

Appendix 3.9

SUPERVISORY BEHAVIOR DESCRIPTION TEST

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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

	<u>Always</u>	<u>Often</u>	<u>Occa- sion- ally</u>	<u>Seldom</u>	<u>Never</u>
1. He refuses to submit when people disagree with him.....	_____	_____	_____	_____	_____
2. He does personal favours for the subordinates under him...	_____	_____	_____	_____	_____
3. He expresses appreciation when one of us does a good job.....	_____	_____	_____	_____	_____
4. He is easy to understand.....	_____	_____	_____	_____	_____

	<u>Always</u>	<u>Often</u>	<u>Occa- sion- ally</u>	<u>Seldom</u>	<u>Never</u>
5. He demands more than we can do.....	_____	_____	_____	_____	_____
6. He helps his subordinates with their personal problems....	_____	_____	_____	_____	_____
7. He criticises his subordinates in front of others.....	_____	_____	_____	_____	_____
8. He supports his subordinates even though it makes him unpopular.....	_____	_____	_____	_____	_____
9. He insists that everything be done his way.....	_____	_____	_____	_____	_____
10. He sees that subordinate is forwarded for a job well done..	_____	_____	_____	_____	_____
11. He rejects suggestions for changes...	_____	_____	_____	_____	_____
12. He changes the duties of people under him without first talking it over with him.....	_____	_____	_____	_____	_____
13. He treats people under him without considering their feelings.....	_____	_____	_____	_____	_____
14. 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.....	_____	_____	_____	_____	_____



	<u>Always</u>	<u>Often</u>	<u>Occa- sion- ally</u>	<u>Seldom</u>	<u>Never</u>
16. He rebukes the sub-ordinates who makes a mistake.....	_____	_____	_____	_____	_____
17. He refuses to explain his actions.....	_____	_____	_____	_____	_____
18. He acts without consulting his 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 changes.....	_____	_____	_____	_____	_____
25. He makes those under him feel at ease 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 going ahead.....	_____	_____	_____	_____	_____

Section II

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	<u>Always</u>	<u>Often</u>	<u>Occa- sion- ally</u>	<u>Seldom</u>	<u>Never</u>
1. He encourages over- time 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 sub- ordinates to push new ideas before doing himself.....	_____	_____	_____	_____	_____
9. He asks for sacrifices from his 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.....	_____	_____	_____	_____	_____

	<u>Always</u>	<u>Often</u>	<u>Occa- sion- ally</u>	<u>Seldom</u>	<u>Never</u>
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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