

Appendices

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	B - Decisional Participation Instruments
	C - Organizational Health Questionnaire

MODIFIED FINAL DRAFT USED FOR DATA COLLECTION	D - Directions
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	F - Decisional Participation Instruments

1 A

FACULTY OF EDUCATION AND PSYCHOLOGY
M. S. UNIVERSITY OF BARODA
(GUJARAT)

Dear Sir,

Due to urgent need of researches in the area of Education Management this investigation has been undertaken. Your responses and any other information you supply, will be kept quite confidential and the same will be utilised for the research purposes only. Kindly return the materials at your earliest. Your co-operation will be a great help for this noble cause.

GUIDE :

Dr. D. R. DARJI
READER
Department of Educational Administration.

INVESTIGATOR:

D. K. SHARMA
Centre of Advanced Study in
Education

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PERSONAL INFORMATION

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1. (a) Your name : _____
(b) Age : _____
2. Name of the Institution: _____
3. Your designation : _____
Pay Scale : _____
4. Total teaching experience : _____
5. Qualifications : _____

Sr.No.	Degree	University	Year
1			
2			
3			
4			
5			
6			

6. Please mention about your membership position
in different decision-making bodies in your
Institution or in other institutions : _____

DECISION-MAKING PARTICIPATION INSTRUMENTS

Please indicate against each decisional situation, whether you have participated in making decisions relating to that situation, whether you currently participate and whether you would like to participate. There are four columns for response provided against each decisional situation.

In the first column you have to indicate whether you have participated in that decision by stating 'yes' or 'no' ('Yes' indicating that you have participated).

In the second column you indicate whether you are currently participating in that decision by stating 'Yes' or 'No' ('Yes' indicating that you do participate currently).

Decisional Situation	Participating at present	Wishing to participate in future
1. Modifying and changing institutional goals.	yes/no	yes/no
2. Formulating rules and regulation of the system (institution) and sub-systems (college or departments).	yes/no	yes/no
3. Setting calender of the institution.	yes/no	yes/no
4. Departmental budget	yes/no	yes/no
5. Allocation of funds	yes/no	yes/no
6. Controlling and checking on expenditures.	yes/no	yes/no
7. Selection and appointment of staff members.	yes/no	yes/no

Decisional Situation	Participating	Wishing to participate in future
8. Deciding promotions	yes/no	yes/no
9. Service conditions of the staff	yes/no	yes/no
10. Deputational aspect of staff members	yes/no	yes/no
11. Introducing new courses	yes/no	yes/no
12. Allotment of courses	yes/no	yes/no
13. Selecting and prescribing instructional materials	yes/no	yes/no
14. Finalising the syllabi for the courses which are taught here.	yes/no	yes/no
15. Deciding instructional policies for the department	yes/no	yes/no
16. Deciding workload of the staff members	yes/no	yes/no
17. Considering scope of experimentation for classroom instruction.	yes/no	yes/no
18. Establishing student disciplinary norms and procedures.	yes/no	yes/no
19. Setting up student disciplinary committee	yes/no	yes/no
20. Setting up the code of conduct for staff members	yes/no	yes/no
21. Deciding members of the inquiry commission or tribunal	yes/no	yes/no
22. Setting up student assessment procedures	yes/no	yes/no
23. Preparing pannel of examiners	yes/no	yes/no

Decisional Situation	Participating	Wishing to participate in future
24. Finalising the pannel of examiners	yes/no	yes/no
25. Setting up the pattern of a question-paper for the course	yes/no	yes/no
26. Deciding the weightage to be assigned to the question.	yes/no	yes/no
27. Conduct of examination	yes/no	yes/no
28. Tabulation and results	yes/no	yes/no
29. Involvement in interpretation of research results and findings	yes/no	yes/no
30. Involvement in the decision-making process for the selection of research projects	yes/no	yes/no
31. Implementation of research projects	yes/no	yes/no
32. Developmental plans	yes/no	yes/no
33. Allotment of supervisors or guides	yes/no	yes/no
34. Sanctioning loans/scholarships/fresships to the students	yes/no	yes/no
35. Management of hostels	yes/no	yes/no
36. Co-curricular activities	yes/no	yes/no
37. Student guidance bureau	yes/no	yes/no
38. Student and staff dispensary	yes/no	yes/no
39. Student book-aid	yes/no	yes/no
40. Staff quarter allotment	yes/no	yes/no
41. Allotment of accommodation to the staff members in the institution	yes/no	yes/no
42. Deciding departmental requirements	yes/no	yes/no

Decisional Situation	Participating	Wishing to participate in future
43. Library organisation	yes/no	yes/no
44. Library supervision	yes/no	yes/no
45. Sanctioning loans to the staff members	yes/no	yes/no
46. Sanctioning study leaves to the staff members	yes/no	yes/no
47. Conducting social service activities	yes/no	yes/no
48. Provision of special facilities to the community	yes/no	yes/no
49. Extension services programmes	yes/no	yes/no
50. Publication of books/monographs/research reports	yes/no	yes/no
51. Publication of Magazine/Journal/Newsletters/Bulletin/Annual Report	yes/no	yes/nl

C

ORGANIZATIONAL HEALTH QUESTIONNAIRE

Please encircle the number of desired response in the context of your organization according to the rating scale given below:

A 1 = Completely agreed, B 2 = Agreed to a great extent
C 3 = Agreed to some extent, D 4 = Agreed to little extent
E 5 = Disagree.

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1. This organization has got clear cut goals which are known to all its members. 1 2 3 4 5
2. There is no conflict between goals of the organization and the goals of individuals. 1 2 3 4 5
3. The various activities of the members are well directed towards the realisation of the organizational goals. 1 2 3 4 5
4. Goals of this organization are based on well thought out plan of action so that the personal, social and cultural needs of the members are adequately made. 1 2 3 4 5
5. Goals of the organization are within the reach of the members. 1 2 3 4 5
6. The members of this organization get feedback for the work they do to fulfil organizational objectives. 1 2 3 4 5
7. There is a good system of interdepartmental co-ordination so that the communication flows smoothly. 1 2 3 4 5
8. Every member knows what he is expected to do in his day to day work. 1 2 3 4 5
9. There is no unnecessary waste of time due of faulty communication. 1 2 3 4 5
10. Matters are simplified to such an extent that the member has not to waste his/her time in contacting his/her supervisor or colleagues. 1 2 3 4 5

11. The intentions of the communications are very clear and hence there is no conflict between the subordinates and the superiors. 1 2 3 4 5
12. There is built-in mechanism to carry on the normal routine work. 1 2 3 4 5
13. The channel of communication is so simple and short that the time is not wasted in getting an unbiased information. 1 2 3 4 5
14. Both the functions with a central plan of action and those pertaining to routine matters are well documented. 1 2 3 4 5
15. Each person in the organization is given adequate power and responsibility to carry on the assigned work. 1 2 3 4 5
16. The organization has not many hierarchical levels and hence conflicts are minimum. 1 2 3 4 5
17. Conflicts due to improper distribution of work or accountability are rare in this organization. 1 2 3 4 5
18. Members are very clear about their position power and their rights. 1 2 3 4 5
19. There is no power concentration in this organization because the supervisors widely delegate their power and responsibilities. 1 2 3 4 5
20. Routine decisions are taken by the concerned supervisors and the policy decision are taken at the top level. 1 2 3 4 5
21. Members feel free to express their view points on various issues related to their work. 1 2 3 4 5
22. The personnel in this organization are well trained and competent to carry on the assigned work. 1 2 3 4 5
23. The employees of this organization do not feel fatigued or boredom, due to sound co-ordination system. 1 2 3 4 5
24. The employees work hard with full realisation of their duties and responsibilities. 1 2 3 4 5
25. There is no conflict between what employees demand and what the organization can offer to them. 1 2 3 4 5

26. There are ample opportunities for the employees to be the kinds of persons they want to be. 1 2 3 4 5
27. The problems due to improper distribution of work or overlap are rare in this organization. 1 2 3 4 5
28. It is possible for the employee to feel the progress they are making for their personal development while working for the organization. 1 2 3 4 5
29. Employees in this organization know where they fit in the total pattern of the organization. 1 2 3 4 5
30. Not only that the employees seek membership of this organization but they also try to maintain it after it is secured. 1 2 3 4 5
31. No member would ordinarily try to leave the organization. 1 2 3 4 5
32. Much of what the individuals think they have achieved is generally attributed to the organization in which they work. 1 2 3 4 5
33. The employees in this organization take lot of initiative and are willing for any collaborative effort. 1 2 3 4 5
34. The employee are proud of working in this organization. 1 2 3 4 5
35. The member feel reasonably satisfied in this organization. 1 2 3 4 5
36. The members know fully well the goals they have to achieve, the means available to achieve them and the progress they are making towards these goals. 1 2 3 4 5
37. There is no discrepancy in the minds of employees between what they think they are and what they think they should be. 1 2 3 4 5
38. Employees feel satisfied because the work itself is intrinsically satisfactory. 1 2 3 4 5
39. There is a strong "We" feeling among the employees of this organization. 1 2 3 4 5

40. The employee is well aware of his duties and responsibilities towards the organization. 1 2 3 4 5
41. Constant efforts are made by the members of the organization for its betterment. 1 2 3 4 5
42. The organization stimulates its members to think creatively. 1 2 3 4 5
43. The members are very sensitive to the various types of information around them. 1 2 3 4 5
44. There is a clear time perspective in the minds of employees. 1 2 3 4 5
45. There is very little resistance among the members when discussions for changes in the existing practices are taken by the management. 1 2 3 4 5
46. Efforts are made by the members to make work useful more creative and more meaningful to them. 1 2 3 4 5
47. The members of this organization are self motivated. 1 2 3 4 5
48. Outside information is evaluated by the members of the organization on its merit rather than on the basis of the source of this information. 1 2 3 4 5
49. Environmental stimulation is responded to in such a manner that the balance between outside demands and the demands of the organization is properly maintained. 1 2 3 4 5
50. The members are capable of objectively assessing the various influences to which they are exposed. 1 2 3 4 5
51. Members of this organization are quite competent to take decisions relating to their day to day work independently. 1 2 3 4 5
52. Being non-committed to any rigid stand the members feel free to express their frank opinion on any issue. 1 2 3 4 5
53. The members are not strongly conditioned to the rigid framework within which they find themselves. 1 2 3 4 5
54. The members are well aware of the total surrounding and hence they are able to make effective contact with it. 1 2 3 4 5

55. The case of conflict between organizational demands and demands of the environment the members are ready to make suitable changes in their work. 1 2 3 4 5
56. The organizational system operates in such a manner that its stability is maintained. 1 2 3 4 5
57. The organizational system has built in mechanism to absorb shocking episodes while adapting to the environment. 1 2 3 4 5
58. In the organization there are certain ways and means whereby problems are solved with minimum emotional involvement on the part of its members concerned. 1 2 3 4 5
59. There is a mechanism in this organization for the identification and eventual processing of problems. 1 2 3 4 5
60. Problems in this organization are attempted to be solved in such a manner that the same problem does not recur in near future. 1 2 3 4 5
61. There is a smooth, continuous adaptation of the organization to the changing environment because of the efforts made by its members. 1 2 3 4 5
62. In this organization there are provisions and procedures for quick identification, processing and an effective follow-up on problems faced by the organization. 1 2 3 4 5
63. In this organization problems are faced squarely and systematically rather than conceived at or otherwise ignored. 1 2 3 4 5

D

FACULTY OF EDUCATION & PSYCHOLOGY

M. S. University, BARODA (Gujarat)

Dated.....198

Dear Sir/Madam,

Due to urgent need of researches in the area of Education Management this investigation has been undertaken in U. G. C. established Centre of Advanced Study in Education. Your responses would be kept confidential and the same could be utilised for the research purposes only. Kindly return the materials at your earliest. Your co-operation will be a great contribution for this noble cause.

Yours sincerely,

NOTE : You are requested to return the following materials:-

- (I) Organizational Health Questionnaire (O.H.Q.) on Page No.
- (II) Decision-Making Participation Scale (Real or existing situation in your organization) on Page No.
- (III) Decision-Making Participation Scale (Expected or what should be from your point of view) on Page No.

Please complete (I), (II) and (III) and need not to write your name.

E

Your Designation :-

Name of the Institute:-

O. H. Q.

Please encircle or tick the number of desired response in the context of your organization according to the rating scale given below:

a = Completely agreed, b = Agreed to a great extent.
c = Agreed to some extent d = Agreed to little extent
e = Disagree.

1. There is no conflict between goals of the organization and the goals of individuals. a b c d e
2. There is a good system of interdepartmental co-ordination so that the communication flows smoothly. a b c d e
3. Matters are simplified to such an extent that the member has not to waste his/her time in contacting his/her supervisor or colleagues. a b c d e
4. In this organization there are certain ways and means where by problems are solved with minimum emotional involvement on the part of its members concerned. a b c d e
5. The organization stimulates its members to think creatively. a b c d e
6. The members are capable of objectively assessing the various influences to which they are exposed. a b c d e
7. Goals of this organization are based on well thought out plan of action so that the personal, social and cultural needs of the members are adequately made. a b c d e
8. Being non-committed to any rigid stand the members feel free to express their frank opinion on any issue. a b c d e

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|-----|---|---|---|---|---|---|
| 9. | The employee is well aware of his duties and responsibilities towards the organization. | a | b | c | d | e |
| 10. | The employees of this organization do not feel fatigued or boredom, due to sound co-ordination system. | a | b | c | d | e |
| 11. | There is built-in mechanism to carry on the normal routine work. | a | b | c | d | e |
| 12. | There are ample opportunities for the employees to be the kinds of persons they want to be. | a | b | c | d | e |
| 13. | Efforts are made by the members to make work useful more creative and more meaningful to them. | a | b | c | d | e |
| 14. | Goals of the organization are within the reach of the members. | a | b | c | d | e |
| 15. | Outside information is evaluated by the members of the organization on its merit rather than on the basis of the source of this information. | a | b | c | d | e |
| 16. | Constant efforts are made by the members of the organization for its betterment. | a | b | c | d | e |
| 17. | Much of what the individuals think they have achieved is generally attributed to the or-organization in which they work. | a | b | c | d | e |
| 18. | Environmental stimulation is responded to in such a manner than the balance between outside demands and the demands of the organization is properly maintained. | a | b | c | d | e |
| 19. | No member would ordinarily try to leave the organization. | a | b | c | d | e |
| 20. | There is no unnecessary waste of time due to faulty communication. | a | b | c | d | e |
| 21. | Routine decisions are taken by the concerned supervisors and the policy decision are taken at the top level. | a | b | c | d | e |
| 22. | There is no discrepancy in the minds of employees between what they think they are and what they think they should be. | a | b | c | d | e |

23. The members are well aware of the total surrounding and hence they are able to make effective contact with it. a b c d e
24. Employees in this organization know where they fit in the total pattern of the organization. a b c d e
25. The various activities of the members are well directed towards the realization of the organizational goals. a b c d e
26. In this organization problems are faced squarely and systematically rather than conceived at or otherwise ignored. a b c d e
27. There is no power concentration in this organization because the supervisors widely delegate their power and responsibilities. a b c d e
28. Not only that the employees seek membership of this organization but they also try to maintain it after it is secured. a b c d e
29. There is a strong "we" feeling among the employees of this organization. a b c d e
30. There is no conflict between what employees demand and what the organization can offer to them. a b c d e
31. In case of conflict between organization demands and demands of the environment the members are ready to make suitable changes in their work. a b c d e
32. Members are very clear about their position power and their rights. a b c d e
33. There is a smooth, continuous adaptation of the organization to the changing environment because of the efforts made by its members. a b c d e
34. The members know fully well the goals they have to achieve, the means available to achieve them and the progress they are making towards these goals. a b c d e
35. The organization has not many hierarchical levels and hence conflicts are minimum. a b c d e

36. Problems in this organization are attempted to be solved in such a manner that the same problem does not recur in near future. a b c d e
37. The organizational system operates in such a manner that its stability is maintained. a b c d e
38. The employees work hard with full realization of their duties and responsibilities. a b c d e
39. There is a clear time perspective in the minds of employees. a b c d e
40. The organizational system has built in mechanism to absorb shocking episodes while adapting to the environment. a b c d e

DECISION-MAKING PARTICIPATION (REAL)

Please encircle or tick against each decisional situation where you are participating in making decision according to the rating scale given below:

- | | |
|--------------------------------|--------------------------------------|
| a = Participating always | b = Participating to a great extent. |
| c = Participating considerably | d = Participating to a less extent. |
| e = Not Participating | |

- | | | | | | |
|---|---|---|---|---|---|
| 1. Modifying and changing institutional goals. | a | b | c | d | e |
| 2. Formulating rules and regulation of the institution. | a | b | c | d | e |
| 3. Setting calender of the institution. | a | b | c | d | e |
| 4. Departmental budget. | a | b | c | d | e |
| 5. Allocation of funds. | a | b | c | d | e |
| 6. Controlling and checking on expenditures. | a | b | c | d | e |
| 7. Selection and appointment of staff members. | a | b | c | d | e |
| 8. Deciding promotions. | a | b | c | d | e |
| 9. Service conditions of the staff. | a | b | c | d | e |
| 10. Deputational aspect of staff members. | a | b | c | d | e |
| 11. Introducing new courses. | a | b | c | d | e |
| 12. Deciding instructional policies for the department. | a | b | c | d | e |
| 13. Deciding workload of the staff members. | a | b | c | d | e |
| 14. Considering scope of experimentation for classroom instruction. | a | b | c | d | e |

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|---|-----------|
| 15. Establishing student disciplinary norms and procedures. | a b c d e |
| 16. Setting up student disciplinary committee. | a b c d e |
| 17. Setting up the code of conduct for staff members. | a b c d e |
| 18. Deciding members of the inquiry commission or tribunal. | a b c d e |
| 19. Setting up student assessment procedures. | a b c d e |
| 20. Preparing panel of examiners. | a b c d e |
| 21. Tabulation and results. | a b c d e |
| 22. Involvement in interpretation of research results and findings. | a b c d e |
| 23. Involvement in selection of research projects. | a b c d e |
| 24. Implementation of research projects. | a b c d e |
| 25. Developmental plans. | a b c d e |
| 26. Allotment of supervisors or guides. | a b d d e |
| 27. Sanctioning loans scholarships freeships to the students. | a b c d e |
| 28. Management of hostels. | a b c d e |
| 29. Co-curricular activities. | a b c d e |
| 30. Student guidance bureau. | a b c d e |
| 31. Staff quarter allotment. | a b c d e |
| 32. Allotment of accommodation to the staff members in the institution. | a b c d e |
| 33. Deciding departmental requirements. | a b c d e |
| 34. Library organization. | a b c d e |
| 35. Library supervision. | a b c d e |
| 36. Sanctioning study leaves to the staff members. | a b c d e |
| 37. Conducting social service activities. | a b c d e |
| 38. Provision of special facilities to the community. | a b c d e |
| 39. Extension services programmes. | a b c d e |
| 40. Publication of Magazine, Journal, Newsletters etc. | a b c d e |

DECISION-MAKING PARTICIPATION (EXPECTED)

Please encircle or tick against each decisional situation where you want to participate in making decision according to the rating scale given below :

- a = Participation always b = Participation to a great extent
 c = Participation considerably. d = Participation to a less extent
 e = No Participation

- | | | | | | |
|---|---|---|---|---|---|
| 1. Modifying and changing institutional goals. | a | b | c | d | e |
| 2. Formulating rules and regulation of the institution. | a | b | c | d | e |
| 3. Setting calender of the institution. | a | b | c | d | e |
| 4. Departmental budget. | a | b | c | d | e |
| 5. Allocation of funds. | a | b | c | d | e |
| 6. Controlling & checking on expenditures. | a | b | c | d | e |
| 7. Selection & appointment of staff members. | a | b | c | d | e |
| 8. Deciding promotions. | a | b | c | d | e |
| 9. Service conditions of the staff. | a | b | c | d | e |
| 10. Deputational aspect of staff members. | a | b | c | d | e |
| 11. Introducing new courses. | a | b | c | d | e |
| 12. Deciding instructional policies for the department. | a | b | c | d | e |
| 13. Deciding workload of the staff members. | a | b | c | d | e |
| 14. Considering scope of experimentation for classroom instruction. | a | b | c | d | e |
| 15. Establishing student disciplinary norms and procedures. | a | b | c | d | e |
| 16. Setting up student disciplinary committee. | a | b | c | d | e |
| 17. Setting up the code of conduct for staff members. | a | b | c | d | e |

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|---|-----------|
| 18. Deciding members of the inquiry commission or tribunal. | a b c d e |
| 19. Setting up student assessment procedures. | a b c d e |
| 20. Preparing pannel of examiners. | a b c d e |
| 21. Tabulation and results. | a b c d e |
| 22. Involvement in interpretation of research results and findings. | a b c d e |
| 23. Involvement in selection of research projects. | a b c d e |
| 24. Implementation of research projects. | a b c d e |
| 25. Developmental plans. | a b c d e |
| 26. Allotment of supervisors or guides. | a b c d e |
| 27. Sanctioning loans scholarships freeships to the students. | a b c d e |
| 28. Management of hostels. | a b c d e |
| 29. Co-curricular activities. | a b c d e |
| 30. Student guidance bureau. | a b c d e |
| 31. Staff quarter allotment. | a b c d e |
| 32. Allotment of accommodation to the staff members in the institution. | a b c d e |
| 33. Deciding departmental requirements. | a b c d e |
| 34. Library organization. | a b c d e |
| 35. Library supervision. | a b c d e |
| 36. Sanctioning study leaves to the staff members. | a b c d e |
| 37. Conducting social service activities. | a b c d e |
| 38. Provision of special facilities to the community. | a b c d e |
| 39. Extension services programmes. | a b c d e |
| 40. Publication of Magazine, Journal, Newletters etc. | a b c d e |