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**Dear Madam**

I am a research scholar at the Department of Education and Psychology, The Maharaja Sayajirao University of Baroda, Vadodara. The title of my research work is “A study of Leadership styles of women principals of grant-in-aid schools of Vadodara.” With a view to identify the leadership styles reflected in the style of women principals of grant-in-aid schools of Vadodara as one of my objectives I have developed a structured interview schedule. Due to the covid-19 situation I have planned to conduct telephonic interview which will be recorded with the permission of the interviewee.

The collected data will remain confidential and will be used only for my research work.

Thank you

Sherly Jane

Mob. No. 9427034825 , 8320479814.

**A STUDY OF LEADERSHIP STYLES OF WOMEN PRINCIPALS OF  
GRANT-IN-AID SECONDARY SCHOOLS OF VADODARA**

**Research Tools validation Report Form**

Name:

Designation:

I Observations

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IV. Suggestions for Improvement

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Signature

Date:

### LIST OF EXPERTS CONSULTED (TOOLS VALIDATION)

<b>Prof. (Dr.) Rajendrasinh Jadeja</b>	Director, H M Patel Institute of English Training and Research Vallabh Vidyanagar Anand, Gujarat
<b>Dr. P V Xavier</b>	Associate Professor Department of Education Navrachana University Bhayli Vadodara
<b>Dr. Deepak Mahakul</b>	Art Director Navrachana School Sama, Vadodara
<b>Prof. (Dr.) Milind Sahasrabudhe</b>	Department of Educational Administration Faculty of Education and Psychology The Maharaja Sayajirao University of Baroda Vadodara
<b>Dr. Archana Mishra</b>	Principal Navrachana Vidyani Vidyalaya Sama, Vadodara
<b>Dr. N V Chandibhamar</b>	Retd.English Teacher Little Star School Maninagar Ahmedabad
<b>Mrs. Suprabha Menon</b>	Principal Navrachana School Sama Vadodara
<b>Mrs. Leena Shajy</b>	Principal Tejas High School Vadodara

## **LEADERSHIP ASSESSMENT SURVEY QUESTIONNAIRE (LASQ)**

**Dear Sir/ Madam**

I am a research scholar at the Department of Education and Psychology, The Maharaja Sayajirao University of Baroda, Vadodara. As a part of my Ph. D. work I would like to collect suggestions from educational leaders for validating the questionnaire developed by me for the research.

I would be grateful to you if you could go through the questionnaire and give your valuable suggestions.

Thank you

Sherly Jane

Mob. No. 9427034825 , 8320479814.

**The following information will help you to evaluate the quality and adequacy of the questionnaire developed to identify the leadership styles of women principals.**

The title of my research work is

**A STUDY OF LEADERSHIP STYLES OF WOMEN PRINCIPALS OF GRANT-IN-AID SECONDARY SCHOOLS OF VADODARA**

The objectives are

- (1) To study the educational and professional backgrounds of women principals of secondary schools.
- (2) To identify the leadership styles reflected in the style of women principals based on the following components
  - (a) Administrative function
  - (b) Decision Making
  - (c) Team Work
- (3) To give suggestions for implementing the better Leadership Styles among the principals for the Qualitative improvement of Secondary education / School Climate.

## **SAMPLE QUESTIONNAIRE FOR COLLECTION OF DATA**

**Dear Madam**

I am a research scholar at the Department of Education and Psychology, The Maharaja Sayajirao University of Baroda, Vadodara. The title of my research work is “A study of Leadership styles of women principals of grant-in-aid schools of Vadodara.” As a part of my research work I have to collect data from the women principals. I would be grateful if you could go through the questionnaire and respond.

The collected data will remain confidential and will be used only for my research work.

Thank you

Sherly Jane

Mob. No. 9427034825 , 8320479814.

## **THE FOLLOWING IS THE QUESTIONNAIRE TO BE EVALUATED**

### **PERSONAL QUALITIES:**

1. Your staff have not been responding to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly. You would:
  - (A) Emphasise the use of the standard procedures and the necessity for task accomplishment
  - (B) Make yourself available for discussion but do not push your involvement
  - (C) Talk to them and then set goal objectives
  - (D) Intentionally do not intervene
2. A new venture has to be started in the school
  - (A) I chalk out the plan and instruct my staff to implement
  - (B) I ask for their suggestions and then carry it out
  - (C) I equip them with the guidelines and they carry out the plan
  - (D) I delegate the duties among the staff
3. A crucial information is to be shared in the staff
  - (A) I take my own time to decide whether to be shared or not
  - (B) I ask my subordinate to pass on the information
  - (C) I share the information immediately and ask for their suggestions
  - (D) I invite suggestions and also involve them in the implementation



4. When a major decision / change to be introduced in the school
- (A) I take the decisions on my own and consider it always right
  - (B) I form a group of members and ask them to reflect on it and decide
  - (C) I myself get involved with the staff and think of the pros and cons
  - (D) I leave it to the staff and allow them to decide on it
5. A staff member encounters some problem with his/her family
- (A) I am least concerned with it
  - (B) I take personal interest to enquire about it to help out
  - (C) I instruct her not to mix up her personal and professional issues
  - (D) I show concern and try out help her sort the problem

### **ADMINISTRATIVE QUALITIES**

6. To get the work done
- (A) I take top priority myself to get it done
  - (B) I hand over the work to others to do it
  - (C) I encourage the concerned group to get the work done fast
  - (D) I set the deadline and allow them to work
7. When some activity/duty is to be assigned I always
- (A) assign the work as per the interest of the doer
  - (B) assign as per my own interest
  - (C) assign as per the nature of the doer
  - (D) assign as per the suggestion of the co ordinator

8. When a staff member is to be promoted
- (A) I consider seniority as a time-tested criterion for promotion
  - (B) I consider sincerity as a criteria
  - (C) I observe and take my own decision for promoting
  - (D) I ask the views and opinion of other staff members.
9. An emergency comes where I have to sort out an issue
- (A) I call an emergency meeting and discuss the issue
  - (B) I myself tackle the situation
  - (C) I inform the supervisor to take a decision
  - (D) I take suggestions from my staff and take a decision
10. The performance of your team has been dropping during the past few months. Staff have been unconcerned with meeting objectives. They have continually needed reminding to do their tasks on time. Redefining roles and responsibilities have helped in the past. You would:
- (A) Allow the team to formulate its own direction
  - (B) Incorporate team recommendations but see that objectives are met
  - (C) Allow team involvement in determining roles and responsibilities but keep a watch
  - (D) Redefine roles and responsibilities.

11. You are considering major changes in the organisational structure of your school. Staff members have made suggestions about needing change. The team has been productive and demonstrated flexibility in its day-to-day operations. You would:
- (A) Define the change and supervise carefully
  - (B) Participate within the team in developing change but allow members to organise implementation
  - (C) Be willing to make changes as recommended but maintain control of implementation
  - (D) Avoid confrontation, leave things alone

### **WORK CLIMATE**

12. A project has to be completed within a short period of time.
- (A) You form a committee and assign the duties
  - (B) You give the autonomy to form a group and divide the task
  - (C) You delegate the duty and ask them to decide the deadline
  - (D) You ask them to form a group and report it to you.
13. Team performance and interpersonal relationships are good. You feel somewhat insecure about the lack of direction of the team. You would:
- (A) Leave the team alone
  - (B) Discuss the situation with the team and then initiate necessary changes
  - (C) Take steps to direct your staff towards working in a well defined manner
  - (D) Would ask their suggestions and help them.

14. The management is not satisfied with the overall performance of the staff as far as their working style is concerned.
- (A) You would try to restructure it by bringing certain changes
  - (B) You would collect suggestions from your staff in order to bring the change
  - (C) You would be a part of the group and try to work on it.
  - (D) You would leave it to the group to decide .
15. Staff members fail to share a cordial relationship and respect among themselves.
- (A) You would try to know the root cause and counsel
  - (B) You would pay no attention to it
  - (C) You would get involved and try to solve the issue
  - (D) You would instruct them to solve it by themselves.
16. There is lack of ergonomically sound environment in the school which is brought to your notice
- (A) You are least concerned of it and ask them to manage
  - (B) You try to get the feedback and give them assurance
  - (C) You ask them to find ways by themselves and inform you
  - (D) You assign the duty to the group leader to solve the issue by taking proper measures.

## **ROLE IN CURRICULAR AND CO-CURRICULAR ACTIVITIES**

17. The school used to perform well academically but lately the graph has gone

down. What would you do as the head of the institution.

- (A) You would suggest measures to overcome the situation
- (B) You would seek help from the staff and monitor their work
- (C) You would ask them to suggest measures and work on it.
- (D) You would delegate them to find measures and overcome the situation

18. Students lack motivation and inclination in academics. As a principal you would

- (A) try to motivate the children through various methods
- (B) inspire the staff to motivate the students
- (C) suggest the teachers to find ways and means to motivate the students
- (D) allot the activities and supervise

19. New directives from the department have to be implemented, The team has  
a remarkable record of accomplishment, members have effectively maintained long range goals and have worked in harmony for the past .  
As a head of the institution you would:
- (A) Try out your solution with them and examine the need for new practices
  - (B) Allow team members to work it out themselves
  - (C) Act quickly and firmly to correct and redirect
  - (D) Participate in discussion of whilst providing support for the team members.
20. An innovative method of teaching is to be introduced in school.
- (A) You allow your teachers to experiment it
  - (B) You ask them to express their opinion about it
  - (C) You don't appreciate their initiative
  - (D) You ask your subordinate to deal with it.
21. The vision of restructuring is complete. Continual monitoring and additional fine-tuning are necessary to make sure all the restructuring efforts stay successful. It's up to school leader to maintain a thriving educational environment for teachers and students alike.
- (A) You direct them to assess it on their own
  - (B) You guide them for monitoring it
  - (C) You assess it yourself and see that things are fine
  - (D) You assign the work to somebody to monitor it.

**YOUR SUGGESTIONS AND FEED BACK WITH RESPECT TO PARTICULAR QUESTION.**

## **LEADERSHIP STYLE ASSESSMENT SURVEY**

### **PERSONAL PROFILE OF THE RESPONDENT**

**Name :**

**Gender : Female**

**Name of School :**

**Type of School Working in :**

- **Medium of instruction : English ☐ Gujarati ☐ Hindi ☐**
- **Board of affiliation : State Board ☐ CBSE ☐**

**Experience (In No. of years)**

**As a teacher :**

**As a coordinator :**

**As a principal in charge:**

**As a principal :**

**Academic Qualifications :**

**E mail Id :**

**Contact Phone Number :**

**Questionnaire**

**There are 21 situations. Please analyse them and tick the appropriate option as per your response to the given situations.**

**Or**

**Please choose the appropriate option and write against the question number and mail it back to me**

## SCORE SHEET

Q. No	Leadership Styles			
	Telling (Directing)	Selling (Coaching)	Participating (Facilitating)	Delegating (Observing)
1	A	B	C	D
2	A	B	C	D
3	A	B	C	D
4	A	B	C	D
5	A	B	C	D
6	A	B	C	D
7	A	C	B	D
8	A	B	C	D
9	B	D	A	C
10	A	D	C	B
11	A	D	B	C
12	A	C	D	B
13	D	B	C	A
14	A	B	C	D
15	A	B	D	C
16	A	C	B	D
17	C	B	A	D
18	B	C	A	D
19	A	C	B	D
20	C	B	A	D
21	A	B	C	D



## Semi-Structured Interview Schedule

1. What is your role/profile as a principal in the secondary school?
2. How the role of principal is different in the secondary school as compared to primary and secondary school ?
3. Can you elaborate the common challenges of the school principals ?
  - a. *Probes - (academic/non-academic) (Do you think challenges are different in different education boards, How ? Please, Elaborate) (Do you think the challenges varies as a female leader?) How?*
4. When I say, “Leader”, what definition comes to your mind?
  - a. *Probes: (Characteristics/ Knowledge / Abilities / Skills / Behavior)*
5. How do you define ‘Leader’ in the organization where you are working?
6. According to you, what qualities a school principal as a leader needs to have?
  - a. *Probes – (Do you think leadership qualities varies with organizations? Education, Healthcare, Corporate, Manufacturing etc?)*
7. Are you aware about different leadership styles? If yes, can you elaborate, please ?
8. If No, have you observed any specific pattern you use for the school management?
  - a. *Probes – Do you think school principal as a leader plays different approaches with students, teachers and non-teaching staff? How ? Please Elaborate?*
9. According to you, what are the advantages of a female leader in any organization?
10. According to you, what are the disadvantages of a female leader in any organization?
11. What is your vision as the school principal?
12. What message would you give to female leaders of education sector or any other sector to empower an organization as well as themselves?

### **List of paper and articles published**

- 1. Dogo Rangsang Research Journal [www.drsrcjournal.com](http://www.drsrcjournal.com) ISSN : 2347-7180 Vol-10 Issue-06 No. 1 June 2020 P a g e | 229 UGC Care Group I Journal Copyright © 2020 Authors WOMEN PRINCIPALS AND WORK LIFE BALANCE Sub Title EACH CHOICE HAS A COST**
- 2. Vidyabharati International Interdisciplinary Research Journal (Special Issue) ISSN 2319-4979 International Conference on Yoga for Mental Health (18th Sept, 2020) 10 WOMEN LEADERSHIP AND HIGHER EDUCATION Woman - A Connoisseur of leaders S. Jane**
- 3. International online paragraph writing contest ‘Evolving with education’ Institute of advanced study in education- Anna salai saidapet. July 31 2020**
- 4. Chapter entitled. “Issues and Challenges faced by Women academicians during online teaching” in the book Covid-19 and Education**
- 5. Shodh Sarita UGC Approved Carelisted journal ISSN 2348-2397. Title of the paper “Woman leader an aeonian Guide, Pandemonium during pandemic” volume 7, issue 28, October to December 2020**
- 6. Paper Presentation in the Three day International Seminar a paper titled Women Leaders – Connoisseur of Moral Value Inculcation at the International conference on ‘Education Beyond Face to Face Mode: Opportunities and challenges’ organised under the aegis of the InterUniversity Centre for Teachers Education [IUCTE], Department of Education, Faculty of Education and Psychology, The Maharaja Sayajirao University of Baroda, Vadodara, Gujarat, India from 25th to 27th March 2021.**
- 7. Aadhar International Interdisciplinary journal---- Woman her own-scaffolder. June 2021**
- 8. Paper presentation at MSU Azaadi ka Amrit Mahotsav on 14/8/21 title  
Contribution of women in Gujarat in the freedom struggle “Warrior thy name is woman”**