APPENDICES

APPENDIX 1

"A Study of Organisational Development in Education and Industry with respect to Communication and Decision Making Practices"

QUESTIONNAIRE (For Educational Managers)

Personal Information :

1. Name   :

2. Age   :   (1) Between 30 - 35years
                                 (2) Between 36 - 40years
                                 (3) Between 41 - 45years
                                 (4) More than 45 years

3. Education   :   (1) Graduate Professional
                                 (2) Post Graduate Professional
                                 (3) Ph D
                                 (4) Others

4. Work Experience   :   (1) Less than 5 years
                                 (2) Between 5 to 10 years
                                 (4) More than 10 years

5. Please mention your functional area/area of work experience.

PART I - COMMUNICATION PRACTICES

Section - I   "Structural aspects of Communication process in the organisation"

1. In your opinion, how important is the communication process in an organisation?
    (1) Extremely important
    (2) Very important
    (3) Important
    (4) Not important

2. In your opinion, what are the major objectives of communication in your organisation? Please explain.

3. According to you, what are the types of communication system operating in your organisation? Please explain (some of the types are.given below) :
(1) Upward (2) Downward (3) Criss-cross

4. In your opinion, how much importance is given to the following methods (channels/media) of communication in your organisation :

Media/Channels	Extremely Important	Very Important	Important	Not Important
i. Memo				
ii. Notice board				
iii. D.O. letter				
iv. Immediate Superior				
v. Meetings				
vi. Telephone				
vii. Immediate Subordinate				
viii. Circulars				
ix. Bulletins/News letters				
x. Any other, please specify				

5. In your opinion, how important is the structure/system of communication in the development of the organisation? Please explain.

6. In your opinion, is the existing system of communication in your organisation adequate for the development of the organisation? Yes/No. Please explain.

Section - II   " Communication & Organisation Climate"

	Strongly Agree	Agree	Unsure	Disagree
1. The type of discussion held in different meetings are such that I get relevant information				
2. Faculty in this organisation feel free to discuss with their superiors any problems without any apprehension or fear				
3. In this organisation, information received from faculty is generally given sufficient importance				

4. This organisation has a reputation as a good institution in this region
5. The communication received from various channels of the organisation help you identify with and feel as vital part of the organisation
6. Your organisation provides you with plenty of freedom to work on your own and not be closely supervised
7. Senior faculty in this organisation seem to have a great deal of confidence and trust in their Juniors
8. Junior faculty in this organisation seem to have a great deal of confidence and trust in their senior colleagues

Section - III   "Communication and Organisational effectiveness"

	Strongly Agree	Agree	Unsure	Disagree
1. The faculty here, receive useful and relevant information that enhance their effectiveness within the organisation.				
2. Faculty, here are generally satisfied about the quality of work related information they get from various sources in the organisation				
3. Written directions and reports in the organisation are clear and to the point				
4. Organisation communication and publications are helpful and interesting				
5. The students in this institution aim to maintain the highest standard				
6. Do you feel that you receive more information (from all sources) than you needed?	(1) Never (2) Sometimes (3) Occasionally (4) Often			

Section - IV   "Behavioural aspects of Communication Process in the organisation"

1. While working, (approximately) how much time do you spend interacting with :
   (a) Your Senior faculty ....%
   (b) Junior faculty   ....%
   (c) Colleagues   ....%
       TOTAL   100%

2. When receiving information from the sources listed below, how accurate would you estimate it generally is?

	Accurate	Somewhat Accurate	Undecided	Inaccurate
(i) Senior faculty in the same department				
(ii)Other seniors				
(iii) Junior faculty				
(iv) Colleagues				

3. Do you look forward for feedback in all communication situation?   YES / NO. Please explain.

4. Do you organise the information you have to share with / communicate to others in the organisation?

    (1) Always   (2) Sometimes   (3) Unsure   (4) Not at all

5. To what extent do you think you are in a better position / comfortable to understand following methods of communication for effective functioning in the organisation?

Method	Fully Comfortable	Somewhat Comfortable	Unsure	Not Comfortable
(i) Verbal				
(ii) Non-verbal				
(iii) Written				
(iv) Meeting				
(v) Others (specify)				

PART - II   DECISION-MAKING PRACTICES

Section - I   "Decision-making and extent of participation"

Given below are some of the work situations in your organisation. There are six alternative methods described below for the decision-making process in these situations. Kindly tick (-/) under the appropriate number.

    (1) - No or minimal information
    (2) - Fairly detailed information
    (3) - Opportunity to give advice
    (4) - Advice taken into consideration
    (5) - Joint decision-making
    (6) - Complete control

SITUATION	METHODS USED
	1 2 3 4 5 6

1. Arranging the layout of your department
2. How to arrange and plan the work within the department
3. How to carry out your department's work
4. Changing the goals/target of your department
5. Purchasing within the department budget
6. Student admission procedures
7. Improving curriculum content
8. Recruitment of new faculty
9. Selection of research students or projects
10. Activities within your department for saving costs
11. Examination procedures

Section - II   **"Decision-making and degree of satisfaction"**

Given below are five parameters related to satisfaction resulting from participation in decision-making process. Kindly tick (-/) under the appropriate number which reflects your feeling :

    (1) - Yes definitely
    (2) - Yes I tend to think so
    (3) - I do not think so
    (4) - Definitely not

	1 2 3 4

1. Do th senior faculty members ask you for your opinion on matters related to your discipline.
2. Can you participate in decisions relating to your work?
3. Do the senior faculty members pay too little attention to your ideas and suggestions?
4. In your work, do you have the chance to take on responsibility?
5. When changes in your work occurs, are you consulted by other faculty members?

Section - III   **"Decision-making and Effects of Participation"**

Consultations may have all sorts of consequences. The investigator would like you to look back on your experiences with this type of consultation in your department and to state below that, if any, consequences it has had up till now.

Kindly place a tick (-/) under the appropriate number :

Because of consultation   1   2   3   4
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1. Faculty and students know better what is going on in the organisation
2. Faculty members have more job satisfaction
3. Faculty, students and other accept decisions more easily
4. Faculty has more influence on day-to-day matters
5. Students' interests are better looked after
6. More tension occurs
7. Too much time is wasted
8. In general, the quality of decisions is usually better
9. Faculty get more say in departmental policy making
10. Management is more aware of wishes and complaints among
     Faculty and student community
11. There is a better atmosphere in each department
12. Faculty members' abilities and experiences better utilised
13. Faculty members have gained greater independence and responsibility

Are there other effects? If so, what

14.

15.

16. All in all, what is your experience with participation in the decision-making process	Very Positive Negative Very Positive Negative	

PART III Strengths and Constraints of Communication and Decision making practices

1.   In your opinion, what are the strengths and constraints in Communication and decision making practices in your organisation.

2.   In your view how the weaknesses in Communication and Decision making practices can be minimised / removed ? Please explain.

3.   In your opinion what are aspects of Communication and Decision making systems in an Industry that can be tried or applied in an Educational institution ? Please explain.

4.   In your opinion what are aspects of Communication and Decision making systems in an Educational institution that can be tried or applied in an Industrial organisation ? Please explain

5. In your opinion, what is the role of organisational learning for overcoming lacunae in Communication and Decision making practices in an organisation?

6. In your opinion, what really contribute for longevity of an organisation from the dimensions of Communication and Decision making practices in the organisation.

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