

APPENDIX 2**"A Study of Organisational Development in Education and Industry with respect to Communication and Decision Making Practices"****QUESTIONNAIRE (For Industry Managers)****Personal Information :**

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

4. This organisation has a reputation as a good employer in this region
5. The communication received from various channels of the organisation help you identify with and feel a 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. Superiors in this organisation seem to have a great deal of confidence and trust in their subordinates
8. Subordinates in this organisation seem to have a great deal of confidence and trust in their superiors

Section - III "Communication and Organisational effectiveness"

	Strongly Agree	Agree	Unsure	Disagree
1. The employees here, receive useful and relevant information that enhance their effectiveness within the organisation.				
2. Employees, 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 products of the company aim to maintain the highest standard in technology				
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 superiors%
(b) Subordinates%
(c) Colleagues%
TOTAL	<u>100%</u>

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

	Accurate	Somewhat Accurate	Undecided	Inaccurate
(v) Immediate superior				
(vi) Other seniors				
(vii) Subordinates				
(viii) 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
(vi) Verbal				
(vii) Non-verbal				
(viii) Written				
(ix) Meeting				
(x) 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 work place/department						
2. How to 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 the equipment within the department budget						
6. Transferring someone to another job within the department						
7. Improving the physical work conditions'						
8. Deciding as to who will work in which shift						
9. Deciding as to who can go on a training course						
10. Activities within your department for saving costs						
11. Safety 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 your superiors ask you for your opinion on matters related to your work				
2. Can you participate in decisions relating to your work?				
3. Does your superior/boss 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 your boss/superior?				

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
1. People know better what is going on in the organisation				
2. People have more job satisfaction				
3. People accept decisions more easily				
4. One has more influence on day-to-day matters				
5. Employees's 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. People are getting more say in departmental policy making				
10. Management is more aware of wishes and complaints among Employees				
11. There is a better atmosphere in the department				
12. People's abilities and experiences better utilised				
13. People have gained greater independence and responsibility				
Are there other effects? If so, what				
14.				
15.				
16. All in all, what is your experience with consultation in the decision-making process	Very Positive	Positive	Negative	Very 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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