem and invite discussions of them before I make the decision.	8	18
6.	PARTLY DELEGATING-I present the staff with the problems and let them make the decision.	3	7
7.	FULLY DELEGATING-I expect staff to both define the problem and decide what to do about it (subject to whatever limits I impose).	1	2
	TOTAL	45	100

TABLE 2.8-TABLE SHOWING STAFF COUNSELING ANALYSIS

S.NO	Staff Counseling	Always		Frequently		Occasionally		Seldom		Never	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	I know or suspect what the problem is.	13	29	24	53	5	11	3	7	0	0
2.	My staff member also knows the problem.	12	27	14	31	18	40	1	2	0	0
3.	I have allowed plenty of time for the interview.	18	40	17	38	6	13	4	9	0	0
4.	My staff member knows how much time is available for the interview.	20	44	10	22	13	29	2	4	0	0
5.	I find a place for the interview that is quiet, Private and free from interruption.	25	56	8	18	7	16	4	9	1	2
6.	There is already some rapport or sense of trust between me and my staff member.	35	78	7	16	1	2	2	4	0	0
7.	I have made my staff member aware of the extent to which the discussion can be kept confidential.	31	69	11	24	3	7	0	0	0	0
8.	I have refreshed my memory sufficiently from the personal file and work records about the person whom I am going to counsel.	23	51	11	24	8	18	1	2	2	4
9.	I expect the counseling to be mainly, -directive -non-directive	6 17	13 38	5 11	11 24	2 3	4 7	0 1	0 2	0 0	0 0

TABLE 2.9-TABLE SHOWING STAFF DISCIPLINING ANALYSIS

S.NO	Staff Disciplining	Always		Frequently		Occasionally		Seldom		Never	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	-Encourage the individual to improve.	33	73	8	18	4	9	0	0	0	0
2.	-Is fair and reasonable	32	71	8	18	4	9	1	2	0	0
3.	-Is the same for all such offenders	23	51	7	16	4	9	5	11	6	13
4.	-Follow procedure that all employees are fully aware of	25	55	7	16	8	18	4	9	1	2

III. HYPOTHESIS TESTING RESULTS

1. Ho1-The age of the managers thus influence the nature of leadership provided by them.
2. Ho2-The educational qualification of the managers does not influence their job analysis.
3. Ho3-Experience of the managers does not influence their team analysis.
4. Ho4-Job analysis of the managers does influence their Team analysis.
5. Ho5-The native background of the managers does not influence their job analysis.

SUMMARY OF FINDINGS

The findings are as follows:

1. Majority of the managers were in the age group of 50-54.
2. The sample consisted of more number of male respondents than female respondents.
3. Majority of the managers had a collegiate degree.
4. Majority of the managers had less than 10years of experience.
5. Managers in the sample unit were moderately efficient in their job, since these managers knew all about their job but have failed to show keen interest in the development of their job.
6. A handful number of the managers were found to be fully aware of their team and team members.

RECOMMENTATIONS/SUGGESTIONS FOR IMPROVEMENT

1. It is suggested that these managers who are moderately efficient should show keen interest in the development of their job by identifying their aims and targets clearly and must try to master them. It is always better for these managers to clarify the purpose of any activity before they carry it out and they should carry out the self development activities, which would make them more efficient
2. Managers must set their goals and targets in detail and must carry out self development activities such as self motivation thoroughness, initiative and the capability of making good judgment. It is suggested that these managers should discuss their conclusions with their boss.
3. Managers should pay more attention to what their team members do and bring fresh insights into team work. They should be sensitive to the needs of the team and be the maintainer of harmony. They should also improve their communication network which is a vital factor.
4. Managers should try to be good listeners, good communicators, good watchers, good recorders, good communicators and should have good understanding powers. The nature of leadership followed by them must be to keep their team focused on the task objective.
5. It is suggested that managers should consider the staff to whom they are delegated, consult with them and should agree to hand over the work. Full details of the work should be informed to the staff and training must be given to the staff if they are not clear about the job.
6. When managers make an effort to improve people’s job, they should make sure that they do so only in consultation with the people concerned.
7. Managers who follow the democratic style of leadership are preferred to the autocratic style of leadership.
8. Managers should not concentrate on getting job done and neglect the people or concentrate on the people to the neglect of the job. They should balance both equally.

- Managers are suggested to overturn their decision if they are in need to discipline their staff.

## CONCLUSION

One of the effective ways to become an effective manager is to find out for your self, observe its behavior and imitate it. In short, the effective manager is there to make sure that the staff are working to clear guidelines training and support to do that work.

## LIMITATIONS

The following are the limitations of the study.

- The study is a micro level study and it is restricted only to the sample unit.
- The sample selected for the study belongs to the sample unit only. Environments and involvement level of the managers may differ from those of other industries. Hence the extent of participation and involvement of the managers in management activities of the sample unit which is arrived from this study cannot be generalized to other industries.
- This study covers only the managers and does not include the persons working in the supervisory and layman cadre.
- The study is based on the opinion expressed by the managers which is purely qualitative in nature. The inherent nature of the problems of converting the qualitative data into quantitative data for the purpose of analysis is applicable for the study.
- All limitations pertaining to the tools applied to analyze the statements will also be applicable for the study.

## SCOPE FOR FUTHER RESEARCH

- It is a micro level study and can be done at a macro level.
- A comparative study of the managers at different levels and industries can be made.
- The same project may be taken up in other types of organization, organizations with differing product-mix, and service organizations.
- The study may be extended for other hierarchical levels not included in this study.
- Though it's a difficult proposition in organizational research, a better sampling procedure that would come closest to random sampling and a considerably larger sample size would be highly desirable.
- The study could be done in a longitudinal design.

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## APPENDIX

### APPENDIX-I: A STUDY ON MANAGERIAL EFFECTIVENESS QUESTIONNAIRE (STRICTLY CONFIDENTIAL)

#### PART-I

Please feel absolutely free in answering the questionnaire

I Age: a. Below 30, b. 30-34, c. 35-39, d. 40-44, e. 45-49, f. 50-54, g. Above 55

II Sex a. Male, b. Female

III Native Place: a. Rural, b. Urban. Semi-Urban. Metropolitan

IV Marital Status: a. Married b. Unmarried

V Educational Qualification: a. Graduate, b. Post-Graduate, c. Technical/Professional. Others (please Specify)

VI Date of joining the service: a. Previous Organization, b. Present Organization

VII Present Post Held a. Top Level Managers, b. Middle Level Managers, c. Lower Level Managers

VIII Experience as a Manager a. Previous Organization (if any) - Yes / No If Yes No. of years b. Present Organization- No. of Years

IX Does any of your Relative work with you? a.. Yes, b. No

XI If Yes HE/ She are your a. Husband. b. Wife, c. Son, d. Daughter, e. Other Please Specify

XI If your answer to the above question is yes, specify whether they are working in a. Your Department, b. Other department

#### PART II

Below are given some questions and statements under separate headings. You are requested to give you 'True' and 'Frank' answers to them. Your response will be used only for research purpose and will be kept strictly confidential. Against each question under the first two headings, there are two response categories

and under the other headings there are five response categories and under the other headings there are five response categories. Indicate your most appropriate answer with a tick mark ( ).

**A. JOB ANALYSIS**

S.No		Yes	No
1	Does your job have a title?		
2	Are you sure to whom you are responsible?		
3	Could you draw some sort of organization chart showing how your job connects up to the other jobs in your organization?		
4	Can you state the overall purpose of your job in a single sentence?		
5	Can you state your time-span of discretion' – that is, how long you a allowed to carry on managing before someone checks on your results?		
6	Do you have job description listing your duties and responsibilities?		
7	Do you have a work plan, updated periodically in discussion with your boss, and setting out any specific tasks and targets expected out of you- and perhaps of your section-in the months ahead?		
8	Whether or not you have a job description or work plan, could you? -rank those main duties in order of importance -list of staff, expenditure and other resources that you are responsible for: -Say in what circumstances you would need your boss's agreement before you could act on your decisions; -list any specific tasks that you are expected to carry out as a matter of priority during the present year; -list any specific objectives(involving quantities, quality, costs, targets, etc) that you are expected to attain during the present year;		
9	Are there any regular activities that you cannot neglect (or delegate) without incurring some sort of penalty?		
10	Are there any specific targets that you are required to meet?		

**B. TEAM ANALYSIS**

S.No		Yes	No
1	Does each member of your team have a job description?		
2	Even without a formal job description, is each member of your staff duties and/or work targets clear to them?		
3	Are any members of your team deficient in the skills or knowledge they need for the work they are currently doing?		
4	Do any members of your team feel that too much or to little I being demanded of them?		
5	Is it important for the members of your team to collaborate with one another?		
6	The general atmosphere within the team is one of : -Mutual support and co-operation? -Competition and selfishness?		
7	Does your team have official and informal relationships with other teams?		
8	Could any member of your team benefit from a change in duties?		

**C. STAFF DELEGATION**

S.No		Always	Frequently	Occasionally	Seldom	Never
1	I feel overburdened with duties					
2	I find myself having to work longer hours than most colleagues.					
3	I feel it necessary to check each of my subordinates work in detail.					
4	My staff think that I don't let them use their initiative enough.					
5	I dread the thought of having to put right other people's mistake.					
6	I am worried that subordinates may undermine my authority or even challenge me for my job.					
7	I am prepared to relax my control as the individual gains confidence and competence.					
8	I am clear about the limits of my authority to take decisions without referring back to my boss.					
9	If a vacancy arises because someone is leaving, I would want someone who will do exactly the same work as that person.					

**D. a. STAFF MOTIVATION**

S.No	If you are to maintain or improve the motivation of individuals in your team, you need to know what they expect to get out of their work. Tick the Chief motives you think is important that will motivate your staff at various circumstances.	Of utmost Importance	Of very Importance	Of moderate Importance	Of Lesser Importance	Of no Importance
1	Good wages or salary					
2	The prospect of promotion					
3	Official fringe benefits					
4	Unofficial fringe benefits					
5	Getting as much as free time as possible					
6	Gaining personal status or power					
7	Agreeable working conditions					
8	Social relationship with work-mates					
9	The prospect of developing new enterprise					
10	The feeling of being needed					

**D.b. STAFF MOTIVATION APPROACHES**

S.No	Sometimes you might feel that your team members are not working together as a coherent team, that you would like them to be. Which of the following approaches do you think is important that might help you to improve the motivation of your team as a whole?	Of utmost Importance	Of very Importance	Of moderate Importance	Of Lesser Importance	Of no Importance
1	Ensure that the team has discussed and committed itself to the overall tasks or objectives of the group.					
2	Keep the team informed of its progress towards objectives and its own level of performance.					
3	Encourage shared beliefs, values and rewards within the team.					
4	Promote discussion, suggestions and constructive criticism of work practice within the team.					
5	Give the team as much freedom as they can handle deciding what needs doing and how to do it.					

**E. JOB IMPROVEMENT**

S.No	Below are some of the main features that you might go for if you were trying to design someone a satisfying job. Think about them in relation to each member of your team. Would each one agree that his or her job	Always	Frequently	Occasionally	Seldom	Never
1	Seems meaningful or worth doing?					
2	Provides sufficient variety in tasks or types of activity?					
3	Allows him or her sufficient freedom to make decisions in doing the work?					
4	Makes adequate call on his/her skills and talents? Allows sufficient contact with colleagues?					
5	Provide adequate scope for learning and development?					
6	Is reasonably demanding/ challenging?					

**F. TEAM DEVELOPMENT**

S.No	The following list indicates several different approaches to leadership. First please read through these approaches and indicate the most likely approach that you would like to work under, with a tick mark.
1	Telling: I decide what to do and simply tell my staff to do it.
2	Selling: I decide what to do but then I explain to my staff why it needs to be done.
3	Fine Tuning: I decide what to do but I invite questions and comments from staff in case I see way, I can improve my decision.
4	Consulting: I present staff with one or more tentative solutions to a problem and invite discussions of them before I make the decision.
5	Problem Solving: I present staff with the problem and get them to come up with possible solutions before I make the decision.
6	Partly Delegating: I present staff with the problem and let them make the decision.
7	Fully Delegating: I expect staff to both define the problem and decide what to do about it (Subject to whatever limits I must improve).

**G. STAFF COUNSELLING**

S.No		Always	Frequently	Occasionally	Seldom	Never
1	I know or suspect what the problem is.					
2	My staff member also knows the problem.					
3	I have allowed plenty of time for the interview.					
4	My staff member knows how much time is available for the interview.					
5	I find place for the interview that is quiet private and free from interruption.					
6	There is already some rapport or sense of trust between me and my staff member.					
7	I have made my staff member aware of the extent to which the discussion can be kept confidential.					
8	I have refreshed my memory sufficiently from the personal files and work records about the person whom I am going to counsel.					
9	I expect the counseling to be mainly -directive -or non directive					
10	I feel the following expect to benefit most from the interview a. Myself b. The staff member c. The team d. The organization					

**H. STAFF DISCIPLINING**

S.No	If and when you do find it necessary to formally discipline a member of staff you must be seen to act the way that	Always	Frequently	Occasionally	Seldom	Never
1	-Encourage the individuals to improve;					
2	-Is fair and reasonable;					
3	-Is the same for all such offenders;					
4	-Follow procedures that all employees are fully aware of.					

## **REQUEST FOR FEEDBACK**

**Dear Readers**

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I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

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I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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