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THE ANALYSIS ON LEADERSHIP STYLE OF DIFFERENT CORPORATE LEADERS

FINAL REPORT IN FULFILLMENT
OF
LEADERSHIP MANAGEMENT

PREPARED BY

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Date: August 17, 2000

PREPARED FOR

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Assistant Professor
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EAST WEST UNIVERSITY

Report 09
Year Long

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Dr. Golam Ahmed Faruqui
Assistant Professor
Dept. of Business Administration

August 17, 2000

Dear Sir,

Subject: Letter of Transmittal

It gives me immense pleasure in presenting herewith the report, which was assigned to me, as partial fulfillment of the Leadership Management (MGT-465) course. In preparing this report I had the opportunity to have insight view of some Corporate Leaders in Bangladesh of different Organization. An attempt has been made in this report to identify the concept of Leadership Style. I tried my best to fulfill the requirements assigned to me.

This report was very much useful to me as it helped me to gain experience from practical field and I am grateful to you providing this opportunity of gaining such practical experience.

I am also extremely grateful to you for your valued guidance, but some effort and constant attention as and when required in accomplishing this report.

I shall be pleased to answer any query to clarify the doubts, if any.

With Kind Personal Regards

Yours sincerely,

(Md. Tabrez Bin Mahbub)
ID# 1997-3-10-010

ACKNOWLEDGMENT

I would like to show my sincerest indebtedness to our course instructor **Dr. Golam Ahmed Faruqui** Assistant Professor of the department of business administration for the completion of this analysis. His heartiest guidance and devotion helped me a great deal not only to complete this analysis but also to understand and establish a picture of the Leadership Style of the corporate leaders.

I would further like to show my gratitude to some friends and students of East West University who helped me to collect the questionnaire.

EXECUTIVE SUMMARY

As a partial fulfillment of Leadership Management (MGT- 465) course I have tried to submit a report on different types of Leadership Styles of different companies and institutions. I spend a lot of time in different offices and institute for solving the Questioners. Actually this part was very hard and time consuming.

In the Questioners there were mainly two sections, one was the multiple question part and the other was the comments part. From the survey it was found that maximum only fulfilled the multiple question part. It shows that there are not aware of their Leadership style.

From the Questioner it was found that the leaders are negotiable with their employees. They try to consult different problem with their subordinates. And take opinion of their experience employees. The leaders are very much helpful to their employees. They try to give challenging job to their employees so the employees can get motivated to perform well.

The opinion of the leaders had varied for the age and for the experience. Different age leaders express their thought in different ways. But one subject was common that is all the leader wants to encourage their employees to perform their best. So every leader must have the ability to motivate their subordinates.

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Under the course Leadership management (FIN-465) all students are required to submit a project paper on the Leadership Style of different corporate leaders.

1.1 ORIGIN OF THE REPORT

This report on different leadership styles of different corporate leaders is submitted on August 17, 2000 to Dr. Golam Ahmed Faruqui, course instructor, Leadership Management (MGT-465), East West University. Dr. Golam Ahmed Faruqui orally authorizes us to prepare this report.

1.2 THE PURPOSE OF WRITING THE REPORT

The main purpose of writing this report is partial fulfillment of Leadership Management course requirement as well as to develop practical knowledge about the leadership styles of different purposes. Because without having the practical knowledge the implication of leadership can not be fully understood.

1.3 SCOPE OF THE REPORT

The report will mainly focus on the leadership style of different corporate leaders. It will also show different attitude of different leadership style. How the leaders deal with different situation in their own style. So for the report are create by different person who are acting or was acting as a leader in their own field.

1.4 SOURCES OF DATA

For the accomplishment of this report Questioner were used to interview different corporate leaders.

1.5 LIMITATION

The main limitation of the report is time. In summer semester' 2000 it was only eleven weeks. Another limitation was the leaders could not give time for their valuable interviews. Some time they gave answer very quickly, so some of the answer could be wrong from their perspective. Last but the most critical limitation was the limitation of corporate leaders in our country. It was very difficult to find real corporate leaders.

2.0 OBJECTIVE OF THE REPORT

The main objective of the report is to know about the leadership style of different leaders. It would help me to know the different approach of different leaders. How they can handle different situation, make different decision base on the different situation. The report would help me to compare the text with the reality. Because, as a BBA student my field will be in the corporate world, where there are many leaders and situation that I have to deal. So the report will give a good insight look.

Another objective of the report is to get expose in the real world. The report will help to focus different problem and there solution.

3.0 PROCESS OF COLLECTING DATA

The process of collecting data was by questionnaire. In the questionnaire there are two parts. One part was the multiple question part and the other was the comments part.

In the multiple question part there are fourteen question, each question have five answers. In the first two questions the leaders age and the time of leadership period are given to choose and in the rest 12 question there are different kinds of questions are given. The questions are mainly related to the attitude of the leaders and their behavior towards the employees.

The last portion of the questionnaire is the comments part. Where there are two question given. One state that 'what are the abilities of a successful leader' and the other question is 'what are the characteristics of a unsuccessful leader'.

So those are the questions that were ask to the different corporate leaders.

4.0 RESULT OF FINDING

4.1 COLLECTION AND CALCULATING THE FINDINGS

TABLE 4.0: COLLECTION OF DATE AS PER RESPOND.

QUESTION	Respondent	SD	D	N	A	SA
Question 3	11	0	0	0	5	6
Question 4	11	0	0	2	5	4
Question 5	11	0	6	2	2	1
Question 6	11	0	1	0	6	4
Question 7	11	0	0	0	7	4
Question 8	11	0	1	1	6	3
Question 9	11	1	0	1	7	2
Question 10	11	1	1	2	4	3
Question 11	11	0	0	1	8	2
Question 12	11	0	0	0	4	7
Question 13	11	0	0	1	4	6
Question 14	11	0	0	1	9	1

In the above table the findings are plotted as per questions. And the number of responds per questions are denoted as SD, D, N, A and SA. The following five ranks are given below:

SD = Strongly Disagree, D = Disagree, N = Neutral

A = Agree, and SA = Strongly Agree.

TABLE 4.1: DISTRIBUTION OF MEAN AVERAGE OF THE COLLECTED DATA.

QUESTION	SD	D	N	A	SA	ADD	MEAN
Question 3	0	0	0	20	30	50	4.55
Question 4	0	0	6	20	20	46	4.18
Question 5	0	12	6	8	5	31	2.82
Question 6	0	2	0	24	20	46	4.18
Question 7	0	0	0	28	20	48	4.36
Question 8	0	2	3	24	15	44	4.00
Question 9	1	0	3	28	10	42	3.82
Question 10	1	2	6	16	15	40	3.64
Question 11	0	0	3	32	10	45	4.09
Question 12	0	0	0	16	35	51	4.64
Question 13	0	0	3	16	30	49	4.45
Question 14	0	0	3	36	5	44	4.00

TABLE 4.2: SERIAL OF QUESTION AS PER MEAN AVERAGE.

QUESTION	MEAN AVERAGE
Ques12: Encourage to Perform at Best	4.64
Ques3: Provide Details Guidelines	4.55
Ques13: Challenging goals and excellence of employee's performance would help to achieve organization goal	4.45
Ques7: Treat all the employees equal	4.36
Ques4: Maintaining performance by directing	4.18
Ques6: Show concern to employees	4.18
Ques11: Consideration should be given to employee's ideas	4.09
Ques8: Friendly and approachable boss	4.00
Ques14: Demonstrate confidence on employee's ability	4.00
Ques9: Consult with employee first	3.82
Ques10: Encourage employee to take part in decision making process	3.64
Ques5: Don't have confidence on employees if they are not directed	2.82

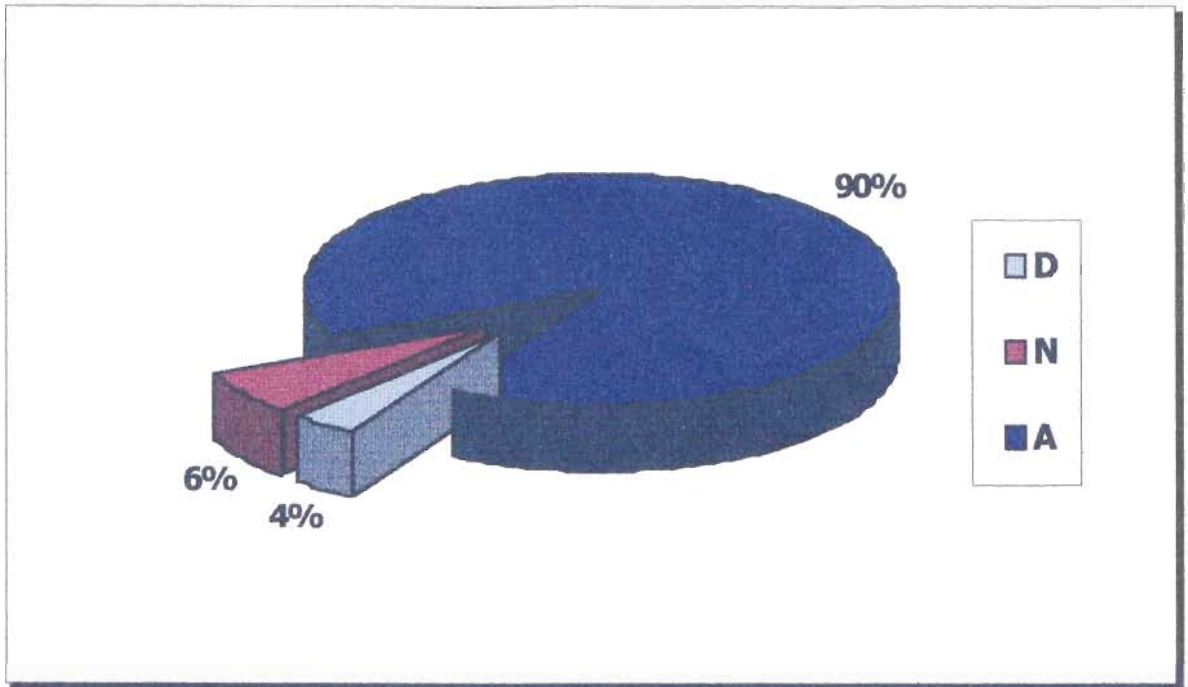
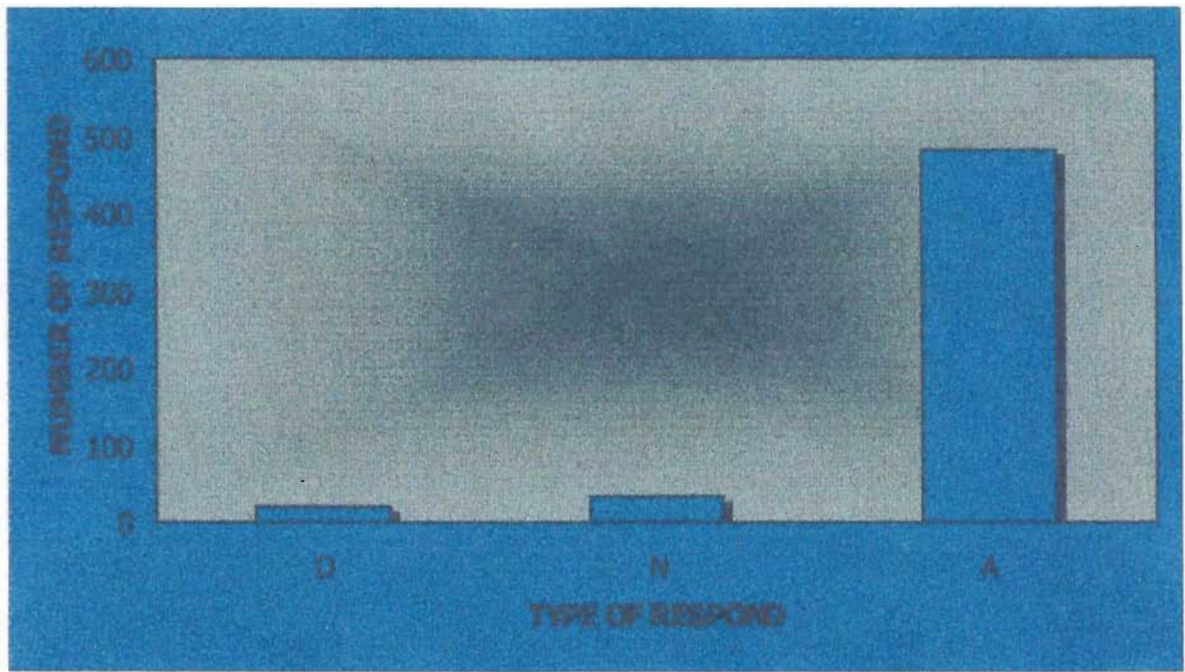
In the above two tables Mean Average are calculated and the questions are plotted in the serial of Mean Average. In Table 4.1 the mean average are calculated. The five types of answers (SD, D, N, A and SA) are pointed as Likert-Scale. Which shows the following ranking:

- Strongly Disagree = 1
- Disagree = 2
- Neutral = 3
- Agree = 4
- Strongly Agree = 5

After multiplying the respond numbers, the total sum was found by adding the multiplying numbers. After that the mean average was calculate by dividing the total sum with the number of respondents.

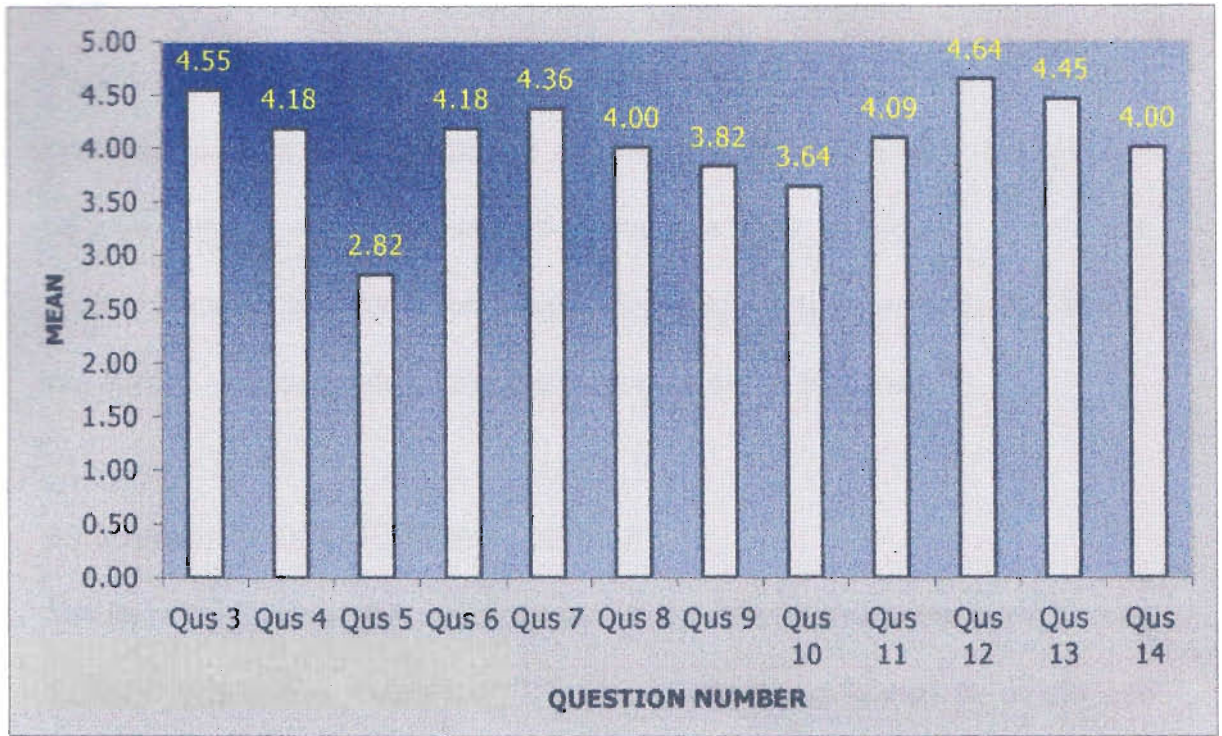
In Table 4.2 the question numbers were serial in a descending order as per the mean average. The highest mean average came out for question is number 12. It means the question is sensitive for the entire leaders. In the format of the questionnaire maximum question had include the employees in different fields. Also the questionnaire reflected a positive picture of the leaders. So maximum answer were 'Agree or Strongly Agree'. The percentage was about 90% of the total sum. And in the other two sections (Neutral and Disagree) the number of respondents was few. The Figure 4.0 shows the clear picture.

FIGURE 4.0: GRAPHICAL PRESENTATION OF THE RESPOND TYPES



4.2 ANALYSIS OF INDIVIDUAL QUESTION

FIGURE 4.1: GRAPHICAL PRESENTATION OF MEAN AVERAGE OF DIFFERENT QUESTION



In the Figure 4.1 the mean average of different questions are shown. From the figure one point is clear that is the mean is not equal for every questions. It means that the questions do not carry the same meaning or functions. The answer of those questions also defers base on the leaders attitude and behavior. The analysis of the questions and the answer will done based on there mean average. Which would be taken from the Table 4.2. In the analysis the positive side and the negative side of the leaders will be focused. Also the behavior patters of the leaders towards the employees will be reflected. The output of the questions are briefly describe below:

4.2.1 ANALYSIS OF QUESTION NUMBER 12

The question said that "Always I encourage employee to perform at their highest level". This is a positive attitude of a leader behavior. The highest mean average was counted for this question which is **4.64**. The total number respondents for this question were eleven. Among them four leaders pointed 'Agree' and the other seven pointed 'Strongly Agree' and no other option was pointed. So from this question it is clear that **100%** of the leaders are positive minded and they want to encourage their employees to perform better. Because a corporation wealth depends on the performance of the employees, also depends on the motivation power of the Leader.

4.2.2 ANALYSIS OF QUESTION NUMBER 3

The second highest mean average was for the question number 3, which was **4.55**. The question states that " I like to provide guidance to employees about what should be done and how to do it in details". Eleven leaders answered this question. Among them five leaders pointed 'Agree' and the other six pointed 'Strongly Agree' and there were no other answers. So from the answer patters it is clear that the leader thinks that their employees are not self-depended. They could make mistake if the leader does not guide them. And this think is believed by all the leaders, because **100%** of the answer was given on the agree side. This kind of attitude some time can have negative impact on the employee's behavior, which can decrease the productivity of the employees.

4.2.3 ANALYSIS OF QUESTION NUMBER 13

The question number 13 has become the third question base on the mean average, which mean average is **4.45**. The question suggests that "I strongly believe that setting Challenging goals and excellence of employee's performance would help to achieve organization goal". The total numbers of respondent were eleven for this question. Among them six pointed 'Strongly Agree', four of them pointed 'Agree' and only one select 'Neutral'. So **90%** corporate leaders think that the can get better performance of their employees if the set goal to them. In a general sense if there are some to achieve the performance level automatically go up. So the positive thought of the leaders are reflected in the answers.

4.2.4 ANALYSIS OF QUESTION NUMBER 7

Question number 7 became the forth in the mean serial and its mean is **4.36**. In the question it states that "I treat all employees equal at the work place". Total eleven leaders responded this question and among them four leaders pointed 'Strongly Agree' and the other seven pointed 'Agree'. The other points were not selected. So it shows that **100%** of the respondent has shown positive attitude towards the employees. Which means that the employees get same benefit from the leader, so they do not feel pressure in the workplace. They can express their performance in an equal mode with the other employees.

4.2.5 ANALYSIS OF QUESTION NUMBER 4

In the serial question number 4 became the fifth question as per the mean average ranking. The mean average of the question was **4.18**. The question said "I prefer to maintain the standard of performance by scheduling, directing myself to my employees". Total eleven leaders responded in this question. Among them four pointed 'Strongly Agree', five leaders pointed 'Agree' and the rest two leaders pointed 'Neutral' position. So from this question it is found that the leaders want to supervise their employees very closely in the matter of performance. It also focuses a negative approach towards the employees. But **85%** of the leaders are for the statement.

4.2.6 ANALYSIS OF QUESTION NUMBER 6

The question number 6 and the question number 4 has the same mean average. The question state that "I like to show my concern to my subordinates for their well being and needs". This question mainly focused on the positive side of a leader's behavior. Total eleven leaders had answer this question, among them four pointed 'Strongly Agree', six leaders pointed 'Agree' and the other one pointed 'Disagree'. Like the other question almost **90%** of the leaders agree about this question. All good leaders always want to make sure that their subordinates gets necessary benefits, because without it a subordinate would not want to perform his/her best.

4.2.5 ANALYSIS OF QUESTION NUMBER 4

In the serial question number 4 became the fifth question as per the mean average ranking. The mean average of the question was **4.18**. The question said "I prefer to maintain the standard of performance by scheduling, directing myself to my employees". Total eleven leaders responded in this question. Among them four pointed 'Strongly Agree', five leaders pointed 'Agree' and the rest two leaders pointed 'Neutral' position. So from this question it is found that the leaders want to supervise their employees very closely in the matter of performance. It also focuses a negative approach towards the employees. But **85%** of the leaders are for the statement.

4.2.6 ANALYSIS OF QUESTION NUMBER 6

The question number 6 and the question number 4 has the same mean average. The question state that "I like to show my concern to my subordinates for their well being and needs". This question mainly focused on the positive side of a leader's behavior. Total eleven leaders had answer this question, among them four pointed 'Strongly Agree', six leaders pointed 'Agree' and the other one pointed 'Disagree'. Like the other question almost **90%** of the leaders agree about this question. All good leaders always want to make sure that their subordinates gets necessary benefits, because with out it a subordinate would not want to perform his/her best.

4.2.7 ANALYSIS OF QUESTION NUMBER 11

The question became seventh in the mean average serial. The mean of the question is **4.09**. The question had state "I believe serious consideration should be given to the employee's ideas when making decision". The questions were answer by eleven leaders. Among them two pointed 'Strongly Agree', eight leaders pointed 'Agree' and only one person pointed 'Neutral'. In this question almost **90%** leaders supported the opinion. It means that the leaders are very cooperative with their employees. And they give some value to the words of the employees. So the employees feel more related to the organization and try to do well in their performance. The leader can encourage the subordinates or the employees by making them participate in the decision making process.

4.2.8 ANALYSIS OF QUESTION NUMBER 8

The question became eight in the mean average ranking. The mean average of the question was **4.00**. The question said that "I regard myself most friendly and approachable boss to my employees, subordinated or colleagues". Among the eleven leaders three of them pointed 'Strong Agree', six of them pointed 'Agree', one 'Neutral' and one pointed 'Disagree'. Here it also shows that the 'Agree' part carries almost **80%** of the weight. It means the leaders do not act like 'One Man Show', they try to be come one of them. The leader wants to be part of their subordinates, and try to know their demand and wants. Which helps the leader to take decision in the future related to the employees.

4.2.9 ANALYSIS OF QUESTION NUMBER 14

The question 14 and question 8 has the same mean average. In the question 14 the statement is "Usually I like to demonstrate confidence in the employees ability". Among the eleven leaders one pointed 'Strongly Agree', nine of them pointed 'Agree' and only one pointed 'Neutral'. Like the other question almost 90% leaders were supporting the statement. All leaders like to motivate their employees to perform well. And for good performance, confidence levels of the employees need to be high, which will increased the abilities of the employees much higher.

4.2.10 ANALYSIS OF QUESTION NUMBER 9

The tenth mean average in the serial is questioning number 9, which mean average is 3.82. The statement of the question is "I usually consult my employees first when there arises any problem in the company". Total numbers of respondents were eleven and among them two leaders pointed 'Strongly Agree'; seven of them pointed 'Agree', one of them pointed 'Neutral' and only one pointed 'Strongly Disagree'. It is clear that maximum leaders want to discuss the incoming problem with their employees, because the employees are also the part of the organization. And if there are any problem in the organization then the employees will also suffer.

4.2.11 ANALYSIS OF QUESTION NUMBER 10

The eleventh serial is questioning number 10, which has a mean average of **3.64**. The question denotes that "I encourage employees to take part in the decision making process". This is the first question where all the points are selected. Among the eleven leaders, three of them pointed 'Strongly Agree', four of them 'Agree', two of them 'Neutral', one of them 'Disagree' and one of them 'Strongly Disagree'. In the question almost **60%** of the leaders supported this statement. It shows that the leaders want to share the decision process with their employees. They want to generalize the decision process and want to share the opinions of the expert employees.

4.2.12 ANALYSIS OF QUESTION NUMBER 5

The last question of the ranking is questioning number 5, which mean average is **2.82**. The statement of the question is "I do not have confidence on employees whether they would be able to do their job if I do not tell them what and how to do in person/ and or details". In this question total the number of respondent were eleven. Among them one leader pointed 'Strongly Agree', two of them pointed 'Agree', two of them 'Neutral', and the rest six pointed 'Disagree'. In this question **60%** leaders were against the statement. One of the reason is the leaders has confidence over their employees. They think that their employees have the ability to perform well. So it is also a positive attitude of the leaders.

FIGURE 4.2: DISTRIBUTION OF LEADERS ACCORDING TO THEIR AGE

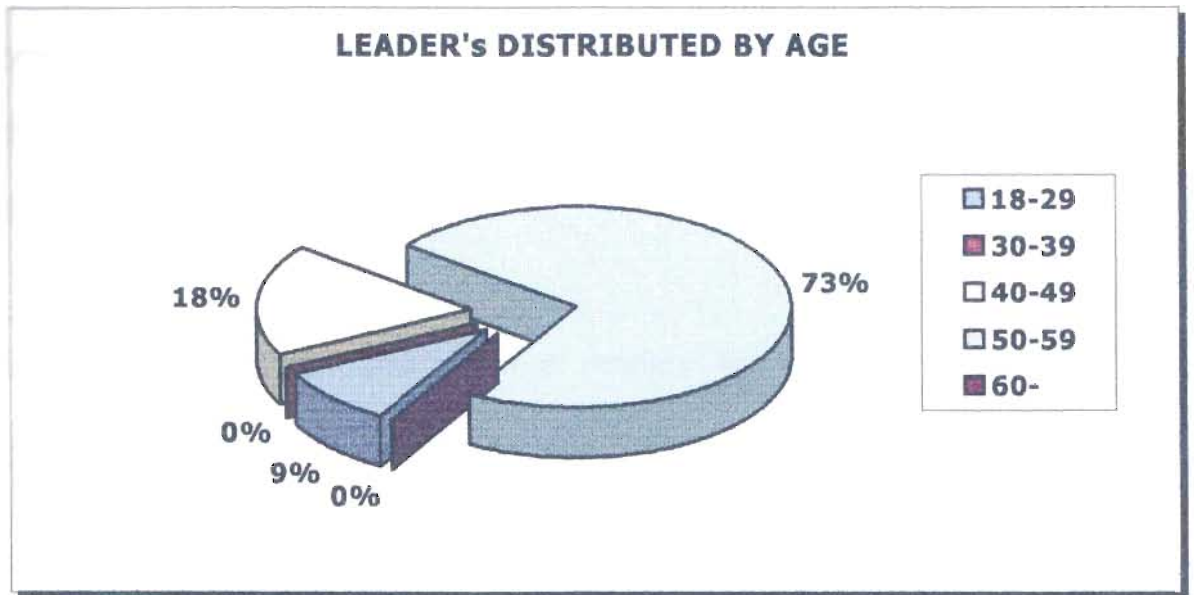
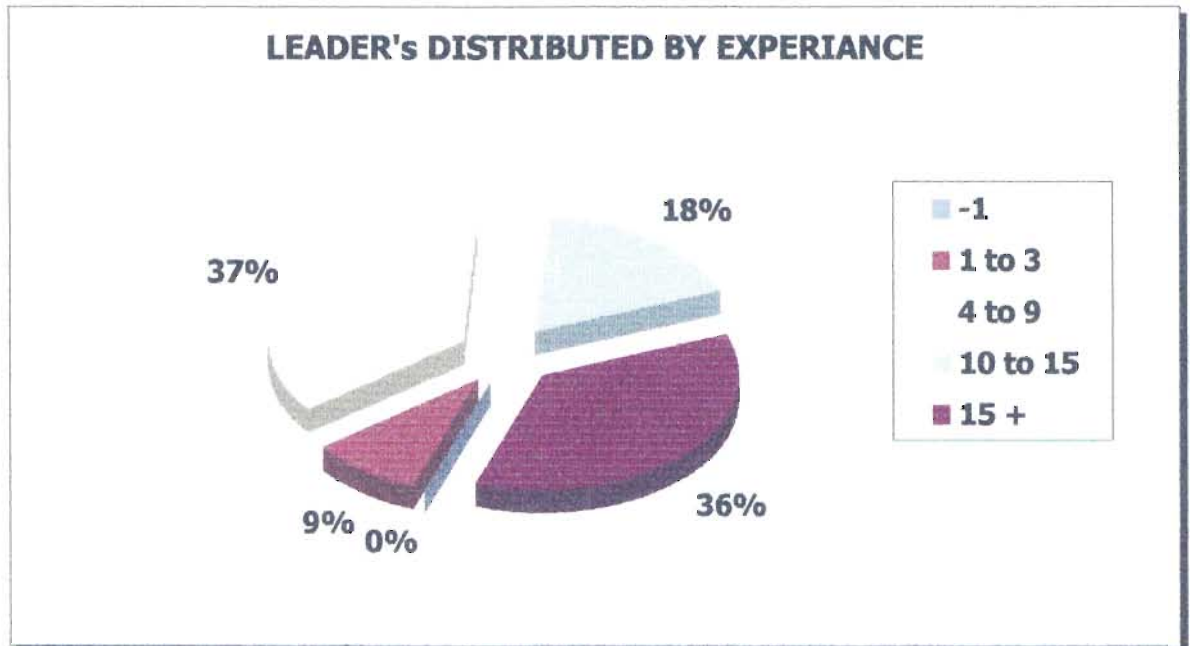


FIGURE 4.3: DISTRIBUTION OF LEADERS ACCORDING TO THEIR LEADERSHIP LIFE



In the figure 4.2 the age distribution of the leaders are shown. It shows that the 50 to 59 age groups have the highest priority. It also indicates that they are all well experience in their field. So the maximum answer came from this group and it shows that they have good relation with their employees. And they want to encourage their employees in different ways. Which has made them good leaders.

In the figure 4.3 the distribution of leaders are shown base on their leadership life. It shows that 37% of the leader leadership life is between 4 to 9 years. And 36% leader has leadership life of above 15 years. Which shows high experience level of those leaders.

Experience cannot determine by age. It can measure by the leader position and ability towards the job. Also the motivating power does not grow in a day, it needs strong will power to increase this power.

5.0 CONCLUSION

In the above report different style of different corporate leaders are shown. The report is mainly written base on the comparison of different leaders. The leaders behavior patterns, their attitude, way of dealing with their employees. Also their thinking of their employees came out from the answer of those questions. In the last page of the questionnaire there were some comments part about the characteristics of the successful leader and characteristics of the unsuccessful leader. Maximum leaders did not fill this part, one of the reason could be they did not have time or they could not find any answer. Another reason could be that they do not know how to become a successful leader or how can a leader fail in his/her life.

The most critical part of this report was collecting the questionnaire from the leaders. Because they have no time to fill it up or else the number of questionnaire could be more.

6.0 BIBLIOGRAPHY

- Cynthia D. McCauley, Russ S. Moxley & Ellen Van Velsor (1998). Handbook of Leadership development. Jossey-Base Inc. Can Francisco, CA.
- Yuki, Gary. (1998). Leadership in Organizations. (4th ed.). Prentice Hall, New Jersey.

APPENDIX

The questionnaire of the leaders are attached with the paper.

Name: *K.M.A. BARI.*Designation: *DIRECTOR*Organization: *1. EASTERN OVERSEAS AND SHIPPING LINES LTD.
2. EASTERN GROUP OF COMPANIES.*Questionnaire for Leadership Style*3. Malaysian International Shipping Corporation (MISC)*

Instructions: Please circle/mark the one that best matches of your knowledge and experiences as a leader position in your institution/company/work place.

I belong to:

1. 18 to 29 years of age group
2. 30 to 39 years of age group
3. 40 to 49 years of age group
4. 50 to 59 years of age group
5. 60 years or older group

II I have been working as a manager/leader position for:

1. less than 1 year
2. 1 to 3 years
3. 4 to 9 years
4. 10 to 15 years
5. 15 years or more (write the number) *25 yrs.*

III I like to provide guidance to employees about what should be done and how to do it in details.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

IV I prefer to maintain the standard of performance by scheduling, directing myself to my subordinates.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

- V. I do not have confidence on my employees whether they would be able to do their job if I don't tell them what and how to do in person/and or details.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- VI. I like to show my concern to my subordinates for their well being and needs.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- VII. I treat all employees equal at work place.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- VIII. I regard myself most friendly and approachable boss to my employees/subordinate or colleagues
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- IX. I usually consult my employees first when there arises any problem in the company.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree

X. I encourage employees to take part in the decision making process.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XI. I believe serious consideration should be given to the employee's ideas when making decisions.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XII. Always I encourage employee to perform at their highest level

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XIII. I strongly believe that setting challenging goals and emphasizing excellence of employee's performance is an effective way of achieving or organizational goal.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XIV. Usually I like to demonstrate confidence in employee abilities.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XV. What I like most about a leader and would consider him/her a successful one?

XVI. What I like least about a leader and would consider him/her a failure one?

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!



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Designation: EXECUTIVE - MIST

Organization: CASTROL

Questionnaire for Leadership Style

Instructions: Please circle/mark the one that best matches of your knowledge and experiences as a leader position in your institution company work place

I belong to:

1. 18 to 29 years of age group
2. 30 to 39 years of age group
3. 40 to 49 years of age group
4. 50 to 59 years of age group
5. 60 years or older group

II. I have been working as a manager leader position for

1. less than 1 year
2. 1 to 3 years
3. 4 to 9 years
4. 10 to 15 years
5. 15 years or more (write the number)

III. I like to provide guidance to employees about what should be done and how to do it in details.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

IV. I prefer to maintain the standard of performance by scheduling, directing myself to my subordinates.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

I do not have confidence on my employees whether they would be able to do their job if I don't tell them what and how to do in person/and or details.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

I like to show my concern to my subordinates for their well being and needs.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

VII I treat all employees equal at work place.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

VIII I regard myself most friendly and approachable boss to my employees/subordinate or colleagues.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

IX I usually consult my employees first when there arises any problem in the company.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

X. I encourage employees to take part in the decision making process.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XI. I believe serious consideration should be given to the employee's ideas when making decisions.

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XII. Always I encourage employee to perform at their highest level

1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XIII. I strongly believe that setting challenging goals and emphasizing excellence of employee's performance is an effective way of achieving or organizational goal.

1. strongly disagree
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XIV. Usually I like to demonstrate confidence in employee abilities

1. strongly disagree
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XV. What I like most about a leader and would consider him/her a successful one?

- Openness
- Willing to allow employees free play
- Good task delegator
- Treats subordinates as equals
- Unpolitical

XVI. What I like least about a leader and would consider him/her a failure one?

- short tempered with constant high *critique* level
- Wants complete credit for himself
- Very into industrial/organizational *politics*
- Unaggressive and slow to respond to problems

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!

AERO TECHNOLOGIES (PVT) LTD.

(First Bangladeshi Registered Helicopter Operator)
"Nitol Centre" (15th Floor)
71, Mohakhali C/A, Dhaka-1212
Tel : 9886758, 9887074-6, 9887078-9,
017-520359, 605100 (R)
Fax : 880-2-9883121, 9887072, 9886758,
E-mail: nita@citechco.net

Name: GP. CAPT. HASAN

Designation: MD.

Organization: AERO TECHNOLOGIES.

Questionnaire for Leadership Style

Instructions: Please circle/mark the one that best matches of your knowledge and experiences as a leader position in your institution company work place

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VII I treat all employees equal at work place.

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VIII I regard myself most friendly and approachable boss to my employees/subordinate or colleagues.

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X. I encourage employees to take part in the decision making process.

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XV. What I like most about a leader and would consider him/her a successful one?

when the leader is open to all for any kind of discussions and whom the employees regard as their guardian.

XVI. What I like least about a leader and would consider him/her a failure one?

when he is self contained and not liked by his subordinates.

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!

Name: IMTIAR ELAHI

Designation:

Organization: DRaka Book Corporation

Questionnaire for Leadership Style

Instructions: Please circle mark the one that best matches of your knowledge and experiences as a leader position in your institution company work place

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XV. What I like most about a leader and would consider him/her a successful one?

~~confidence~~.

He should be dynamic, educated, experience in the field.

XVI. What I like least about a leader and would consider him/her a failure one?

When leaders discommunicate with his employees.

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!

PATUAKHALI JUTE MILLS LTD.

Head Office : Rajuk Annex Bldg.
4th Floor Dilkusha C/A,
Dhaka-1000, Bangladesh
Factory : Khalishakhali
Ferry Ghat, Patuakhali

Tel : 955-2220, 955-2222
Fax : 880-2-956 4208,
E-mail : pjml@spaninn.com
E-mail : rabbi@bdmail.net

Name: MR. A. F. M. FAZLE RABBI

Designation: CHAIRMAN

Organization: PATUAKHALI JUTE MILLS LTD.

Questionnaire for Leadership Style

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Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!



Name: QUAMRUL HUSSAIN

Designation: PROPRIETOR

Organization: M/S. TRADEGRAPH INTERNATIONAL

Questionnaire for Leadership Style

Instructions: Please circle-mark the one that best matches of your knowledge and experiences as a leader position in your institution/company/work place

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Md. Abul Quasem

LGED Bhaban (Level-12)

B.Sc. Engg (Civil), MS (USA)

Agargaon, Dhaka

Team Leader/Training Specialist

Tel: 9128289 (Off) 8126587

8612222 (Res)

Fax: 880-2-8115606

Kranti Associates Ltd. in association with AQUA, BETS & ECBL

Name:

Designation:

Organization:

Questionnaire for Leadership Style

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XV. What I like most about a leader and would consider him/her a successful one?

He should be approachable, knowledgeable at his work, & should have leadership personality.

XVI. What I like least about a leader and would consider him/her a failure one?

Arrogant at his own decision, always try to find faults of others.

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!


ROBIN SARDAR
 Managing Director


Name: **ROBIN SARDAR**
 Designation: **MANAGING DIRECTOR**
 Organization: **PRINTECH CORP LTD.**

39 Kawran Bazar
 Dhaka-1215 Bangladesh
 Tel : 8117225 9120737

Fax : 880 - 2 - 8114478
 Email : ptech@dhaka.agni.com
 Mobile : 017-538029

Questionnaire for Leadership Style

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XV. What I like most about a leader and would consider him/her a successful one?

It is nice to be important but it is more important to be nice.

XVI. What I like least about a leader and would consider him/her a failure one?

If one fails to be nice.

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!

Name: Brig Md Mahbut

Designation: Ex Surveyor Genl

Organization: Survey of Bangladesh

604511(R)

Questionnaire for Leadership Style

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XV. What I like most about a leader and would consider him/her a successful one?

A Leader should demonstrate his personal good qualities to his subordinates to follow. He should encourage his subordinates for excellent works but should not reprimand first time a subordinate who fails rather brief him and show him the way to improve. A leader is one who can command respect from his subordinates.

XVI. What I like least about a leader and would consider him/her a failure one?

I like a leader who can really lead his men to success. one odd failure should ~~not~~ be considered as a failure.

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!

Name: MD. YUSUF REZA

Designation: CONSULTANT OF FOREIGN EXCHANGE $\frac{1}{2}$ HEAD OF TREASURY

Organization: CITY BANK.

Questionnaire for Leadership Style

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XV. What I like most about a leader and would consider him/her a successful one?

Ability to guide the employees in the right direction. Praise and reward them either with appreciation or bonus, makes a leader more likeable. But he/she must

XVI. What I like least about a leader and would consider him/her a failure one?

Thinking that he/she is right and going along with the decision when he/she is wrong.

be very confident

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!

Name:

Bashar Uddin

Designation:

Director

Organization:

Sch of Bus, UOB

Questionnaire for Leadership Style

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1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- VII. I treat all employees equal at work place.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- VIII. I regard myself most friendly and approachable boss to my employees/subordinate or colleagues.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- IX. I usually consult my employees first when there arises any problem in the company.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree

- X. I encourage employees to take part in the decision making process.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- XI. I believe serious consideration should be given to the employee's ideas when making decisions.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- XII. Always I encourage employee to perform at their highest level.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- XIII. I strongly believe that setting challenging goals and emphasizing excellence of employee's performance is an effective way of achieving organizational goal.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree
- XIV. Usually I like to demonstrate confidence in employee abilities.
1. strongly disagree
 2. disagree
 3. neutral
 4. agree
 5. strongly agree

XV. What I like most about a leader and would consider him/her a successful one?

XVI. What I like least about a leader and would consider him/her a failure one?

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!