## Appendix 3.9

## SUPERVISORY BEHAVIOR DESCRIPTION TEST

BY

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You are given 48 behavioural items, distributed over two sections. You are requested to indicate your opinion on a scale given alongside each statement. All the statements described how your superior behaves in different situations. Five response-choices are given in the scale. Please tick-mark ( \_/ ) at the response-phrase which best indicates your opinion. You have to give one tick only for each statement. Please, continue giving your frank responses which will be kept strictly confidential from all the parties.

## Section - I

		Always	<u>Often</u>	Occa- sion- ally	Seld om	Never
1.	He refuses to submit when people disagree with him					
2.	He does personal favours for the sub- ordinates under him					
3.	He expresses apprecia- tion when one of us does a good job			an a		anna ann ann an an an an an an an an an
4.	He is easy to under- stand					<u></u>

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					0.01	
		Always	<u>Often</u>	Occa- sion- ally	Seldom	Never
5.	He demands more than we can do	•		) Decidente dutted <sup>arradianen</sup>		Part and different spinors.
б.	He helps his subordi- nates with their personal problems				5	
7.	He criticises his subordinates in front of others	 *	-			
8.	He supports his sub- ordinates even though it makes him un- popular				8. 9.11	
9.	He insists that everything be done his way		4115-1111-111-10 611-511-20		Samaa maridanga dina	****
10.	He sses that sub- ordinate is forwarded for a job well done					an a
11.	He rejects sugges- tions for changes		Jakes, pro-science-skineladeksiy	s mengana dapat in ter bijerit		
12.	He changes the duties of people under him without first talk- ing it over with him					
13.	He treats people under him without considering their feelings					
<b>1</b> 4 •	He tries to keep the subordinates under him in good books/ opinion with those in higher authority					
15.	He resists changes in ways of doing things	ana da ang ang ang ang ang ang ang ang ang an	1	<b>Set Charge P Annual Property Address</b>		

Always       Often       Selar       351         46. He relukes the sub- ordinates who makes a mistake				/			NEA WEHT	
ordinates who makes       Image: Construction of the second			Always	<u>Often</u>	sion-			
his actions	*6.	ordinates who makes	NG(1010-10-0-1-0-1-0			· · · · · · · · · · · · · · · · · · ·	Dull FERSITY ST	
consulting bis sub- ordinates first         19. He stresses the importance of high morale among those under him         20. He backs up his sub- ordinates in their actions         21. He is slow to accept new ideas         22. He treats all his sub- ordinates as his equals         23. He criticises a specific act rather than a particular individual         24. He is willing to make obanges         25. He makes those under him feel at case when talking with him         26. He is friendly and can be easily approached         27. He puts Suggestions that are made by sub- ordinates under him into operation         28. He gets the approval of his subordinates on important matters before	17.		Response to the specific state and the state of the specific state					
<pre>importance of high morale among those under him</pre>	18.	consulting his sub-					1	
ordinates in their         actions	19.	importance of high morale among those				******		
<pre>new ideas</pre>	20.	ordinates in their		ana ki Mina alkanaji-mpilaninja		<b>10 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - </b>	••••••••••••••••••••••••••••••••••••••	
<pre>ordinates as his equals</pre>	21.			<b></b>			·	
<pre>specific act rather than a particular individual</pre>	22.	ordinates as his	······	Mantajan ayadan dana				
<pre>make changes</pre>	23.	specific act rather than a varticular	Sea allocated the allocation					
<pre>him feel at ease when talking with him</pre> 26. He is friendly and can be easily approached	24 •			anga dija anga di sa		Second Second Second Second Second		
<pre>can be easily approached</pre>	25.	him feel at ease when				-		
<pre>that are made by sub- ordinates under him into operation</pre> 28. He gets the approval of his subordinates on important matters before	26.	can be easily						•
of his subordinates on important matters before	27.	that are made by sub- ordinates under him	د 					
	28.	of his subordinates on important matters befor	re					

. . Section II

Occassion-Always Often ally Seldom Never 1. He encarages overtime work..... 2. He tries out his new ideas..... 3. He rules with absolute authority..... 4. He criticises poor work..... 5. He talks about how much should be done ... \_ \_\_\_\_\_ 6. He encourages slow working subordinates to greater effort .... . . 7. He assigns people under him to particular tasks .... 8. He waits for his subordinates to push new ideas before doing himself..... 9. He asks for sacrifices fromhis subordinates for the good of the entire department.... 10. He insists that his subordinates follow . standard ways of doing things in every detail. 11. He sees to it that people under him are working upto their , limits..... \_\_\_\_\_ \_\_\_\_ 12. He offers new approaches to problems.....

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Occassion-Always Often ally Seldom Never 13. He insists that he be informed on decisions made by subordinates under him..... \_\_\_\_\_\_ 14. He lets others do their work the way they think best.... ----15. He gives much importance to being ahead of competing work groups ..... 16. He asks pressingly under him for greater effort. .... 17. He decides in detail what shall be done and how it shall be done. 18. He emphasises meeting of deadlines..... 19. He asks subordinates who have slow groups to get more out of their groups..... 20. He emphasises the quantity of work .....

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