

APPENDIX 3.1PROFORMA 1 : FOR INSTITUTIONS

Kindly supply the following information which is needed in connection with my Ph.D. research. The information supplied will be kept confidential and will be reported in the thesis statistically only.

1. Name of the college/University Department: \_\_\_\_\_
2. Nature of Management (Please check)  
(a) Government (    ). (b) Private(    ) (c) Autonomous(    ).
3. Year of Establishment : \_\_\_\_\_
4. Nature of student enrolment (please check)  
(a) Men only (    ) (b) Women only (    ) (c) Educational(    )
5. Number of students in your college (Please give figures)
 

	<u>Men</u>	<u>Women</u>	<u>Total</u>
(a) At first degree level	---	---	---
(b) <sup>At</sup> Postgraduate level	---	---	---
6. Number of teachers on the staff. (Please give figures)  
(a) Men \_\_\_\_\_ (b) Women : \_\_\_\_\_ (c) Total \_\_\_\_\_
7. Is semester system followed in your institution?  
(Please check)  
(a) Yes (    ) (b) No (    ).
8. If your answer above is 'yes' please state the courses in which it is followed :

<u>Degree</u>	<u>Course of study</u>
(a) _____	_____
(b) _____	_____
(c) _____	_____
(d) _____	_____

9. Please state the number of first classes awarded to your college during the last three University examinations.

	<u>Year</u>	<u>No. of I classes</u>
(a)	_____	_____
(b)	_____	_____
(c)	_____	_____

10. Financial resources of the college. (Please check)

(a) Not adequate ( ) (b) Adequate ( )  
 (c) Very adequate ( )

11. College building : (Please check)

(a) (i) own ( ) (ii) rented ( )  
 (b) (i) adequately spacious ( ) (ii) Not adequately spacious ( )  
 (c) (i) college hostel attached ( )  
 (ii) No college hostel attached ( )

12. Please check whether you have the following in your college :

	<u>Yes</u>	<u>No</u>
(a) General Library	( )	( )
(b) Departmental/sectional library	( )	( )
(c) Departmental resource centre for instructional purposes.	( )	( )
(d) Science laboratories	( )	( )
(e) Study room	( )	( )
(f) Seminar room	( )	( )
(g) Common staff room	( )	( )
(h) Cafeteria/canteen	( )	( )
(i) Cabins for tutorials	( )	( )
(j) Question banks	( )	( )
(k) Examination-evaluation recording section	( )	( )
(l) Audio-visual room	( )	( )

APPENDIX 3.2Proforma 2 : BASIC DATA ABOUT RESPONDING TEACHERS

Each one of the following items needs to be filled out correctly and it is crucial for the present research. The information supplied will be kept confidential and will be used only to study the effect of certain variables in the research.

1. Name of your college/university  
Department/Institution : \_\_\_\_\_
2. Name of the subject you teach : \_\_\_\_\_
3. Your sex (Please check) Male \_\_\_\_\_, Female \_\_\_\_\_.
4. Your age : \_\_\_\_\_ years.
5. Highest degree earned by you with class.
  - (a) Academic degree \_\_\_\_\_. Class \_\_\_\_\_
  - (b) Professional degree \_\_\_\_\_ Class \_\_\_\_\_
6. (a) Have you studied abroad (Please check) Yes \_\_\_\_\_ No \_\_\_\_\_  
(b) If 'yes' please state the country(s) \_\_\_\_\_  
(c) Number of years spent abroad : \_\_\_\_\_ years.
7. How many years of teaching experience do you have?  
(Please state)
  - (a) In the present college/university department \_\_\_\_\_
  - (b) In other college/university departments \_\_\_\_\_
8. What is your professional status in the institution where you work? (Please check)
 

Principal	( )
Vice-Principal	( )
Head of the Department (college)	( )
Professor (college)	( )
Tutor or Demonstrator (college)	( )
Head of Department (University)	( )
Professor (University)	( )

- Reader (University) ( )  
 Lecturer(University) ( )  
 Any other, please state. \_\_\_\_\_
9. What is your average monthly income? Rs. \_\_\_\_\_
10. In what type of community did you spend the major part of your youth? (please check)  
 (a) Village ( ) (b) Town ( ) (c) City ( )
11. The occupation of your  
 (a) Father \_\_\_\_\_  
 (b) Mother \_\_\_\_\_  
 (c) Guardian (in the absence of parents) \_\_\_\_\_
12. What is the educational qualifications of your parents/  
 guardian? Please check  
 (a) No formal education ( )  
 (b) School education ( )  
 (c) College education ( )
12. Have you participated in in-service training in the course of the past two years? (please check)
- |                            | <u>Yes</u> | <u>No</u> |
|----------------------------|------------|-----------|
| (a) State level conference | ( )        | ( )       |
| (b) National conference    | ( )        | ( )       |
| (c) UGC seminars           | ( )        | ( )       |
| (d) Summer Institutes      | ( )        | ( )       |
13. Have you experience in doing research? Yes( ) No ( )  
 (b) If 'yes' please state the total years of research experience : \_\_\_\_\_
14. (a) Have you any experience of studying or working in a semester system? Yes( ) No ( )  
 (b) If 'yes' please check the type of experience.  
 i) Studying ( ) (ii) Teaching ( )  
 iii) examinership ( )  
 iv) Any other, please state \_\_\_\_\_

APPENDIX 3.3Tool No.1 : SEMESTER SYSTEM PERCEPTION DESCRIPTION QUESTIONNAIREInstruction :

Listed below are items characteristic of a semester system. Please indicate your personal opinion on each one of them as to whether it is desirable and feasible for adoption in your college/university Department by encircling a number in each of the given columns against the item concerned following the key given below :

- 4 = very much  
 3 = much  
 2 = some what  
 1 = not at all

Example :

	Desirable				Feasible			
Evaluation is fully internal.	(4)	3	2	1	4	3	2	(1)

In this illustration, having fully internal evaluation is marked as "very much" desirable and "not at all" feasible.

Item No.	Statement	Desirable				Feasible			
<u>(A) CONCEPT</u>									
1.	The academic year is divided into-								
	(a) two (semester)	4	3	2	1	4	3	2	1
	(b) three (Trimester)	4	3	2	1	4	3	2	1
2.	Each semester is self contained for-								
	(a) course to be taught,	4	3	2	1	4	3	2	1
	(b) final exam mation in the subject(s)	4	3	2	1	4	3	2	1

<u>Item No.</u>	<u>Statement</u>	<u>Desirable</u>				<u>Feasible</u>			
3.	Each semester has at least 100 working days inclusive of examination period	4	3	2	1	4	3	2	1
4.	A summer semester may be organised								
	a) to provide courses for those who want to complete their studies earlier, and	4	3	2	1	4	3	2	1
	b) to those who want to make up for failures in earlier semester	4	3	2	1	4	3	2	1
5.	Internal Assessment is an integral part of semester system	4	3	2	1	4	3	2	1
<u>(B) PHILOSOPHY</u>									
1.	The semester system improves the quality of								
	a) teaching	4	3	2	1	4	3	2	1
	b) learning	4	3	2	1	4	3	2	1
2.	The student is allowed sufficient flexibility								
	a) in select his courses of study	4	3	2	1	4	3	2	1
	b) in entering upon his college programme at his/her convenience in the beginning of a semester, and	4	3	2	1	4	3	2	1
	c) in pursuing his studies at his own pace	4	3	2	1	4	3	2	1



<u>Item</u>	<u>Statement</u>	<u>Desirable</u>				<u>Feasible</u>			
	a) sessional work, and	4	3	2	1	4	3	2	1
	b) written examination	4	3	2	1	4	3	2	1
5.	Each course is formulated on certain units of teaching such as -								
	a) small courses of 1 credit hour, and	4	3	2	1	4	3	2	1
	b) Large courses of 2 to 4 credit hours	4	3	2	1	4	3	2	1
6.	Some courses run into more than one semester	4	3	2	1	4	3	2	1
7.	Major courses have other organically connected courses offered in subsequent semester	4	3	2	1	4	3	2	1
8.	Interdisciplinary courses in minor electives are offered	4	3	2	1	4	3	2	1
<u>(D) TEACHING</u>									
1.	Teacher plans instructional programme in advance	4	3	2	1	4	3	2	1
2.	The sessional work is carried on according to a fixed time schedule.	4	3	2	1	4	3	2	1
3.	Teaching devices are varied and they include-								
	a) lecture	4	3	2	1	4	3	2	1
	b) discussion	4	3	2	1	4	3	2	1
	c) field work	4	3	2	1	4	3	2	1
	d) term paper	4	3	2	1	4	3	2	1
	e) assignment, and	4	3	2	1	4	3	2	1
	f) seminar	4	3	2	1	4	3	2	1

<u>Item</u>	<u>Statement</u>	<u>Desirable</u>				<u>Feasible</u>			
<u>(E) CLASS STRENGTH</u>									
1.	Classes are smaller in size								
	a) about 50 students in humanities	4	3	2	1	4	3	2	1
	b) about 25 to 30 students in science subjects, and	4	3	2	1	4	3	2	1
	c) about 25 to 30 students in professional courses	4	3	2	1	4	3	2	1
2.	The teacher-student ratio is manageable								
	a) 1:10 to 15 at the graduate level	4	3	2	1	4	3	2	1
	b) 1:7 to 10 at the post-graduates level, and	4	3	2	1	4	3	2	1
	c) 1:7 to 10 at the professional courses	4	3	2	1	4	3	2	1
<u>(F) EVALUATION</u>									
1.	Evaluation is fully internal	4	3	2	1	4	3	2	1
2.	Evaluation could be partly internal and partly external	4	3	2	1	4	3	2	1
3.	Evaluation is done continuously	4	3	2	1	4	3	2	1
4.	Evaluation is based on								
	a) announced written tests	4	3	2	1	4	3	2	1
	b) unannounced tests	4	3	2	1	4	3	2	1
	c) tutorial	4	3	2	1	4	3	2	1
	d) term papers, and	4	3	2	1	4	3	2	1
	e) practical work	4	3	2	1	4	3	2	1
5.	Evaluation tools consist of-								
	a) essay questions	4	3	2	1	4	3	2	1
	b) short answer questions	4	3	2	1	4	3	2	1

<u>Item</u>	<u>Statement</u>	<u>Desirable</u>				<u>Feasible</u>			
	c) Objective multiple type questions	4	3	2	1	4	3	2	1
	d) Check list, and	4	3	2	1	4	3	2	1
	e) rating scales	4	3	2	1	4	3	2	1
6.	Evaluation results are announced in a short time.	4	3	2	1	4	3	2	1
7.	In affiliated colleges 30 to 50 per cent marks are allotted to internal assessment	4	3	2	1	4	3	2	1
8.	Answer-books are shown to the students and discussed with them	4	3	2	1	4	3	2	1
9.	Viva-voce test is conducted to finalise the internal records of the students	4	3	2	1	4	3	2	1
10.	In evaluation, marks are converted to grade points.	4	3	2	1	4	3	2	1
11.	In affiliating colleges uniformity in internal assessment is ensured by moderating the same by a team of -								
	a) internal examiners, or	4	3	2	1	4	3	2	1
	b) external examiners	4	3	2	1	4	3	2	1

(G) LEARNING

1.	The students have 5 to 6 periods of classwork a day.	4	3	2	1	4	3	2	1
2.	The attendance requirement is a minimum of 80% of the working days	4	3	2	1	4	3	2	1

<u>Item</u>	<u>Statement</u>	<u>Desirable</u>				<u>Feasible</u>			
3.	The student learns systematically in view of his/her being continuously evaluated.	4	3	2	1	4	3	2	1
4.	The student gets periodical feed-back from the results of sessional tests to improve his learning.	4	3	2	1	4	3	2	1
5.	Semester system can facilitate students to learn and earn by taking courses alternating with periods of unemployment.	4	3	2	1	4	3	2	1
6.	The students can take independent projects alternating with general study.	4	3	2	1	4	3	2	1
7.	Highly motivated students complete more courses.	4	3	2	1	4	3	2	1
8.	The students assumes definite responsibility for his progress	4	3	2	1	4	3	2	1

#### (H) ORGANIZATION

1.	In colleges, the departments become decentralised.	4	3	2	1	4	3	2	1
2.	Academic work is planned jointly by teachers	4	3	2	1	4	3	2	1
3.	Teachers meet regularly to plan academic work.	4	3	2	1	4	3	2	1
4.	Every teacher assumes definite responsibility for the conduct of the course.	4	3	2	1	4	3	2	1

Item	Statement	Desirable				Feasible			
5.	The teacher enjoys a great deal of freedom in his/her work.	4	3	2	1	4	3	2	1
6.	There is greater scope for a teacher to be innovative.	4	3	2	1	4	3	2	1
7.	Better co-operation between different departments or disciplines.	4	3	2	1	4	3	2	1

#### (I) PLANT AND EQUIPMENT

Provision for the following facilities and equipments is necessary :

1.	General library	4	3	2	1	4	3	2	1
2.	Departmental library	4	3	2	1	4	3	2	1
3.	Departmental resource centre	4	3	2	1	4	3	2	1
4.	Science Laboratories	4	3	2	1	4	3	2	1
5.	Study rooms.	4	3	2	1	4	3	2	1
6.	Tapes.	4	3	2	1	4	3	2	1
7.	Records (playing)	4	3	2	1	4	3	2	1
8.	Phonographs.	4	3	2	1	4	3	2	1
9.	Projectors.	4	3	2	1	4	3	2	1
10.	Films	4	3	2	1	4	3	2	1
11.	Question Bank	4	3	2	1	4	3	2	1
12.	Simple calculating machines.	4	3	2	1	4	3	2	1
13.	Examination-evaluation record section.	4	3	2	1	4	3	2	1

#### (J) PROBLEMS

##### Instruction :

Against each of the items listed below is a scale running from 1 to 4. The items are some possible or actual problems

of a semester system. According to the key which follows, please circle one of the number to indicate your rating of each problem.

- 4 = very serious problem  
 3 = a problem  
 2 = very minor problem  
 1 = not at all a problem.

<u>Item No.</u>	<u>Statement</u>	<u>Rating</u>			
1.	High teacher-student ratio in colleges.	4	3	2	1
2.	Inadequacy of teaching staff.	4	3	2	1
3.	Inexperience of the staff members in curriculum construction.	4	3	2	1
4.	Restructuring the present syllabi in order to suit semester system.	4	3	2	1
5.	Reorganizing the university Board of Studies.	4	3	2	1
6.	Reorganization of faculties.	4	3	2	1
7.	Interruption of academic work due to frequent holidays.	4	3	2	1
8.	Interruption of academic work due to student strikes.	4	3	2	1
9.	Frequent demand for relaxation of attendance rules owing to student absenteeism.	4	3	2	1
10.	Student discontent over internal evaluation.	4	3	2	1
11.	Too frequent examinations.	4	3	2	1
12.	Teachers' proneness for subjectivity in evaluation.	4	3	2	1
13.	Keeping student attendance on a full-proof basis.	4	3	2	1

<u>Item</u>	<u>Statement</u>	<u>Rating</u>			
14.	Nonavailability of question banks in colleges.	4	3	2	1
15.	Difficulty in maintaining evaluation records.	4	3	2	1
16.	Lack of understanding about semester system on the part of teachers.	4	3	2	1
17.	Lack of honesty among teachers.	4	3	2	1
18.	Infiltration of political pressure in academic life.	4	3	2	1
19.	Lack of financial resources.	4	3	2	1

APPENDIX 3.4Tool No.2 : QUESTIONNAIRE ON INSTITUTIONAL CLIMATE

(QIC)

Baroda Version  
Form IIDirections :

Read each statement carefully. Then, keeping your own college in mind, consider each statement and indicate whether it is -

- |                         |   |
|-------------------------|---|
| i) never true           | 1 |
| ii) rarely true         | 2 |
| iii) sometimes true     | 3 |
| iv) often true          | 4 |
| v) very frequently true | 5 |

Register your answer at the end of each statement in the following manner :

- |   |     |     |     |     |     |
|---|-----|-----|-----|-----|-----|
| If it is never true, circle 1           | (1) | 2   | 3   | 4   | 5   |
| If it is rarely true, circle 2          | 1   | (2) | 3   | 4   | 5   |
| If it is sometimes true, circle 3       | 1   | 2   | (3) | 4   | 5   |
| If it is often true, circle 4           | 1   | 2   | 3   | (4) | 5   |
| If it is very frequently true, circle 5 | 1   | 2   | 3   | 4   | (5) |

Please be sure that you mark each statement

Statements

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. The principal of this college is always ready to help his colleagues in an hour of need. | 1 | 2 | 3 | 4 | 5 |
| 2. The college staff is one and united.   | 1 | 2 | 3 | 4 | 5 |

Statements

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 3. Teachers of this college have to teach keeping an eye on examination results.                            | 1 | 2 | 3 | 4 | 5 |
| 4. The motto of this college is internal autonomy (freedom) for all.  | 1 | 2 | 3 | 4 | 5 |
| 5. There is warmth of family relation among the staff members.  | 1 | 2 | 3 | 4 | 5 |
| 6. The principal of this college is firm in enforcing all college rules.                                    | 1 | 2 | 3 | 4 | 5 |
| 7. Every teacher is assigned some general duty in regard to different college activities during the year.   | 1 | 2 | 3 | 4 | 5 |
| 8. The principal is suspicious of those who do not hold ideas similar to his own.                           | 1 | 2 | 3 | 4 | 5 |
| 9. Senior teachers in this college carry more authority and power than junior teachers.                     | 1 | 2 | 3 | 4 | 5 |
| 10. In the recess, college teachers mix freely and enjoy their social meet in the staff room.               | 1 | 2 | 3 | 4 | 5 |
| 11. The principal shares freely his new ideas or his experiences with the staff members.                    | 1 | 2 | 3 | 4 | 5 |
| 12. The principal is enthusiastic about the development of the college.                                     | 1 | 2 | 3 | 4 | 5 |
| 13. The organizational set-up of this college is dictatorial.   | 1 | 2 | 3 | 4 | 5 |
| 14. The non-conformists among the staff members are hard pushing and pressurising others to toe their line. | 1 | 2 | 3 | 4 | 5 |
| 15. The staff of this college is recruited on merits.   | 1 | 2 | 3 | 4 | 5 |
| 16. Teachers equate their work with their pay.  | 1 | 2 | 3 | 4 | 5 |
| 17. Teachers of this college work under tension.  | 1 | 2 | 3 | 4 | 5 |

Statements

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 18. In this college, a lot of group work is done by the staff.   | 1 | 2 | 3 | 4 | 5 |
| 19. The principal is first to arrive in the college and last to leave.   | 1 | 2 | 3 | 4 | 5 |
| 20. Teachers just teach, not bothering whether students learn or not.  | 1 | 2 | 3 | 4 | 5 |
| 21. Teachers' attitude towards students is detached and of least concern.  | 1 | 2 | 3 | 4 | 5 |
| 22. Academic decisions in their college are taken in staff meeting.  | 1 | 2 | 3 | 4 | 5 |
| 23. The college has well organized departments or units.   | 1 | 2 | 3 | 4 | 5 |
| 24. Leadership responsibilities in different programmes of the college are distributed mostly on the basis of seniority. | 1 | 2 | 3 | 4 | 5 |
| 25. There is direct communication between the college management and the staff.  | 1 | 2 | 3 | 4 | 5 |
| 26. The principal is cool and reserved.  | 1 | 2 | 3 | 4 | 5 |
| 27. Staff regards the examination work of the college tests a heavy load.  | 1 | 2 | 3 | 4 | 5 |
| 28. The staff members participate in the academic decision-making of the college.  | 1 | 2 | 3 | 4 | 5 |
| 29. Only the principal or some senior teachers talk in staff meetings.   | 1 | 2 | 3 | 4 | 5 |
| 30. There exists coordination among different departments, units or sections.  | 1 | 2 | 3 | 4 | 5 |
| 31. Most of the staff has developed real identification with the college   | 1 | 2 | 3 | 4 | 5 |
| 32. As another college shares the building in shift, this college has not been able to develop its image.                | 1 | 2 | 3 | 4 | 5 |

33. The college functions on the principle of decentralized administration. 1 2 3 4 5
34. Teachers have sense of achievement in thier work. 1 2 3 4 5
35. Teachers of this college work by themselves and not as a group. 1 2 3 4 5
36. The principal is sympathetic towards his staff members to help needy colleagues. 1 2 3 4 5
37. Teachers put full confidence in their colleagues. 1 2 3 4 5
38. Teachers feel that a lot of their time is wasted in doing routine things. 1 2 3 4 5
39. The staff of this college feels that all important information is not circulated among them by the principal. 1 2 3 4 5
40. Staff visit their colleague's home frequently. 1 2 3 4 5
41. The principal assumes his importance on the basis of his position. 1 2 3 4 5
42. There is good rapport between the staff and the principal. 1 2 3 4 5
43. The bigness of this college comes in the way of inter-communication among teachers and the principal. 1 2 3 4 5
44. The principal enjoys the gossips circulated about staff members. 1 2 3 4 5
45. This college is really interested in the welfare of the staff and students. 1 2 3 4 5
46. The principal ensures that staff decisions go in his support. 1 2 3 4 5
47. The old members of the staff of the college block innovations and changes. 1 2 3 4 5
48. Teachers have perfect freedom to adopt the teaching method they feel to be the best. 1 2 3 4 5

Statements

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 49. Teachers of this college take initiative in many academic and cultural activities of students.   | 1 | 2 | 3 | 4 | 5 |
| 50. The principal is present in most of the extra-curricular activities of the college   | 1 | 2 | 3 | 4 | 5 |
| 51. The principal visits staff cabins and has friendly informal talks with teachers.   | 1 | 2 | 3 | 4 | 5 |
| 52. The principal gives a hard time to shirkers among the teachers.  | 1 | 2 | 3 | 4 | 5 |
| 53. Teachers resent if their colleague is unjustly pulled up by the authorities.   | 1 | 2 | 3 | 4 | 5 |
| 54. The staff believes that unreasonable demands of students which are detrimental to academic standards, should be resisted by the principal at all cost. | 1 | 2 | 3 | 4 | 5 |
| 55. Excess of extra-curricular activities disturbs the academic programme of the college.  | 1 | 2 | 3 | 4 | 5 |
| 56. Teachers digress and talk irrelevant things in staff discussion.   | 1 | 2 | 3 | 4 | 5 |
| 57. The principal emphasizes professional reading to staff members.  | 1 | 2 | 3 | 4 | 5 |
| 58. Hardworking and sincere teachers get recognition in this college.  | 1 | 2 | 3 | 4 | 5 |
| 59. The sword of insecurity of service hangs on the head of the staff.   | 1 | 2 | 3 | 4 | 5 |
| 60. The principal uses internal checks and balances to reduce personal factors in examinations or periodical tests.  | 1 | 2 | 3 | 4 | 5 |
| 61. The family members have social relationship and satisfaction in this place.  | 1 | 2 | 3 | 4 | 5 |
| 62. The principal is a jovial good fellow.   | 1 | 2 | 3 | 4 | 5 |

Statements

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 63. There is co-operative instructional planning in this college.   | 1 | 2 | 3 | 4 | 5 |
| 64. With the arrival of the principal in the college building, the college buzzes with work.                          | 1 | 2 | 3 | 4 | 5 |
| 65. The college has a climate for experimentation and innovation.   | 1 | 2 | 3 | 4 | 5 |
| 66. There are frequent inservice programmes for staff development.  | 1 | 2 | 3 | 4 | 5 |
| 67. An accepted common goal binds the staff of this college together.   | 1 | 2 | 3 | 4 | 5 |
| 68. In the college building one or the other activity always goes on from morning till late in the evening.           | 1 | 2 | 3 | 4 | 5 |
| 69. The principal of this college is a human dynamo.  | 1 | 2 | 3 | 4 | 5 |
| 70. The principal visits his ailing colleagues at his home.   | 1 | 2 | 3 | 4 | 5 |
| 71. The college calendar specifies all major events date-wise.  | 1 | 2 | 3 | 4 | 5 |
| 72. The principal consults his colleagues on college problems.  | 1 | 2 | 3 | 4 | 5 |
| 73. Teachers of this college have freedom to be members of professional association.                                  | 1 | 2 | 3 | 4 | 5 |
| 74. There is an atmosphere of warmth and love for teachers in the college.  | 1 | 2 | 3 | 4 | 5 |
| 75. The individuality of teachers is respected in this college.   | 1 | 2 | 3 | 4 | 5 |
| 76. This college has good working conditions.   | 1 | 2 | 3 | 4 | 5 |
| 77. Teachers seem to be interested much more in safeguarding their interest than that of the institution or students. | 1 | 2 | 3 | 4 | 5 |
| 78. Teachers readily follow the call of strike or mass casual leave given by their central leadership.                | 1 | 2 | 3 | 4 | 5 |

Statements

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 79. The principal sets an example to his staff by himself working hard.   | 1 | 2 | 3 | 4 | 5 |
| 80. This college has humane climate.  | 1 | 2 | 3 | 4 | 5 |
| 81. The principal has double standards in his dealings with the staff.  | 1 | 2 | 3 | 4 | 5 |
| 82. The authority in this college is hierarchical   | 1 | 2 | 3 | 4 | 5 |
| 83. Teachers say they cannot do anything when student attendance is small and indifferent                             | 1 | 2 | 3 | 4 | 5 |
| 84. Teachers first enjoy casual leave and then put in their report for it.  | 1 | 2 | 3 | 4 | 5 |
| 85. The principal always explains his stand when he differs with one or more staff members.                           | 1 | 2 | 3 | 4 | 5 |
| 86. The instructional planning done in this college is on a cooperative basis.  | 1 | 2 | 3 | 4 | 5 |
| 87. The atmosphere in the college is such that the teachers are encouraged to indulge in backbiting their colleagues. | 1 | 2 | 3 | 4 | 5 |
| 88. Teacher-leaders have frequent clashes with the principal.   | 1 | 2 | 3 | 4 | 5 |
| 89. The principal likes to take tea with the staff during the recess.   | 1 | 2 | 3 | 4 | 5 |
| 90. The staff of this college is respected by the local community.  | 1 | 2 | 3 | 4 | 5 |
| 91. The impact of the leadership of the principal can clearly be seen in the effectiveness of the college.            | 1 | 2 | 3 | 4 | 5 |

APPENDIX 3.5Tool No.3 : QUESTIONNAIRE ON COLLEGE TEACHER MORALE (OCTM)

(Baroda Version: Form II)

Directions:

Consider each statement in relation to your own college and in the light of the condition obtaining in your own college and answer each statement by indicating whether you agree probably agree, probably disagree or disagree with each statement.

Mark your answer in the following manner :

If you agree with statement, circle 'A'	(A) PA PD D
If you are somewhat uncertain, but probably agree with the statement circle 'PA'	A (PA) PD D
If you are somewhat uncertain, but probably disagree with the statement circle 'PD'	A PA (PD) D
If you disagree with the statement, circle 'D'	A PA PD (D)

A = Agree

PA = Probably agree

PD = Probably Disagree

D = Disagree

Statements

1. We are a family in this college.	A PA PD D
2. Our principal is an amiable personality.	A PA PD D
3. Salary with annual increment is paid regularly.	A PA PD D
4. Our college has adequate building facilities.	A PA PD D

Statements

- |   |   |    |    |   |
|---|---|----|----|---|
| 5. Our principal is friendly and helpful.   | A | PA | PD | D |
| 6. This college has a staff club.   | A | PA | PD | D |
| 7. Teachers invite other staff members to visit them at home.   | A | PA | PD | D |
| 8. My teaching load in this college is reasonable.  | A | PA | PD | D |
| 9. The staff has much involvement in the decision-making pertaining to the college.                                       | A | PD | PD | D |
| 10. Junior teachers count in this college.  | A | PA | PD | D |
| 11. The college has a teacher's common room for teachers to relax.  | A | PA | PD | D |
| 12. The college cannot advance loans to teachers because its own funds are small.   | A | PD | PD | D |
| 13. Teachers get casual leave easily.   | A | PA | PD | D |
| 14. There is ample scope for teachers for their professional growth in this college.                                      | A | PA | PD | D |
| 15. The college policy is decided through consultation and co-operation of college teachers.                              | A | PA | PD | D |
| 16. I am satisfied with the pay I get in this college.  | A | PA | PD | D |
| 17. The college Management has so far not taken initiative in establishing co-operative Housing Society for its teachers. | A | PA | PD | D |
| 18. Teachers get regular and full salary.   | A | PA | PD | D |
| 19. Teachers take tea together during the recess.   | A | PA | PD | D |
| 20. In hours of need, teachers standby their colleagues.  | A | PA | PD | D |
| 21. Teachers of this college work in cooperative groups on many college programmes.                                       | A | PA | PD | D |

Statements

- |   |   |    |    |   |
|---|---|----|----|---|
| 22. Location of the college being distant from the town is a hindrance for many teachers of this college.   | A | PA | PD | D |
| 23. The typing and duplicating services for teachers are satisfactory in this college.                      | A | PA | PD | D |
| 24. Teachers of this college have scope for experimentation and innovations.                                | A | PA | PD | D |
| 25. Teachers have full freedom of expression in the college.  | A | PA | PD | D |
| 26. There is fellow-feeling among the staff.  | A | PA | PD | D |
| 27. Teacher in this college are deputed to summer Institutes, Seminars and Conferences at College expenses. | A | PA | PD | D |
| 28. Staff seminars satisfy the intellectual needs of teachers.  | A | PA | PD | D |
| 29. Teaching gives me maximum intellectual and emotional satisfaction.                                      | A | PA | PD | D |
| 30. The atmosphere of this college is cosy and warm.  | A | PA | PD | D |
| 31. The principal secures loans from the college management for a needy colleague.                          | A | PA | PD | D |
| 32. There is a belief in this college that even junior most teachers have some ideas to contribute.         | A | PA | PD | D |
| 33. Staff members participate in the college Recreation Club.   | A | PA | PD | D |
| 34. There are cliques and groupism among the staff.   | A | PA | PD | D |
| 35. Teachers feel free to criticise college administrative policy at staff meetings.                        | A | PA | PD | D |

Statements

- |  |   |    |    |   |
|--|---|----|----|---|
| 36. College hours of work are quite convenient to the teachers.  | A | PA | PD | D |
| 37. Teachers open out their hearts to their colleagues.  | A | PA | PD | D |
| 38. The college staff has many joint picnics and parties.  | A | PA | PD | D |
| 39. The college provides me with adequate classroom facilities and teaching aids.                        | A | PA | PD | D |
| 40. The environment in the college is lively.  | A | PA | PD | D |
| 41. The furniture and equipment in this college is up-to-date.   | A | PA | PD | D |
| 42. The staff feels that their views on academic reforms are listened to with respect by administrators. | A | PA | PD | D |
| 43. Teachers of this college have adequate facilities for recreation and enjoyment.                      | A | PA | PD | D |
| 44. The best friends of the teachers of this college are other staff members.                            | A | PA | PD | D |
| 45. The correction and examination load of the teachers in this college is reasonable.                   | A | PA | PD | D |
| 46. Teachers enjoy security of service.  | A | PA | PD | D |
| 47. There are enough audio-visual materials and aids in the college for use in the classroom.            | A | PA | PD | D |
| 48. Conditions of work in this college are satisfactory.   | A | PA | PD | D |
| 49. Administrative <sup>ly</sup> the climate of this college is controlled.                              | A | PA | PD | D |
| 50. Senior teachers associate junior teachers in academic planning.                                      | A | PA | PD | D |
| 51. Teachers are loved and respected by students.  | A | PA | PD | D |
| 52. College teaching at this place is prestigious.   | A | PA | PD | D |

Statements

- |  |   |    |    |   |
|--|---|----|----|---|
| 53. If I could plan my career again, I would choose college teaching.                  | A | PA | PD | D |
| 54. I find contact with students in the class and outside satisfying and rewarding.    | A | PA | PD | D |
| 55. Our children's higher education is a heavy load on our meagre salary.              | A | PA | PD | D |
| 56. This college has a challenging curriculum.   | A | PA | PD | D |
| 57. Staff members celebrate events of rejoicing together.                              | A | PA | PD | D |
| 58. The payment of our monthly salary is regular.                                      | A | PA | PD | D |
| 59. We have ample scope for professional advancement in this college.                  | A | PA | PD | D |
| 60. There is a contributory Fund to help needy teachers.                               | A | PA | PD | D |
| 61. I teach in this college the subject I like most.                                   | A | PA | PD | D |
| 62. I would not like to change this college for better position or salary.             | A | PA | PD | D |
| 63. I feel that I am an important part of my college.                                  | A | PA | PD | D |
| 64. I really enjoy working with my colleagues in the college.                          | A | PA | PD | D |
| 65. Teachers and the principal have similar views on major problems on the college.    | A | PA | PD | D |
| 66. My works in the college enables me to make my contribution to the local community. | A | PA | PD | D |
| 67. Teachers have full involvement in curriculum improvement.                          | A | PA | PD | D |
| 68. Teachers are consulted on college developmental needs and problems.                | A | PA | PD | D |
| 69. The college timings and time-table facilitate our doing the best.                  | A | PA | PD | D |

Statements

70. My merits and abilities are recognized and appreciated in this college. A PA PD D
71. The principal's attitude as an administrator irritates me. A PA PD D
72. The administrators believe in 'taking' or 'receiving' rather than 'giving' or 'sharing'. A PA PD D
73. The management welcomes teachers asking for study leave. A PA PD D
74. If permanent teachers get disabled, they are given financial help by the management. A PAP PD D
75. College teachers have profession<sup>al</sup> orientation in understanding adolescents and instructional methods. A PA PD D
76. I feel it is rather too much to expect me to teach a large class. A PA PD D
77. Senior and experienced teachers also need professional training. A PA PD D

APPENDIX 3.6Tool No. 4 : Leadership Behaviour Description Questionnaire

(Based on 'Initiating Structure' and 'Consideration' Components of the L.B.D.Q. by Andrew W. Halpin and Don B. Croft.)

Instruction :

In this questionnaire, there are forty-nine short, descriptive statements of ways in which principals may behave. You are requested to indicate the frequency with which your principal engages in each form of behaviour by checking ONE of the five adverbs, <sup>and</sup> they are :

- A = always
- B = often
- C = occasionally
- D = seldom
- E = never

and then encircle the letter indicating the choice.

Example :

(1) He keeps to himself ... A B C (D) E

Here the response indicates that the principal keeps to himself 'seldom' which is letter 'D'.

(Responses will be kept strictly confidential and used only for research purposes).

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. He is cool and unruffled in his work.                               | A | B | C | D | E |
| 2. His policy is to divide and rule.                                   | A | B | C | D | E |
| 3. He makes his expectations clear to the staff.                       | A | B | C | D | E |
| 4. He keeps the organization moving.                                   | A | B | C | D | E |
| 5. He sets a clear and set time table of duties and work for teachers. | A | B | C | D | E |

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 6. He assumes an air that he is right and cannot be challenged.           | A | B | C | D | E |
| 7. He insists on completion of all assigned work on time.                 | A | B | C | D | E |
| 8. He does not tolerate any indifferent and solvently work by the staff.  | A | B | C | D | E |
| 9. He makes the staff members work upto their maximum capacity.           | A | B | C | D | E |
| 10. He does not permit deviations from set rules and agreed decisions.    | A | B | C | D | E |
| 11. He initiates actions in the school.                                   | A | B | C | D | E |
| 12. He executes decisions firmly and strictly.                            | A | B | C | D | E |
| 13. He gets his instructional plans executed by teachers.                 | A | B | C | D | E |
| 14. He sets the tone of hard work through his own example.                | A | B | C | D | E |
| 15. He conscientiously maintains school quality.                          | A | B | C | D | E |
| 16. He is experimental and innovative.                                    | A | B | C | D | E |
| 17. He holds regular staff meetings.                                      | A | B | C | D | E |
| 18. His talk and acts jeopardize the integrity of the staff.              | A | B | C | D | E |
| 19. He appoints subject committees to plan and supervise instruction.     | A | B | C | D | E |
| 20. He delegates responsibilities to teachers and coordinates their work. | A | B | C | D | E |
| 21. He is a dynamic and pushing type.                                     | A | B | C | D | E |
| 22. He facilitates cooperative group work by his school teachers.         | A | B | C | D | E |
| 23. He sacrifices his comforts for school work.                           | A | B | C | D | E |
| 24. He makes excessive demands on teachers' time and energy.              | A | B | C | D | E |

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 25. He is kind and considerate.   | A | B | C | D | E |
| 26. He talks with teachers as if he is favouring them.                                | A | B | C | D | E |
| 27. He has the milk of human kindness in him.   | A | B | C | D | E |
| 28. He shares jokes with staff members.   | A | B | C | D | E |
| 29. He consults the staff on important issues.  | A | B | C | D | E |
| 30. He is sceptical of new ideas.   | A | B | C | D | E |
| 31. Teachers enjoy working with and for him.  | A | B | C | D | E |
| 32. Teachers love him.  | A | B | C | D | E |
| 33. He explains all his decisions to the staff.                                       | A | B | C | D | E |
| 34. He spends extra times to help teachers.   | A | B | C | D | E |
| 35. He meets every staff members on terms of equality.                                | A | B | C | D | E |
| 36. He always tries to do what he can to make individual staff members happy.         | A | B | C | D | E |
| 37. What he says is different from what he really means.                              | A | B | C | D | E |
| 38. He lays aside the work he is busy with when a staff member wants to talk to him.  | A | B | C | D | E |
| 39. He does not hesitate to reprimand a defaulting teacher in the presence of others. | A | B | C | D | E |
| 40. His dealings with the staff are not straight forward.                             | A | B | C | D | E |
| 41. He is bossy and not easily approachable.  | A | B | C | D | E |
| 42. He enjoys mixing with the staff.  | A | B | C | D | E |
| 43. He frowns on staff members who differ with him.                                   | A | B | C | D | E |
| 44. He practices informality but maintains decorum.                                   | A | B | C | D | E |
| 45. He is pleasant and sympathetic.   | A | B | C | D | E |
| 46. He bullies the submissive teachers.   | A | B | C | D | E |
| 47. He changes his plan if he is convinced.   | A | B | C | D | E |
| 48. He does planning with the help of his colleagues.                                 | A | B | C | D | E |
| 49. He shares his ideas and experiences with staff members.                           | A | B | C | D | E |

APPENDIX 3.7THE DOGMATISM SCALE

(Adapted Version of Milton Rokeach's Scale)

Directions :

Here, some statements are given. Indicate your agreement or disagreement with each statement by encircling one of the six numerical figures given at the right-hand side.

Encircle

- +1 if you Agree a little
- +2 if you agree on the Whole
- +3 if you Agree Very Much
- 1 If you Disagree a Little
- 2 If you Disagree on the whole
- 3 If you Disagree Very Much

Statements

1. The United States and Russia have just about nothing in common.      +1 +2 +3 -1 -2 -3
2. The highest form of Government is a Democracy and the highest form of Democracy is a Government run by those who are most intelligent.      +1 +2 +3 -1 -2 -3
3. Even though freedom of speech for all groups is a worthwhile goal, it is unfortunately necessary to restrict the freedom of certain political groups.      +1 +2 +3 -1 -2 -3
4. It is only natural that a person would have a much better acquaintance with ideas he believes in than with ideas he opposes.      +1 +2 +3 -1 -2 -3

<u>Statements</u>	<u>Rating Scale</u>					
5. Man on his own is a helpless and miserable creature.	+1	+2	+3	-1	-2	-3
6. Fundamentally, the world we live in is a pretty lonesome place.	+1	+2	+3	-1	-2	-3
7. Most people just don't give a 'damn' for others.	+1	+2	+3	-1	-2	-3
8. I'd like it if I could find someone who would tell me how to solve my personal problems.	+1	+2	+3	-1	-2	-3
9. It is only natural for a person to be rather fearful of the future.	+1	+2	+3	-1	-2	-3
10. There is so much to be done and so little time to do it.	+1	+2	+3	-1	-2	-3
11. Once I get wound up in a heated discussion, I just can't stop.	+1	+2	+3	-1	-2	-3
12. In a discussion I often find it necessary to repeat myself several times to make sure I am being understood.	+1	+2	+3	-1	-2	-3
13. In a heated discussion I generally become so absorbed in what I am going to say that I forget to listen to what the others are saying.	+1	+2	+3	-1	-2	-3
14. It is better to be a dead hero than to be a live coward.	+1	+2	+3	-1	-2	-
15. While I don't like to admit this even to myself, my secret ambition is to become a great man, like Einstein or Beethoven or Shakespeare.	+1	+2	+3	-1	-2	-3

<u>Statements</u>	<u>Rating Scale</u>					
16. The main thing in life is for a person to want to do something important.	+1	+2	+3	-1	-2	-3
17. If given the chance I would do something of great benefit to the world.	+1	+2	+3	-1	-2	-3
18. In the history of mankind there have probably been just a handful of great thinkers.	+1	+2	+3	-1	-2	-3
19. There are a number of people I have come to hate because of the things they stand for.	+1	+2	+3	-1	-2	-3
20. A man who does not believe in some great cause has not really lived.	+1	+2	+3	-1	-2	-3
21. It is only when a person devotes himself to an ideal or cause that life becomes meaningful.	+1	+2	+3	-1	-2	-3
22. Of all the different philosophies which exist in this world there is probably only one which is correct.	+1	+2	+3	-1	-2	-3
23. A person who gets enthusiastic about too many causes is likely to be a pretty "wishy-washy" sort of person.	+1	+2	+3	-1	-2	-3
24. To compromise with our political opponents is dangerous because it usually leads to the betrayal of our own side.	+1	+2	+3	-1	-2	-3

<u>Statements</u>	<u>Rating Scale</u>					
25. When it comes to differences of opinion in religion we must be careful not to compromise with those, who believe differently from the way we do.	+1	+2	+3	-1	-2	-3
26. In times like these a person must be pretty selfish if he considers primarily his own happiness.	+1	+2	+3	-1	-2	-3
27. The worst crime a person could commit is to attack publicly the people who believe in the same things he does.	+1	+2	+3	-1	-2	-3
28. In times like these it is often necessary to be more on guard against ideas put out by people or groups in one's own camp than by those in the opposing camp.	+1	+2	+3	-1	-2	-3
29. A group which tolerates too much differences of opinion among its own members cannot exist for long.	+1	+2	+3	-1	-2	-3
30. There are two kinds of people in this world those who are for the truth and those who are against the truth.	+1	+2	+3	-1	-2	-3
31. My blood boils whenever a person stubbornly refuse to admit he's wrong.	+1	+2	+3	-1	-2	-3
32. A person who thinks primarily of his own happiness is beneath contempt.	+1	+2	+3	-1	-2	-3

<u>Statements</u>	<u>Rating Scales</u>					
33. Most of the ideas which get printed now-a-days aren't worth the paper they are printed on.	+1	+2	+3	-1	-2	-3
34. In this complicated world of ours, the only way we can know what's going on is to rely on leaders or experts who can be true guides.	+1	+2	+3	-1	-2	-3
35. It is often desirable to reserve judgement about what is going on until one has had a chance to hear the opinions of those one respects.	+1	+2	+3	-1	-2	-3
36. In the long run, the best way to live is to pick friends and to associates those whose tastes and beliefs are the same as one's own	+1	+2	+3	-1	-2	-3
37. The present is all too often full of unhappiness. It is only the future that counts.	+1	+2	+3	-1	-2	-3
38. If a man is to accomplish his mission in life, it is sometimes necessary to gamble "all or nothing at all".	+1	+2	+3	-1	-2	-3
39. Unfortunately, a good many people with whom I have discussed important social and moral problems don't really understand what's going on.	+1	+2	+3	-1	-2	-3
40. Most people just don't know what's good for them.	+1	+2	+3	-1	-2	-3

APPENDIX 3.8LIST OF ITEMS ELIMINATED AFTER THE PILOT STUDY FROM THE SSPDQ

Sl. No.	Statements eliminated	Coefficient of Correlation
------------	-----------------------	-------------------------------

CONCEPT

- |    |  |     |
|----|--|-----|
| 1. | The academic year is divided into four quarter-mester.   | .09 |
| 2. | Semester-wise courses facilitate working of employed students.   | .27 |
| 3. | Semester-wise courses ensures sharply structured courses.  | .16 |
| 4. | Semester system facilitates examination reform by permitting the use of different kinds of assessment exercises like term paper, practical work, seminar, etc. | .07 |

PHILOSOPHY

- |    |   |     |
|----|---|-----|
| 5. | It results in the development of sharply focused courses or subjects. | .23 |
| 6. | It gives freedom for the students to determine -                      |     |
|    | a) his own time of entry, and   | .16 |
|    | b) his own academic pace.   | .05 |

CURRICULUM

- |    |   |     |
|----|---|-----|
| 7. | Courses can be effectively reviewed and revised periodically.                                     | .27 |
| 8. | Involvement of teachers teaching courses, in revising or moderning course content is facilitated. | .08 |

Sl. No.	Statement eliminate	Coefficient of Correlation
---------	---------------------	----------------------------

#### TEACHING

9.	Teaching is goal-oriented.	.12
10.	The work load of teachers become adequate and effective.	.19

#### CLASS STRENGTH

N i l.

#### EVALUATION

11.	In moderating internal assessment the raw-sources are converted to standard courses.	.06
12.	There are frequent tests of examination.	.13
13.	Two chances are given to pass a semester examination.	.24
14.	In case where a course is graded and is appeared over more than one semester a student is not allowed to take a course at a higher level unless he/she passed in the course at the basic level.	.21

#### LEARNING

15.	The inter-disciplinary composition of the course provides for the gift and motivation of individual students.	.02
16.	There is little time for students to indulge in frivolous activities or mischief unless they do at their peril.	.14

#### ORGANISATION

17.	Recognition to senior as well as junior teachers in curriculum development, teaching and examination.	.22
-----	---	-----

Sl. No.	Statement eliminated	Coefficient of Correlation
18.	Fluent communication between teachers.	.19
19.	The teacher is much better motivated than in the traditional system.	.28
20.	The morale of the teacher is high.	.25

#### PLANT AND EQUIPMENT

N i l.

#### PROBLEMS

21.	Semester-wise internal assessment cannot work in large sized classes.	.11
22.	Students become more examination conscious rather than more concerned with learning.	.09
23.	It is difficult to control idle and unscrupulous teachers.	.24
24.	Sociological forces are likely to viliate the results of the semester system.	.18
25.	In a poor country like ours the costly system like semester system cannot function successfully.	.13
26.	Political pressure would infiltrate the academic life.	.05

APPENDIX 3.9COEFFICIENT OF CORRELATION OF THE STATEMENTS IN SEMESTER  
SYSTEM PERCEPTION DESCRIPTION QUESTIONNAIRE.

<u>Item No.</u>	<u>Coefficient Correlation</u>	<u>Item No.</u>	<u>Coefficient Correlation</u>	<u>Item No.</u>	<u>Coefficient Correlation</u>
<u>(A) CONCEPT</u>		4.(a)	.56	<u>(F) EVALUATION</u>	
1(a)	.43	(b)	.48	1.	.76
1(b)	.38	5.(a)	.37	2.	.81
2(a)	.68	(b)	.42	3.	.63
2(b)	.72	6.	.39	4.(a)	.53
3.	.54	7.	.52	(b)	.32
4(a)	.81	8.	.49	(c)	.38
4(b)	.76	<u>(D) TEACHING</u>		(d)	.46
5.	.47	1.	.73	(e)	.42
<u>(B) PHILOSOPHY</u>		2.	.36	5.(a)	.72
1(a)	.63	3(a)	.67	(b)	.31
(b)	.74	(b)	.72	(c)	.42
2.(a)	.38	(c)	.59	(d)	.46
(b)	.46	(d)	.63	(e)	.39
(c)	.42	(e)	.53	6.	.69
3.	.33	(f)	.66	7.	.74
4.	.74	4.	.37	8.	.32
5.	.36	5.	.46	9.	.56
6.	.52	<u>(E) CLASS STRENGTH</u>		10.(a)	.62
7.	.61	1(a)	.51	(b)	.44
<u>(C) CURRICULUM</u>		(b)	.48	<u>(G) LEARNING</u>	
1.(a)	.51	(c)	.54	1.	.38
(b)	.47	2(a)	.39	2.	.73
(c)	.53	(b)	.46	3.	.63
2.	.32	(c)	.43	4.	.78
3.	.43			5.	.57
				6.	.62
				7.	.51
				8.	.78