

# **APPENDIX**

**PART 1 (Personal Particulars)**

Please mark x in the appropriate columns.

1.

Age

30 to 35 years  
41 to 45 years  
51 to 55 years

36 to 40 years  
46 to 50 years
2.

Sex

Male

Female
3.

Marital Status

Married  
Single
4.

Position Held

Senior Manager  
Deputy Manager

Manager  
Asst. Manager
5.

Current Salary

<RM2000  
RM3001-RM4000  
>RM5001

RM2001-RM3000  
RM4001-RM5000
6.

Race

Malay

Chinese

Indian

Other

**PART 2 (Managerial Skills)**

7.

Using the scale below, indicate the extent to which you think you are capable of performing the following management functions. A definition of the concepts is provided in Appendix 1. (Please circle your answers according to the scale that is provided)
- 1 = Unsatisfactory Performance

2 = Below Average Performance

3 = Moderate Performance

4 = Above Average Performance

5 = Excellent Performance

External Awareness	1	2	3	4	5
Interpretation	1	2	3	4	5
Representation	1	2	3	4	5
Coordination	1	2	3	4	5
Work Unit Planning	1	2	3	4	5
Work Unit Guidance	1	2	3	4	5
Budgeting	1	2	3	4	5
Material Resource Administration	1	2	3	4	5
Personnel Management	1	2	3	4	5
Supervision	1	2	3	4	5
Work Unit Monitoring	1	2	3	4	5
Program Evaluation	1	2	3	4	5

8. Using the scale below, indicate the importance of each characteristics in performing management functions. A definition of the concepts is provided in Appendix 2. (Please circle your answers according to the scale that is provided)

	<u>Not</u> <u>Important</u>				<u>Very</u> <u>Important</u>
Broad Perspective	1	2	3	4	5
Strategic View	1	2	3	4	5
Environment Sensitivity	1	2	3	4	5
Leadership	1	2	3	4	5
Flexibility	1	2	3	4	5
Action Orientation	1	2	3	4	5
Results Focus	1	2	3	4	5
Communication	1	2	3	4	5
Interpersonal Sensitivity	1	2	3	4	5

9. Using the following scales, indicate how successful and how satisfied you feel in your career. (Please circle your response)

Not Successful		Successful		Very Successful
1	2	3	4	5

  

Extremely Dissatisfied		Satisfied		Extremely Satisfied
1	2	3	4	5

**PART 3 (Organizational Factors)**

12. Does the organization discriminate an individual based on the following?

	No	Not Sure	Maybe	Yes
Gender	1	2	3	4
Race	1	2	3	4
Education	1	2	3	4
Personal Background	1	2	3	4
Political Affiliation	1	2	3	4
Office Cliques	1	2	3	4

13. Do you think you have suitable role models and mentors in your organization?

☐ Yes

☐ Not Sure

☐ No

**PART 4 (Career Barriers)**

14. What are the barriers to career advancement in your organization? (Please circle your response)

	No	Not Sure	Yes
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Organizational Structure	1	2	3
Paper Qualifications	1	2	3
Racial Discrimination	1	2	3
Office Politics	1	2	3
Lack of Ambition	1	2	3
Discrimination by Male Colleagues	1	2	3
Discrimination by Female Colleagues	1	2	3
Age	1	2	3
Experience	1	2	3
Lack of Work Related-Knowledge	1	2	3
Lack of Opportunities	1	2	3
Lack of Skill	1	2	3
Unwilling To Sacrifice Personal Life	1	2	3
Unwilling to relocate	1	2	3
Spouse/Family not Supportive	1	2	3

15. Which of the following would you consider to be most important?

Family

Career

## **Definition Of Management Functions**

### **External Awareness**

Identifying and keeping up to date with key agency policies and priorities and/or external issues and trends (i.e. economic, political, social, technological) likely to affect the work unit.

### **Interpretation**

Keeping subordinates informed about key agency and work unit policies, priorities, issues and trends and how these are to be incorporated in work unit activities and products.

### **Representation**

Presenting, explaining, selling and defending the work unit's activities to the supervisor in the agency and/or persons and groups outside the agency.

### **Coordination**

Performing liaison functions and integrating work unit activities with the activities of other organization.

### **Work Unit Planning**

Developing and deciding upon longer-term goals, objectives and priorities; and developing and deciding among alternative courses of action.

### **Work Unit Guidance**

Converting plans to actions by setting short-term objectives and priorities; scheduling/sequencing activities; and establishing effectiveness and efficiency standards/guidelines.

### **Budgeting**

Preparing, justifying and/or administering the work unit's budget.

### **Material Resource Administration**

Assuring the availability of adequate supplies, equipment, facilities; overseeing procurement contracting activities; and/or overseeing logistical operations.

### **Personnel Management**

Projecting the number and type of staff needed by the work unit, and using various personnel management system components (i.e. recruitment, selection, promotion, and performance appraisal) in managing the work unit.

### **Supervision**

Providing day-to-day guidance and oversight of subordinates (i.e. work assignments, consultation, etc); and actively working to promote and recognize performance.

### **Work Unit Monitoring**

Keeping up-to-date on the overall status of activities in the work unit, identifying problem areas and taking corrective actions (i.e. rescheduling, reallocating resources, etc)

### **Program Evaluation**

Critically assessing the degree to which program/project goals are achieved and overall effectiveness/efficiency of work unit operations, to identify means for improving work unit performance.

## **Effective Characteristic of Performing Management Functions.**

### **Broad Perspective**

Broad, long-term views; balancing short and long term considerations.

### **Strategic View**

Collecting/assessing/analyzing information; diagnosis; anticipation; judgement.

### **Environmental Sensitivity**

Tuned into agency and its environment; awareness of importance of non-technical factors.

### **Leadership**

Individual; group; willingness to lead and manage, and accept responsibility.

**Flexibility**

Openness to new information; behavioral flexibility; tolerance for stress/ambiguity/change; innovations.

**Action Orientation**

Independence, proclivity; calculated risk-taking; problem solving; decisiveness.

**Results Focus**

Concern with goal achievement; follow through, tenacity.

**Communication**

Speaking; writing; listening.

**Interpersonal Sensitivity**

Self-knowledge and awareness of impact on others; sensitivity to needs/strengths/weaknesses of others; negotiation; conflict resolution; persuasion.