

APPENDICES

APPENDIX-A

QUESTIONNAIRE FORMAT

Rank -min 1 to max 5

Ques 1.	How would you rate the period of working together in the Refinery?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 2.	What is your assessment about leadership qualities exhibited during the tenure?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 3.	How would you approve of interaction style with all employees?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 4.	How deep was value orientation exhibited by top leadership?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 5.	What is your assessment of involvement of all employees as a family?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 6.	How would you approve of public dealing style of top management?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 7.	How would you rate the organizational image during the tenure?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 8.	How would you rate neighbourhood dealing style of the top management?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 9.	What would be the score for operational improvements brought about during the period?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 10.	What rating would be given to safety record of the organization?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 11.	How would you assess the change in employees morale brought about by the leadership style?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 12.	What assessment you have about unit profitability?	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>
Ques 13.	Was practicing Management by Indian Ethos visible in day to day dealings and did it help?										

Overall assessment and your remarks

APPENDIX- B

LOCATION WISE BREAK UP

Field Location

No. of Responses	01
Gender	Male
Education	Bachelor of Chemical Engineering
Age Group	About 50 yrs
Region	North
Religion	Hindu
Category	Top Management

Corporate HQ

No. of Responses	27
Gender	Male
Education	Chemical /Mechanical Engineers
Age Group	35-45 years
Region	North
Religion	Hindu
Category	Junior/Middle Management

Private Corporate

No of Responses	06
Gender	Male
Education	Engineers
Age Group	50+
Region	West
Religion	Hindu/Sikh
Category	Top Management (Heads of Dept)

Field Unit

No. of Responses	03
Gender	Male
Education	Engineers
Age Group	45-50 years
Region	East
Religion	Hindu
Category	Top Management – 1 Middle Management – 2

Group Company

No. of Responses	02
Gender	Male
Education	Chemical Engineers
Age Group	53-58 years
Region	South
Religion	Hindu
Category	Top Management

Working Abroad

No. of Responses	05
Gender	Male
Education	Engineering
Age Group	About 45-52 years
Region	Foreign
Religion	Hindu
Type of Service	Job Contract

Field Unit

No. of Responses	20
Gender	Female – 4 Male – 16
Education	16 Graduates 04 Engineers
Age Group	35-45 years
Region	East
Religion	Hindu
Category	Junior/Middle Management

Field Unit

No. of Responses	50
Gender	Male
Education	30 Graduates 20 Engineers
Age Group	35-40
Region	North
Religion	Hindu
Category	Top Management – 5 Middle Management – 45

Field Unit

No. of Responses	09
Gender	Male
Education	Chemical Engineers
Age Group	40-50 years
Region	West
Religion	Hindu
Category	Top Management – 1 Middle Management – 9

Retired Employee

No. of Responses	01
Gender	Male
Education	Engineer
Age Group	60+
Region	East
Religion	Hindu
Category	Ex Middle Management

APPENDIX C

ANALYSIS OF QUESTIONNAIRE

S.No.	Location	Response of no of persons over Quest 1	Response of no of persons over Quest 2	Response of no of persons over Quest 3	Response of no of persons over Quest 4	Response of no of persons over Quest 5	Response of no of persons over Quest 6	Response of no of persons over Quest 7	Response of no of persons over Quest 8	Response of no of persons over Quest 9	Response of no of persons over Quest 10	Response of no of persons over Quest 11	Response of no of persons over Quest 12
		Working Together	Leadership Qualities	Interaction Style	Value Orientation	Involvement as family	Public Dealing Style	Organizational Image	Neighbour hood Dealing	Operational Improvements	Safety Record	Employees Morale change	Profitability
1	Field Units												
	(East/ West/ North)												
	Rank 1	2	4	2	4	3	1	2	2	3	2	5	4
	Rank 2		4	4	7	8	5	3	3	3	1	9	1
	Rank 3	12	16	18	20	15	23	8	18	11	9	20	13
	Rank 4	33	31	37	32	28	36	29	45	30	36	26	29
	Rank 5	36	28	22	20	29	18	41	15	36	35	23	36
2	Corporate HQ												
	Rank 1												
	Rank 2			2	3	1	2	1	1	2		1	
	Rank 3	3	7	6	11	11	4	2	4	8	5	12	6
	Rank 4	16	17	17	6	9	14	12	16	12	14	9	14
	Rank 5	8	3	2	7	6	7	12	6	5	8	5	7
3	Private Corporate												
	Rank 1												
	Rank 2			1		1	1	1		1	2		1
	Rank 3			1		1			1				1
	Rank 4	2	4	2	4	1	2		3	3	4	5	4
	Rank 5	4	1	3	1	4	3	5	2	2		1	

4	Group Company												
	Rank 1												
	Rank 2												
	Rank 3			1		2				1	1	2	
	Rank 4	1	2	1	1		1	1	1		1		1
	Rank 5	1			1		1	1	1	1			
5	Working Abroad												
	Rank 1												
	Rank 2												1
	Rank 3		2	2	1				1	2	3	3	
	Rank 4	3	2	1	3	5	4	2	1	2	1	1	5
	Rank 5	2	1	2	1		1	3	3	1	1		
6	Retired Employee												
	Rank 1												
	Rank 2												
	Rank 3			1				1					
	Rank 4				1	1	1		1	1	1	1	1
	Rank 5	1											

Question 13 : Visibility of Management Style - Broadly answered Yes by over 80%, Answered No By = 9%, Remarks received by 10%

BRIEF RESUME OF THE RESEARCHER



J L Raina

Researcher is a Chemical Engineer from Jadavpur University and has with him rich experience of over 40 years in the petroleum industry. During his career, he has held important assignments in the oil industry as well as the academia. Presently he is Secretary General & CEO, PETROTECH Society.

Prior to joining PETROTECH Researcher was Pro-vice Chancellor of UPES, Dehradun, where he gained a good insight into the requirements of the academia. Earlier he had superannuated as CMD, IndianOil Blending Ltd.

During his career with IndianOil he has headed various important refineries and the project department in the in Corporate Office and developed an effective partnership team from within & outside associated groups.

Researcher is widely traveled and has participated in several national and international seminars/conferences and presented papers on various topics.

As new Secretary General he hopes to make the Society a very important, effective and strong platform for regular industry-academia interaction.