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THE INTERDEPENDENCE OF CORPORATE AND DIVISIONAL EXPECTATIONS :

AN EMPIRICAL INVESTIGATION OF MANAGERIAL NEXUS

BASED ON A CONTINGENCY PERSPECTIVE

by

Charles Hean Sing Tai

Vol. 2.

Submitted in complete fulfilment
of the requirements for the
Degree of Doctor of
Philosophy
at the
Durham University Business School
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Supervisor
J. L. J. Machin
Dean of the Faculty of Social Sciences

Volume II

Figures, Tables, Appendices, References
of Thesis

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PART ONE

FIGURES

CHAPTER 1

SCOPE OF RESEARCH STUDY

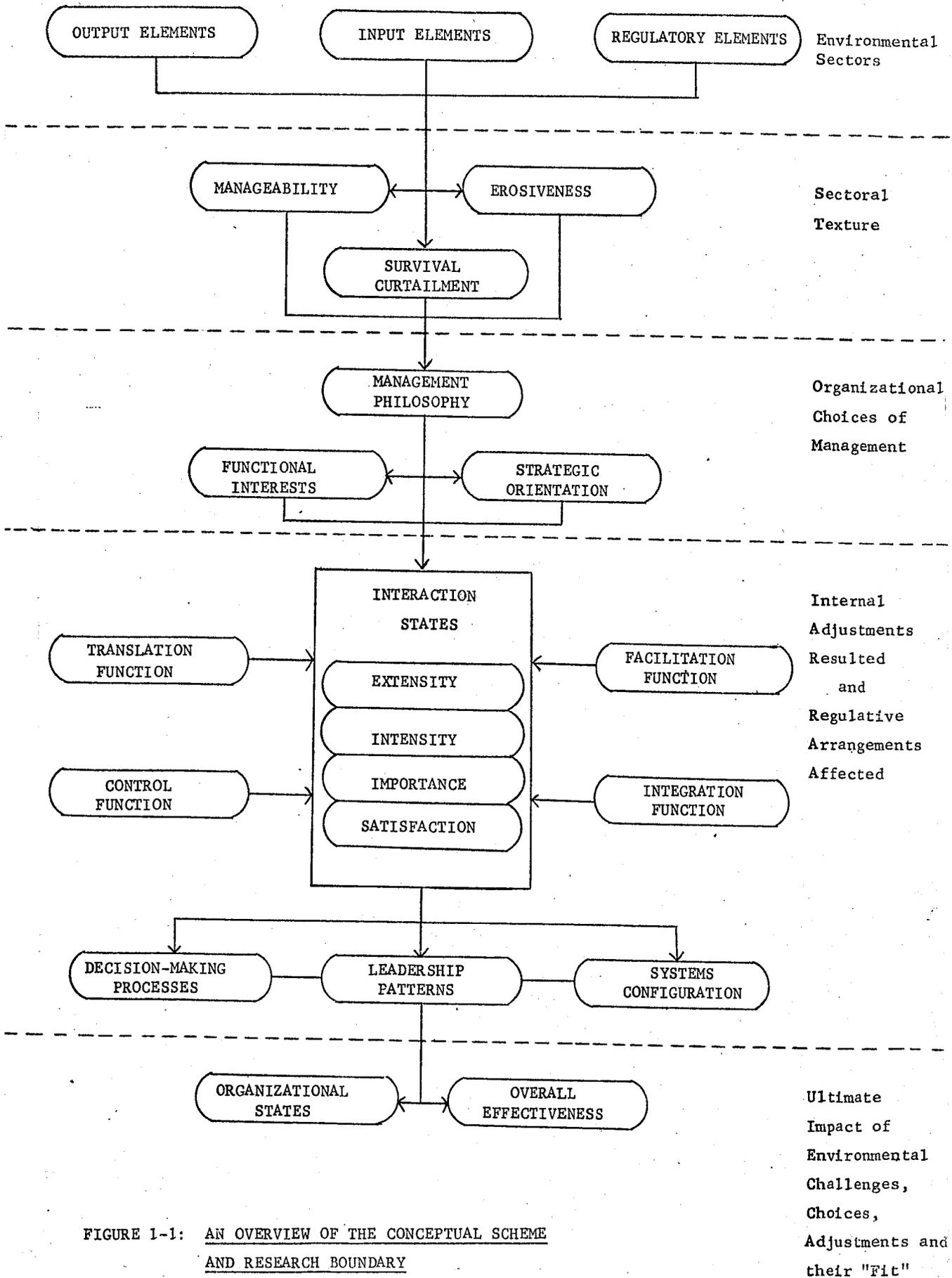


FIGURE 1-1: AN OVERVIEW OF THE CONCEPTUAL SCHEME AND RESEARCH BOUNDARY

CHAPTER 5

ENVIRONMENTAL STATES AND KEY CHALLENGES

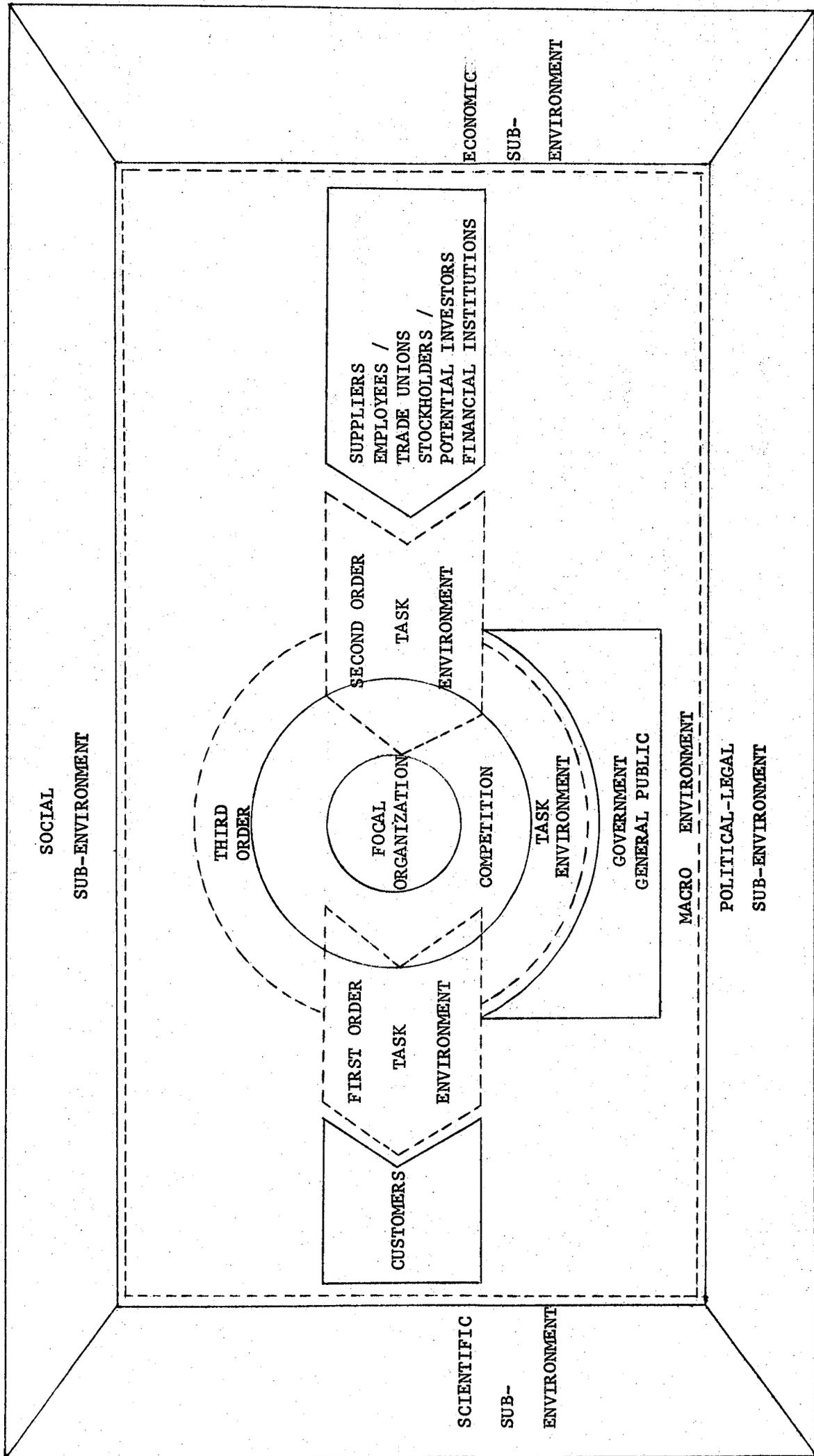


FIGURE 5-1: A TOTE FRAMEWORK FOR ENVIRONMENTAL ANALYSIS

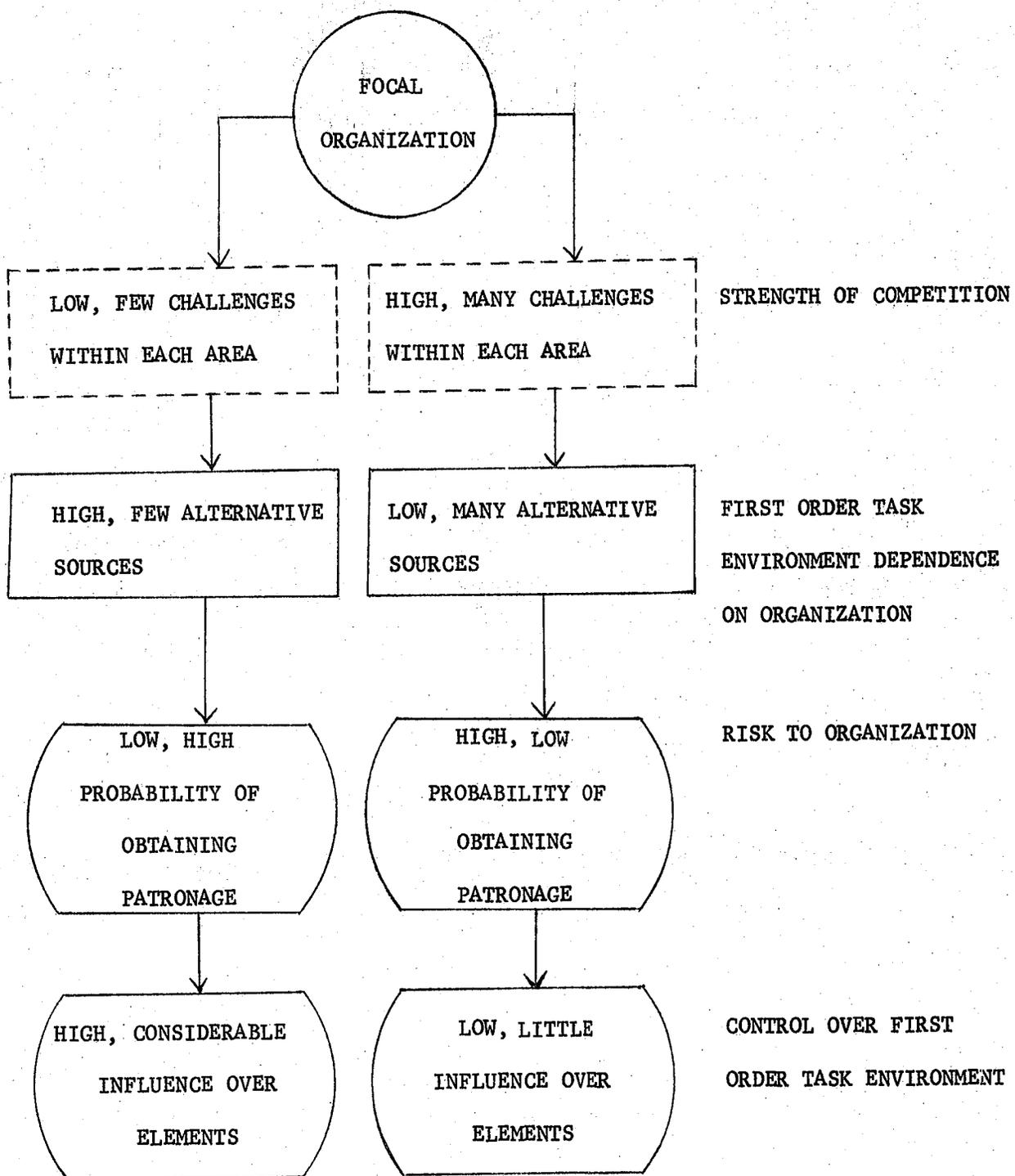


FIGURE 5-2: POTENTIAL BI-POLAR STATE OF FIRST ORDER TASK ENVIRONMENT

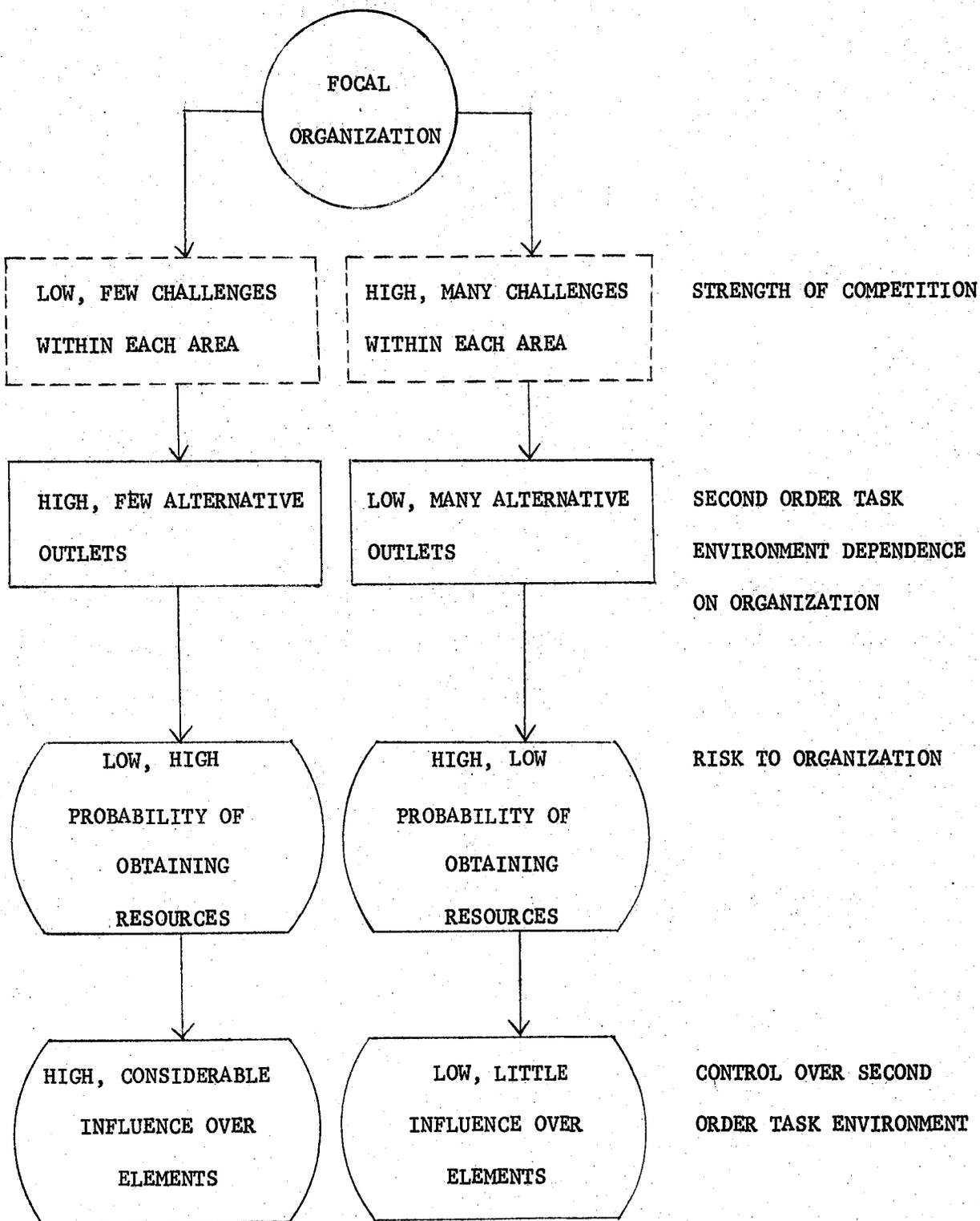


FIGURE 5-3: POTENTIAL BI-POLAR STATE OF SECOND ORDER TASK ENVIRONMENT

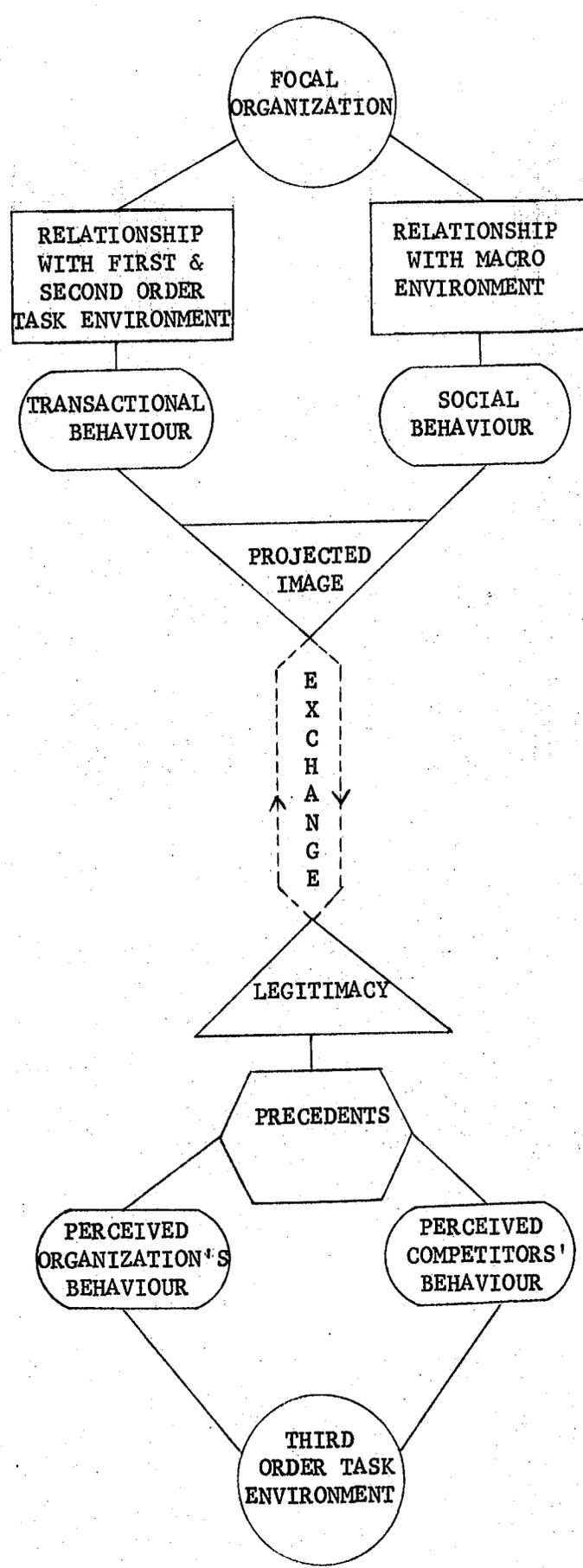


FIGURE 5-4: TRANSACTIONAL RELATIONSHIP WITH THIRD ORDER TASK ENVIRONMENT
(INTERPLAY BETWEEN IMAGE AND PRECEDENTS)

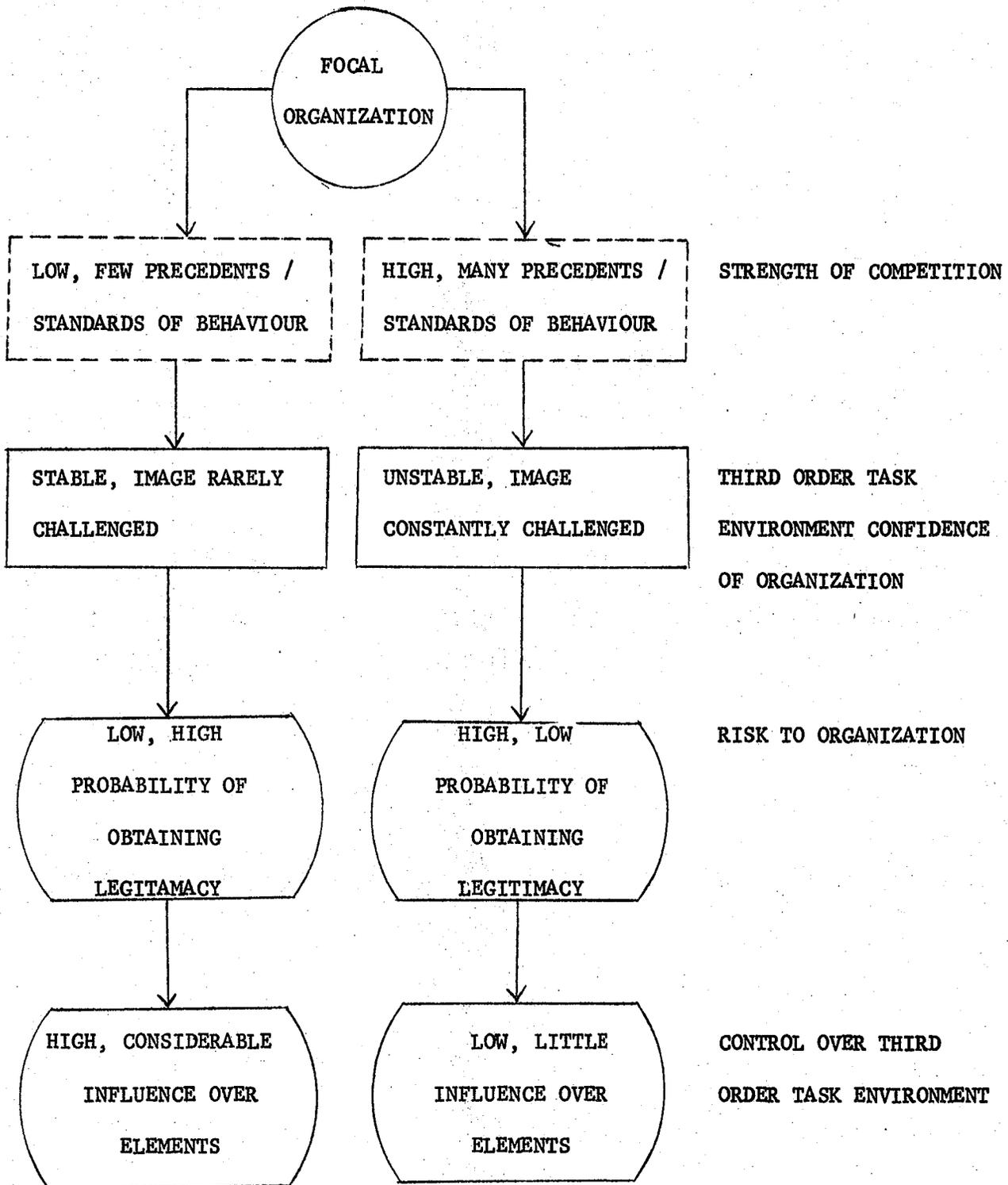


FIGURE 5-5: POTENTIAL BI-POLAR STATE OF THIRD ORDER TASK ENVIRONMENT

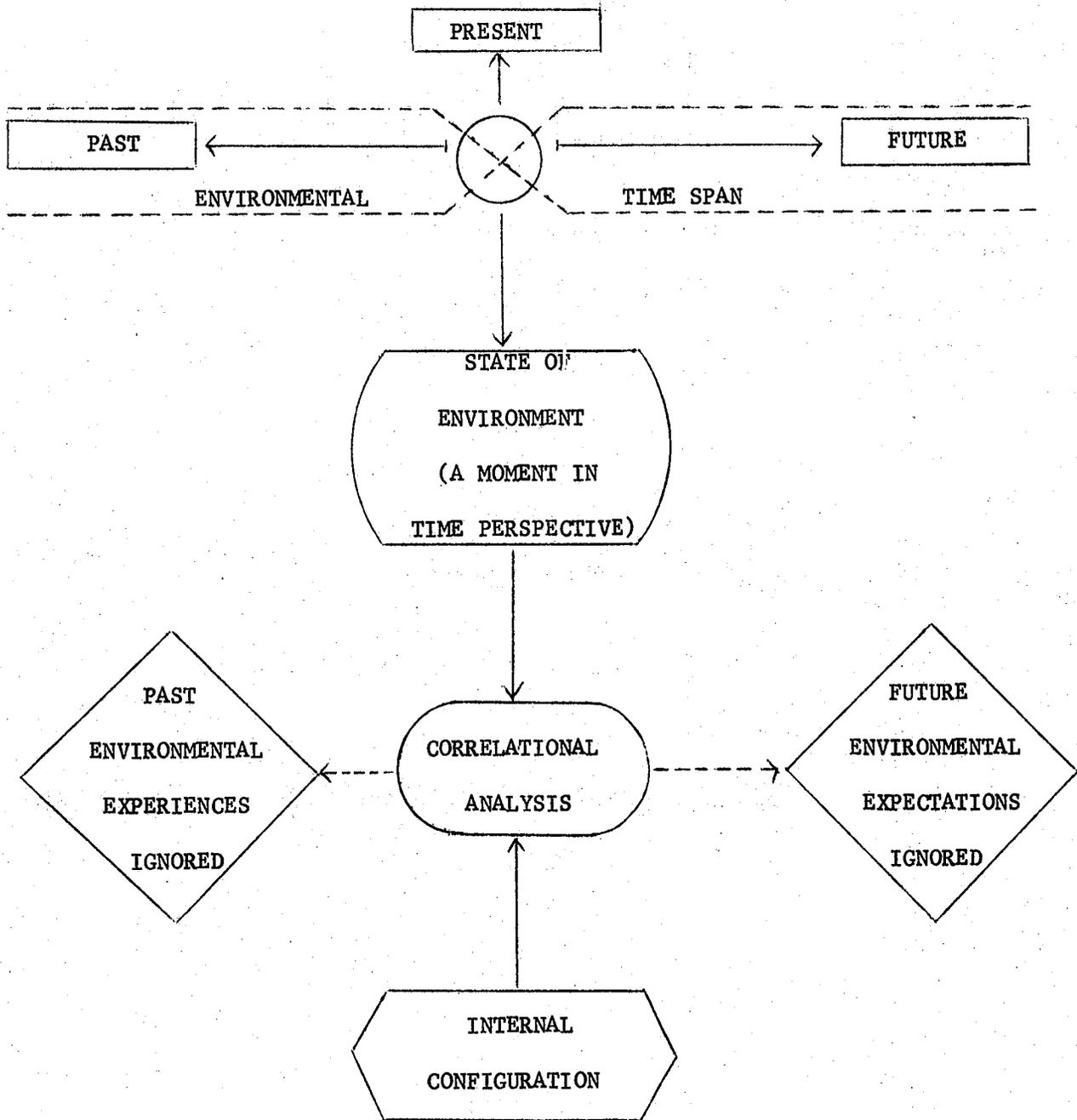


FIGURE 5-6: POPULAR TREATMENT OF ENVIRONMENTAL TIME SPAN

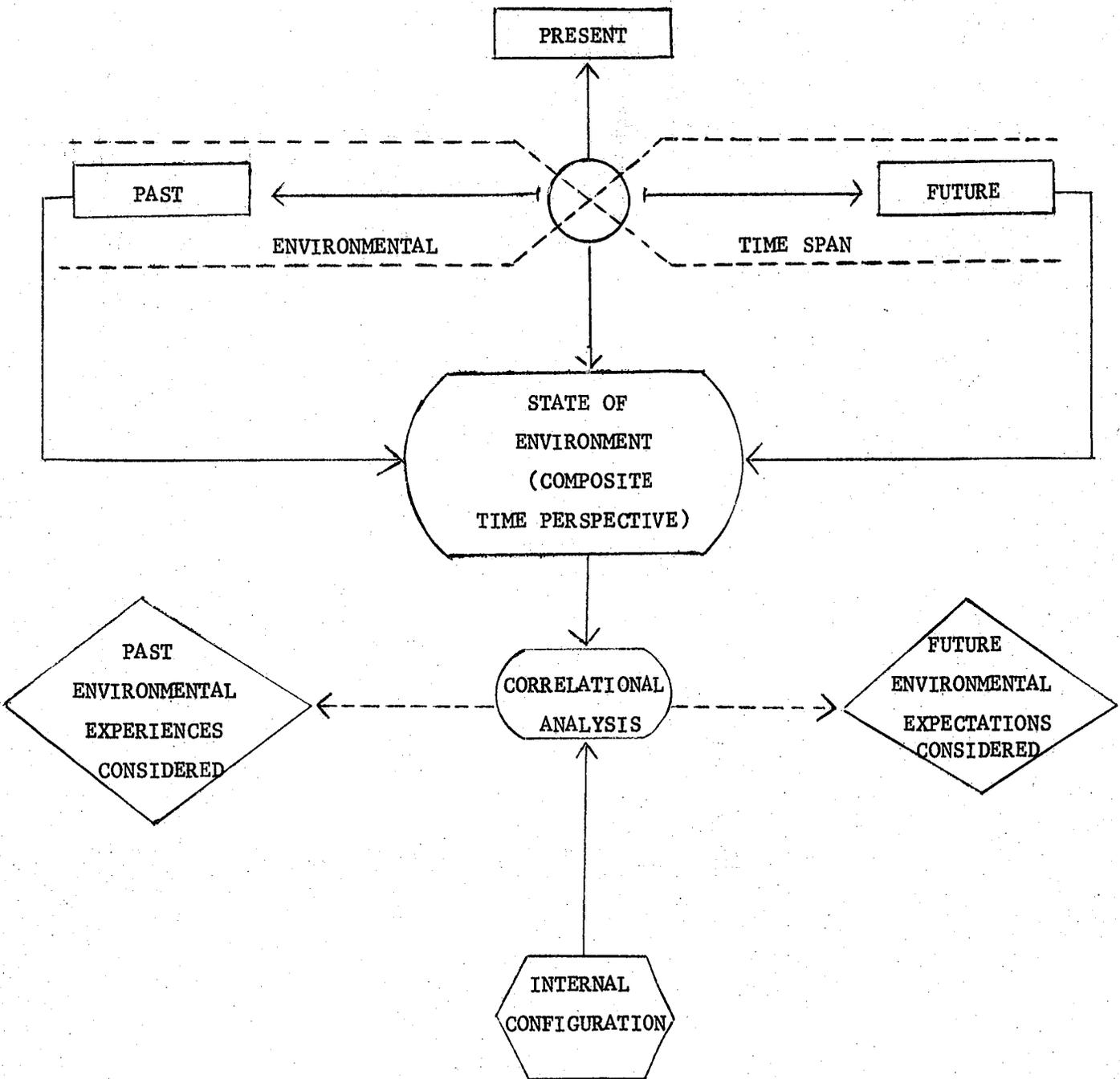


FIGURE 5-7: PROPOSED TREATMENT OF ENVIRONMENTAL TIME SPAN

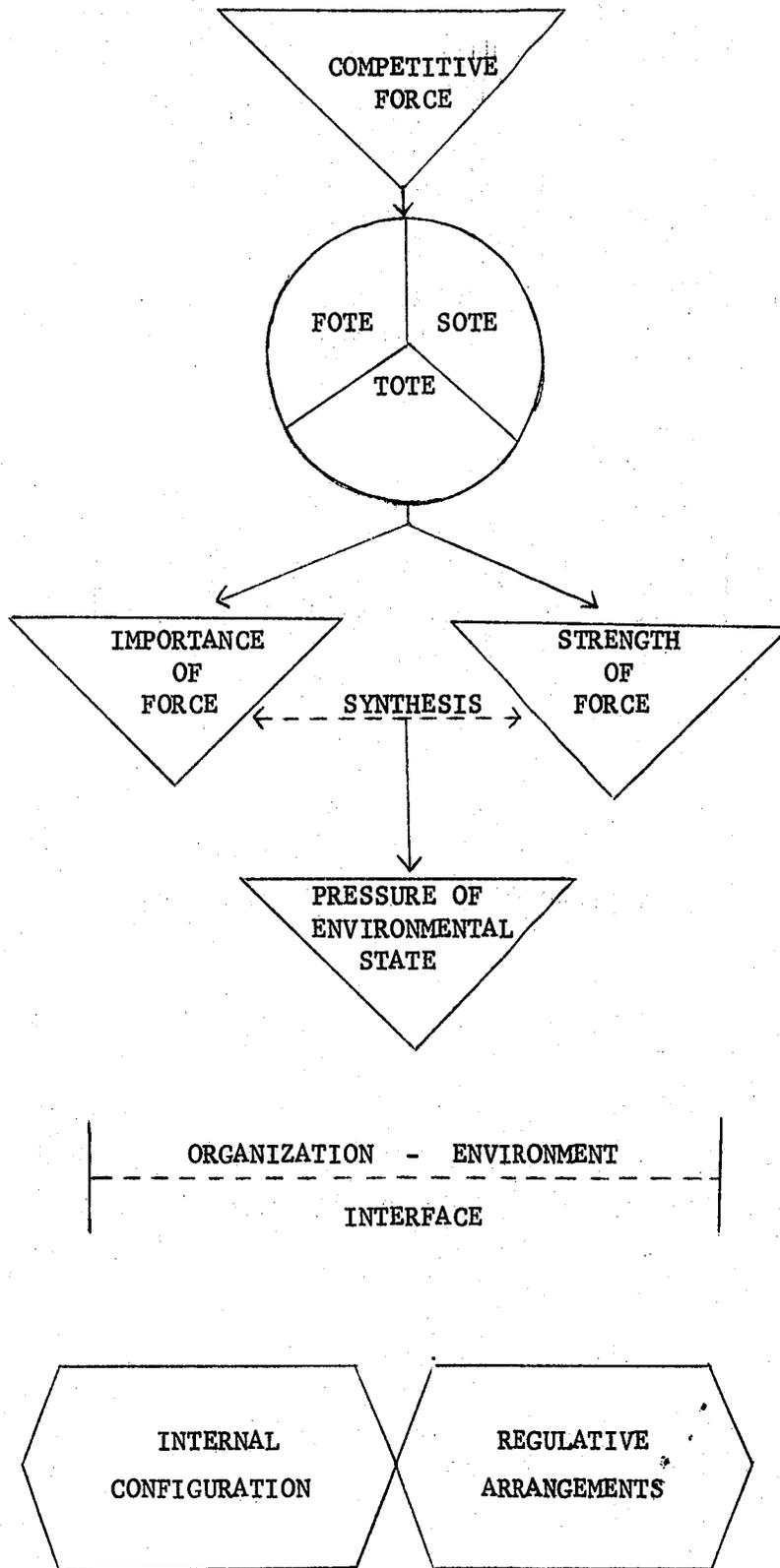


FIGURE 5-8: MODEL FOR DIFFERENTIATING THE MASS OF COMPETITIVE FORCE AND SYNTHESISING FOR THE REAL IMPACT OF THE ENVIRONMENT

Key: ——— IMPORTANCE TO PROFITABILITY (A)
 ——— COMPETITION EXPECTED (B)
 - - - - - COMPETITION EXPERIENCED (C)
 - - - - - PRESSURE EXPECTED (D)
 - - - - - PRESSURE EXPERIENCED (E)

VERY HIGH 5

QUITE HIGH 4

MEDIUM 3

QUITE LOW 2

VERY LOW 1

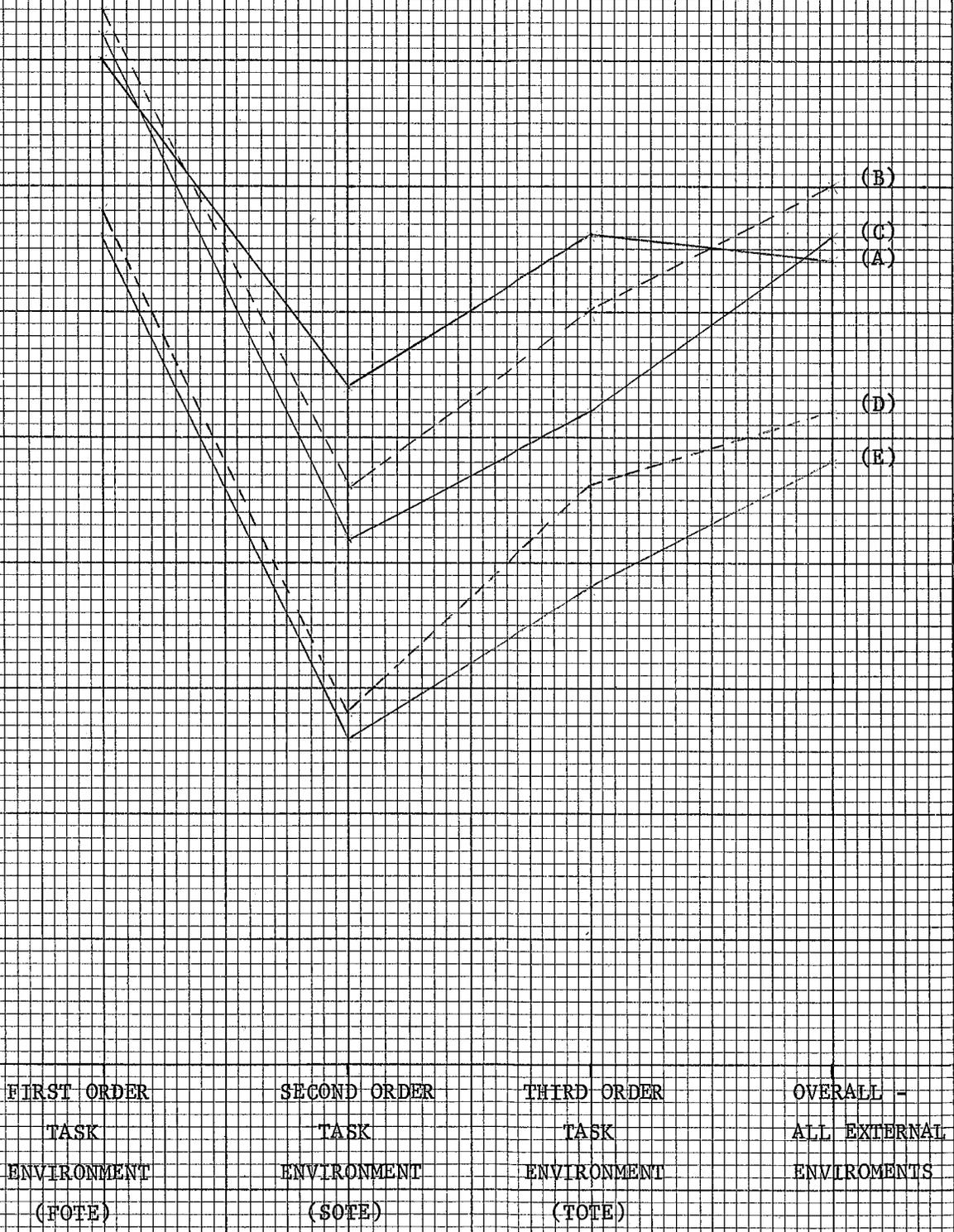


FIGURE 5-9: ENVIRONMENTAL PROFILE OF DIVISION SIGMA

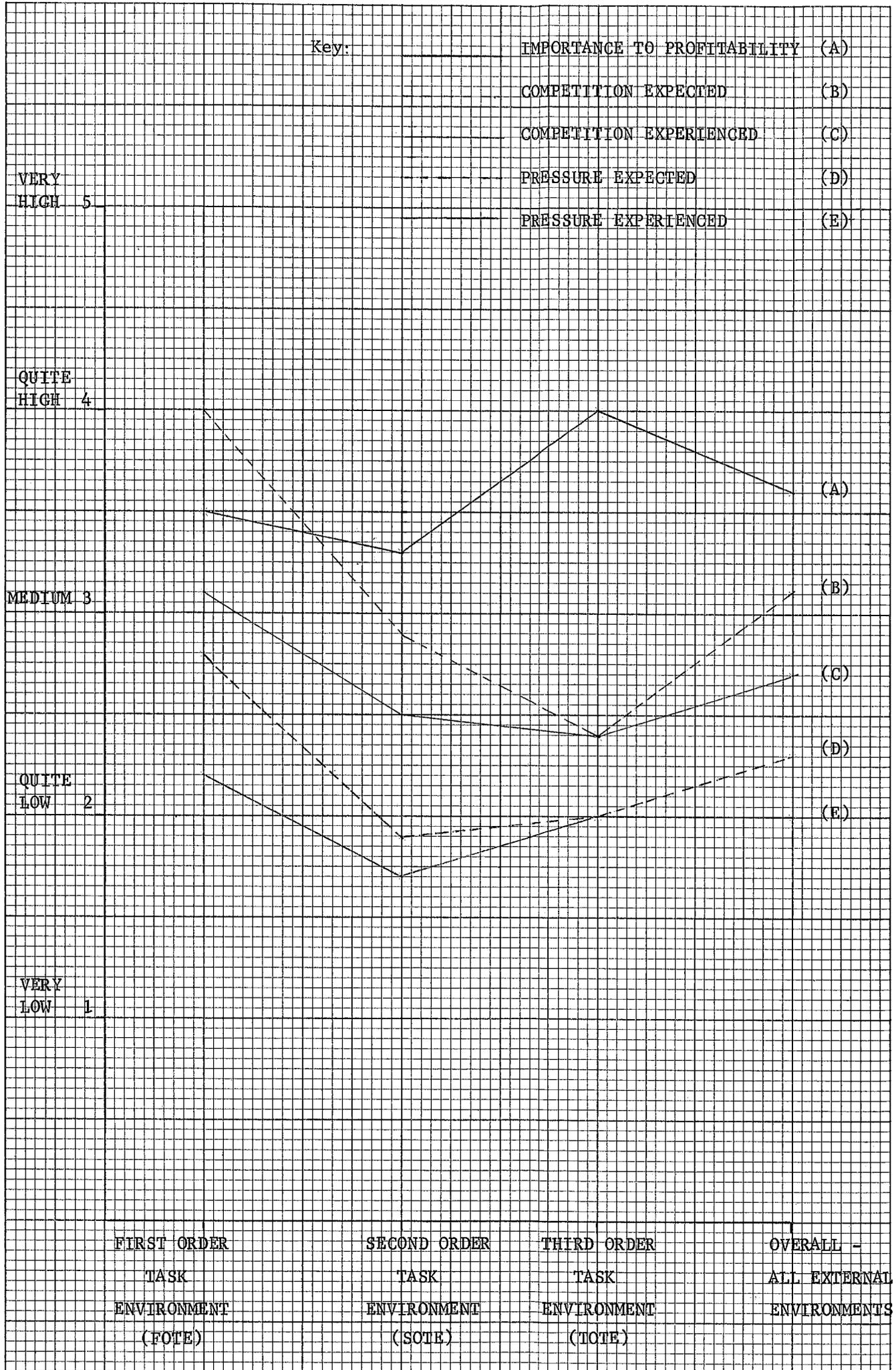


FIGURE 5-10: ENVIRONMENTAL PROFILE OF DIVISION ALPHA

Key:

IMPORTANCE TO PROFITABILITY	(A)
COMPETITION EXPECTED	(B)
COMPETITION EXPERIENCED	(C)
PRESSURE EXPECTED	(D)
PRESSURE EXPERIENCED	(E)

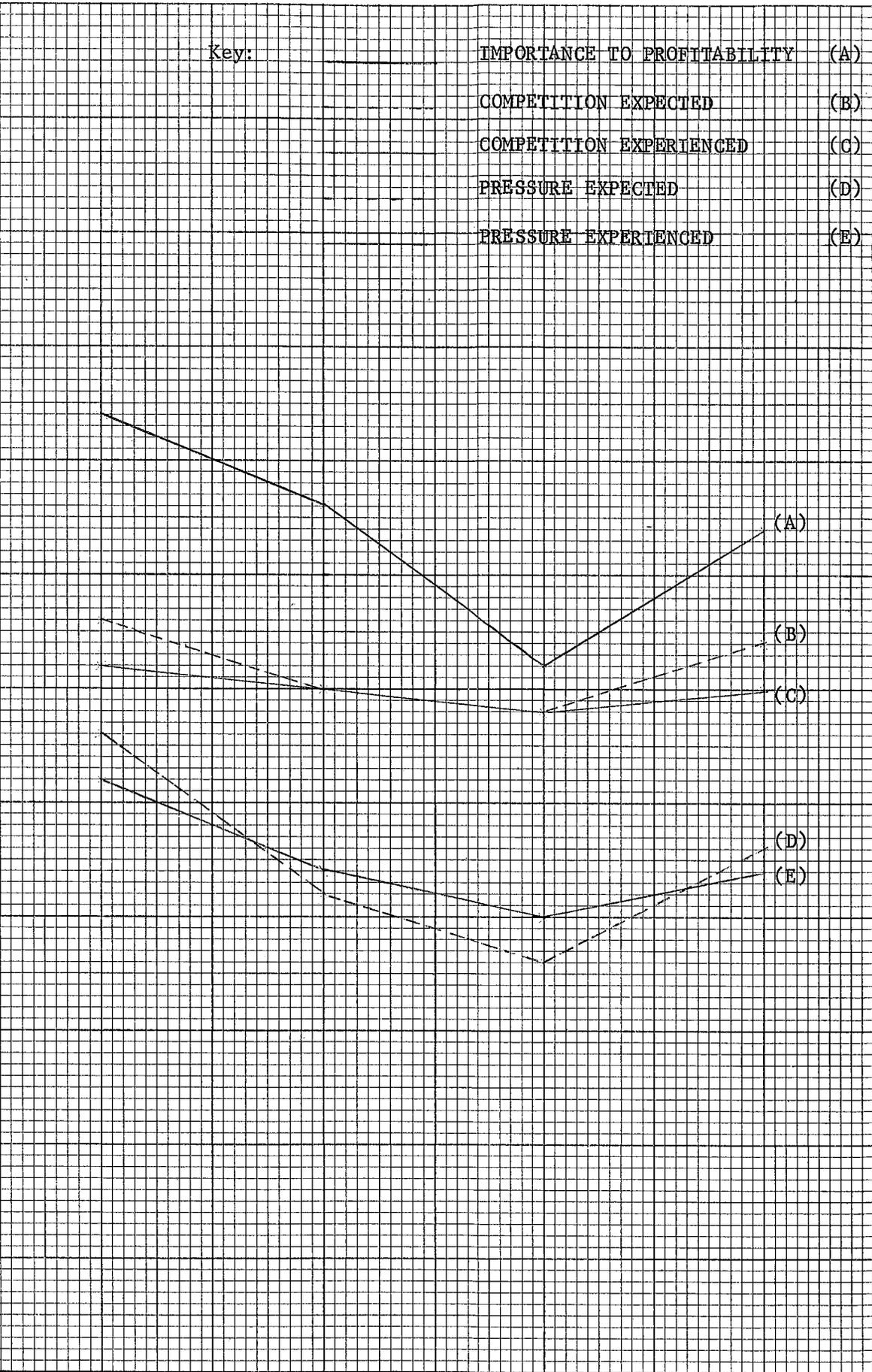
VERY HIGH 5

QUITE HIGH 4

MEDIUM 3

QUITE LOW 2

VERY LOW 1



FIRST ORDER TASK ENVIRONMENT (FOTE)	SECOND ORDER TASK ENVIRONMENT (SOTE)	THIRD ORDER TASK ENVIRONMENT (TOTE)	OVERALL - ALL EXTERNAL ENVIRONMENTS
-------------------------------------	--------------------------------------	-------------------------------------	-------------------------------------

FIGURE 5-11 ENVIRONMENTAL PROFILE OF DIVISION BETA

CHAPTER 6

ADMINISTRATIVE AND STRATEGIC ORIENTATIONS

LEGEND: ———> PRIMARY LINKS
 - - - - -> SECONDARY LINKS
 ⊕ POSITIVE CORRELATION
 ⊖ NEGATIVE CORRELATION

KEY: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 COMP - Competition
 PRESS - Environmental Pressure
 Expr - Experienced
 Expc - Expected

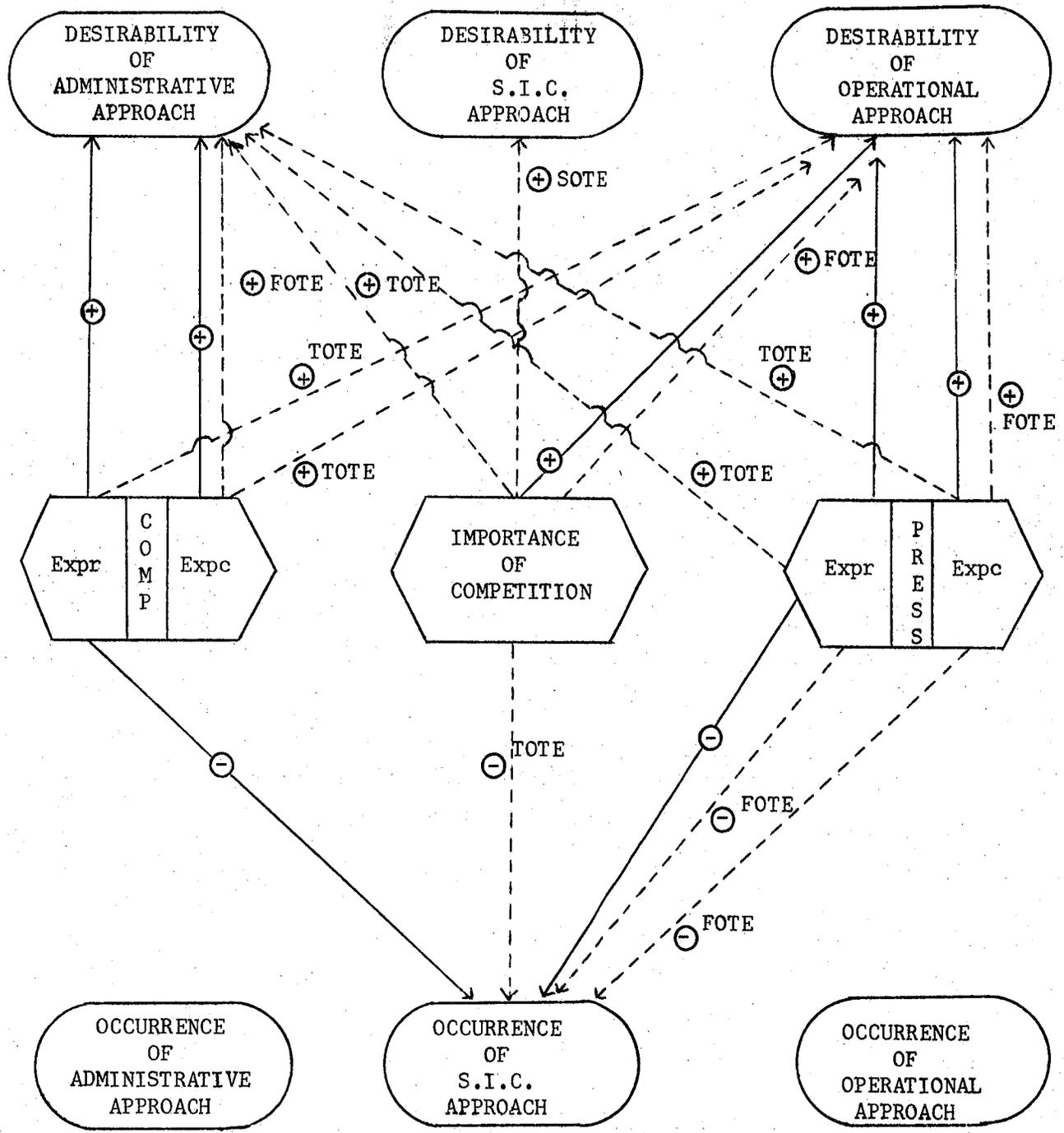


FIGURE 6-1: PATTERN OF RELATIONSHIPS BETWEEN ENVIRONMENTAL STATES AND CHOICE OF MANAGEMENT APPROACHES IN DIVISION ALPHA

LEGEND:
 ———→ PRIMARY LINKS
 - - - - -→ SECONDARY LINKS
 ⊕ POSITIVE CORRELATION
 ⊖ NEGATIVE CORRELATION

KEY: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 COMP - Competition
 PRESS - Environmental Pressure
 Expr - Experienced
 Expc - Expected

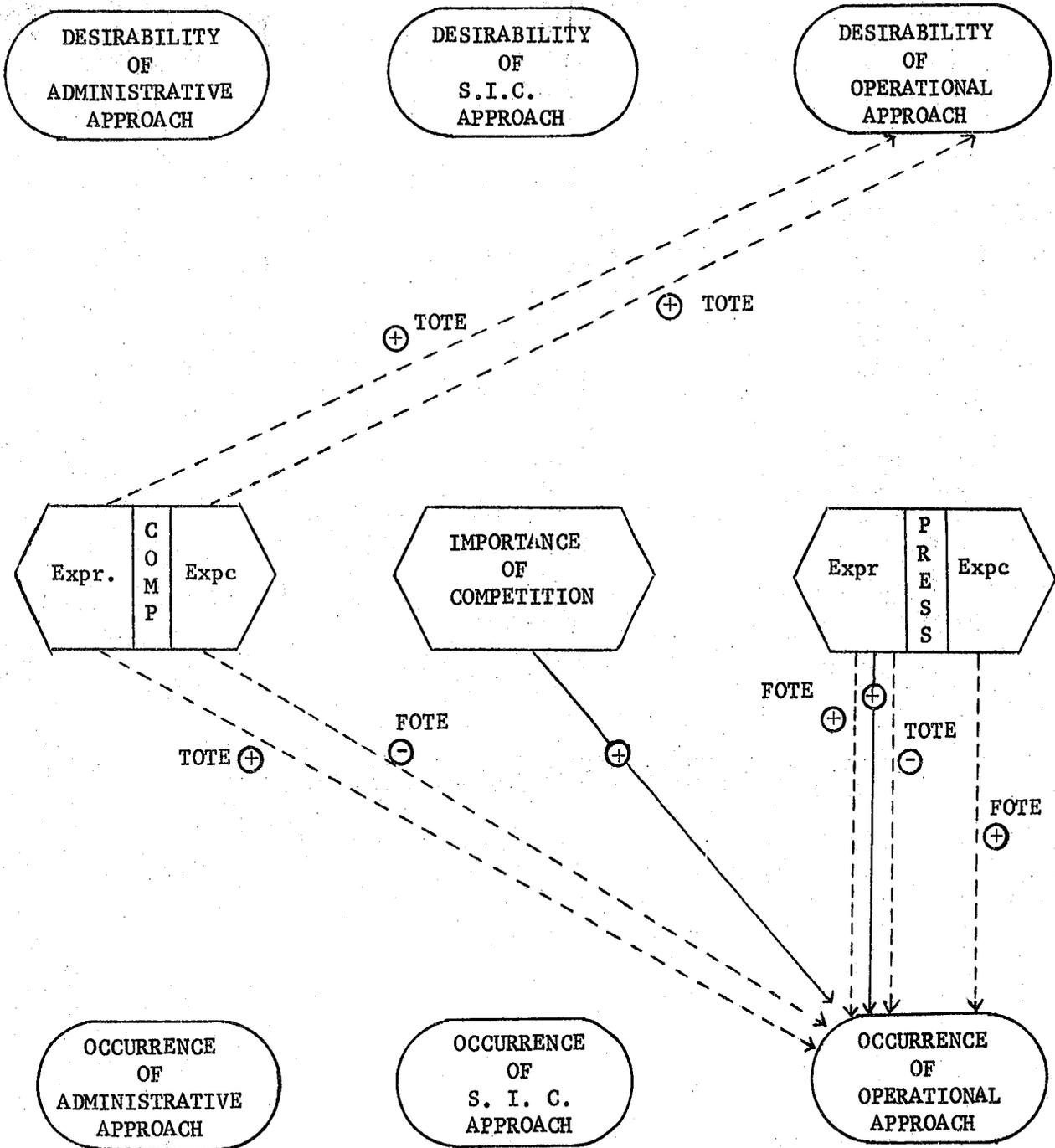


FIGURE 6-2: PATTERN OF RELATIONSHIPS BETWEEN ENVIRONMENTAL STATES AND CHOICE OF MANAGEMENT APPROACHES IN DIVISION SIGMA

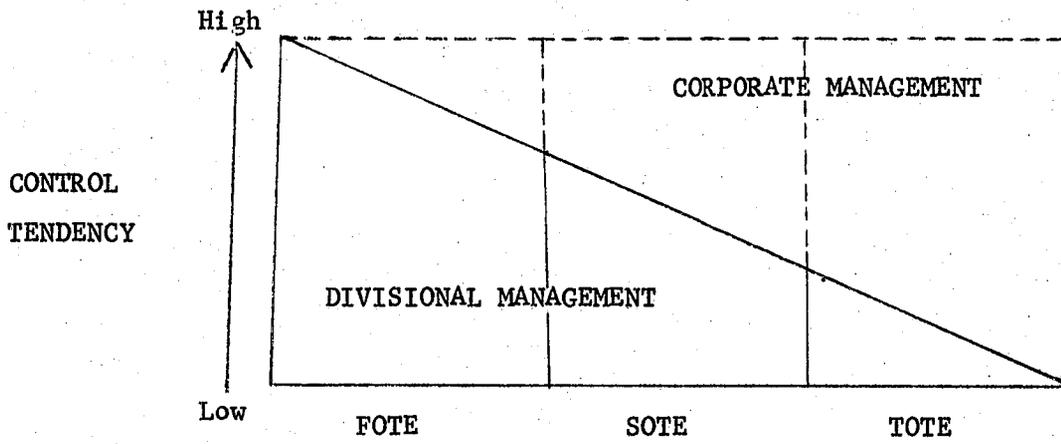


FIGURE 6-3: THE NATURAL ORDER OF TASK ENVIRONMENT CONTROL

LEGEND: ———→ PRIMARY LINKS
 - - - - -→ SECONDARY LINKS
 ⊕ POSITIVE CORRELATION
 ⊖ NEGATIVE CORRELATION

KEY: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 COMP - Competition
 PRESS - Environmental Pressure
 Expr - Experienced
 Expc - Expected

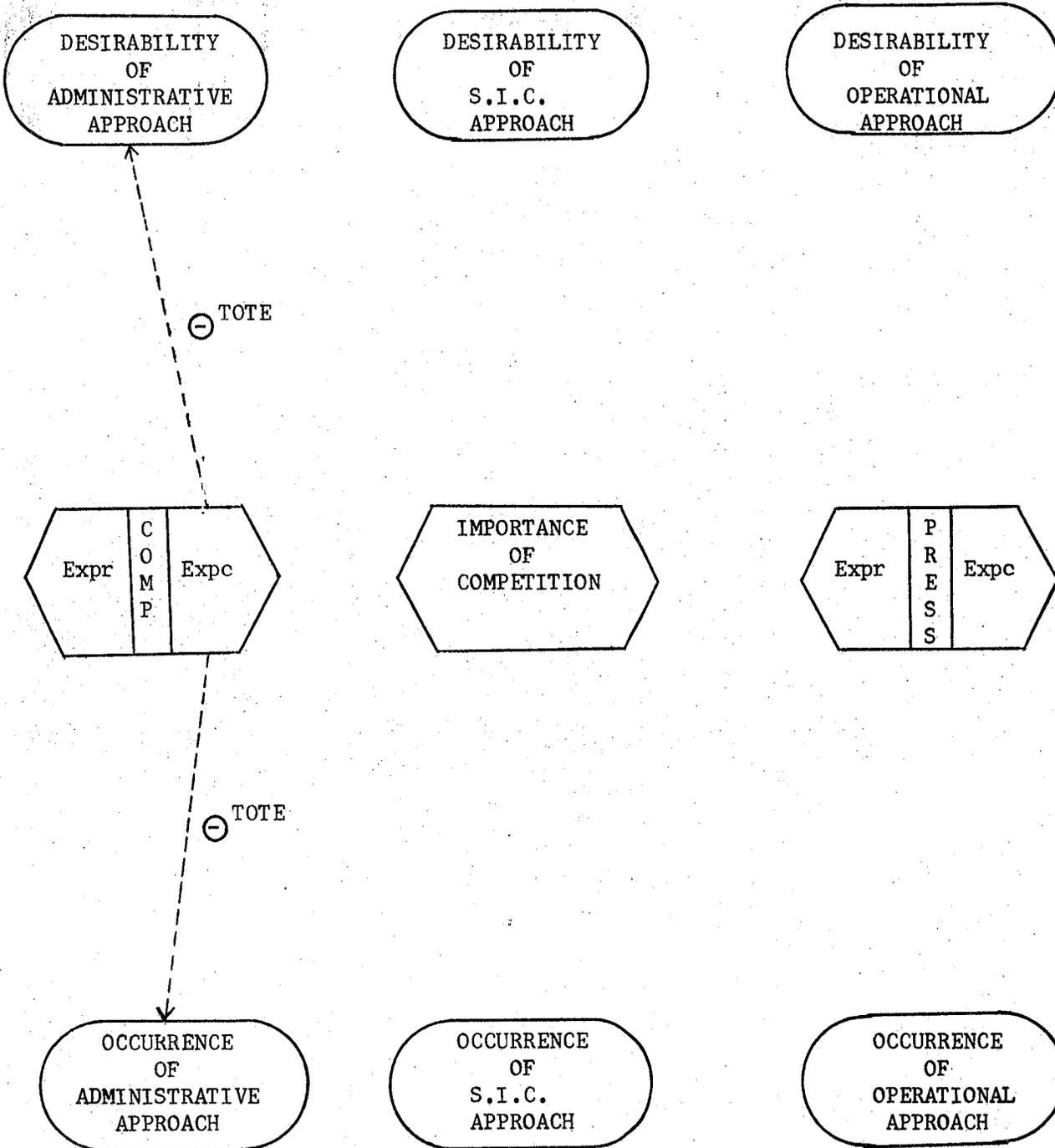


FIGURE 6-4: PATTERN OF RELATIONSHIPS BETWEEN ENVIRONMENTAL STATES AND CHOICE OF MANAGEMENT APPROACHES IN DIVISION BETA

CHAPTER 7

MANAGEMENT OF CORPORATE-DIVISIONAL INTERACTIONS

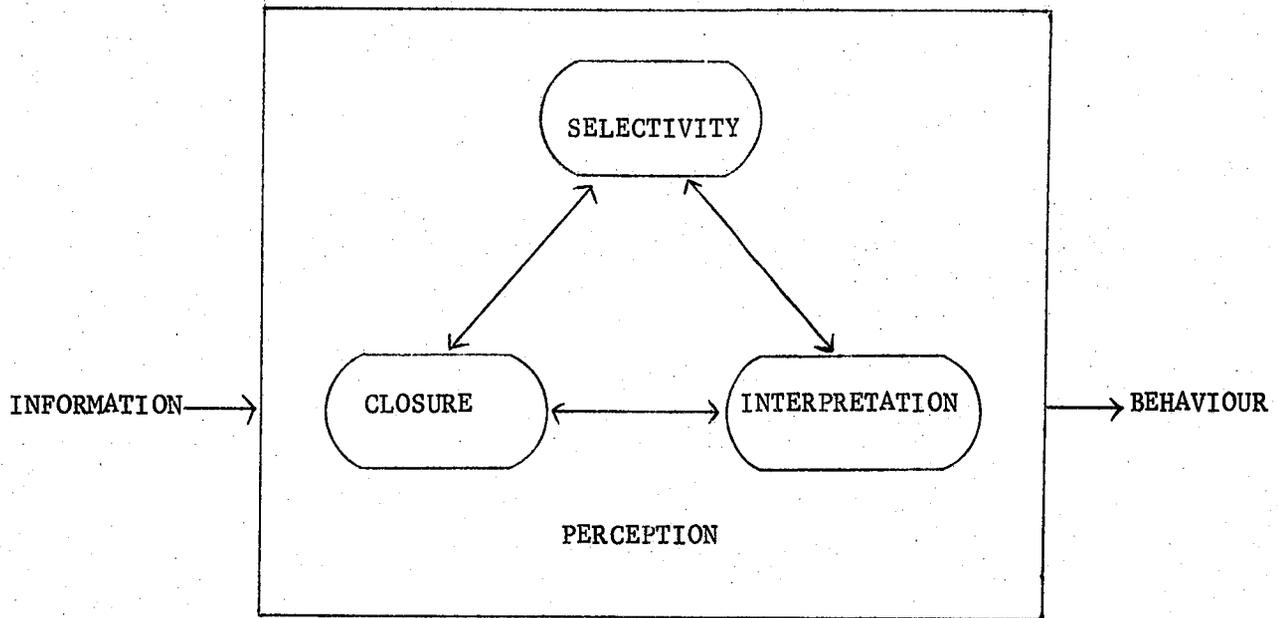
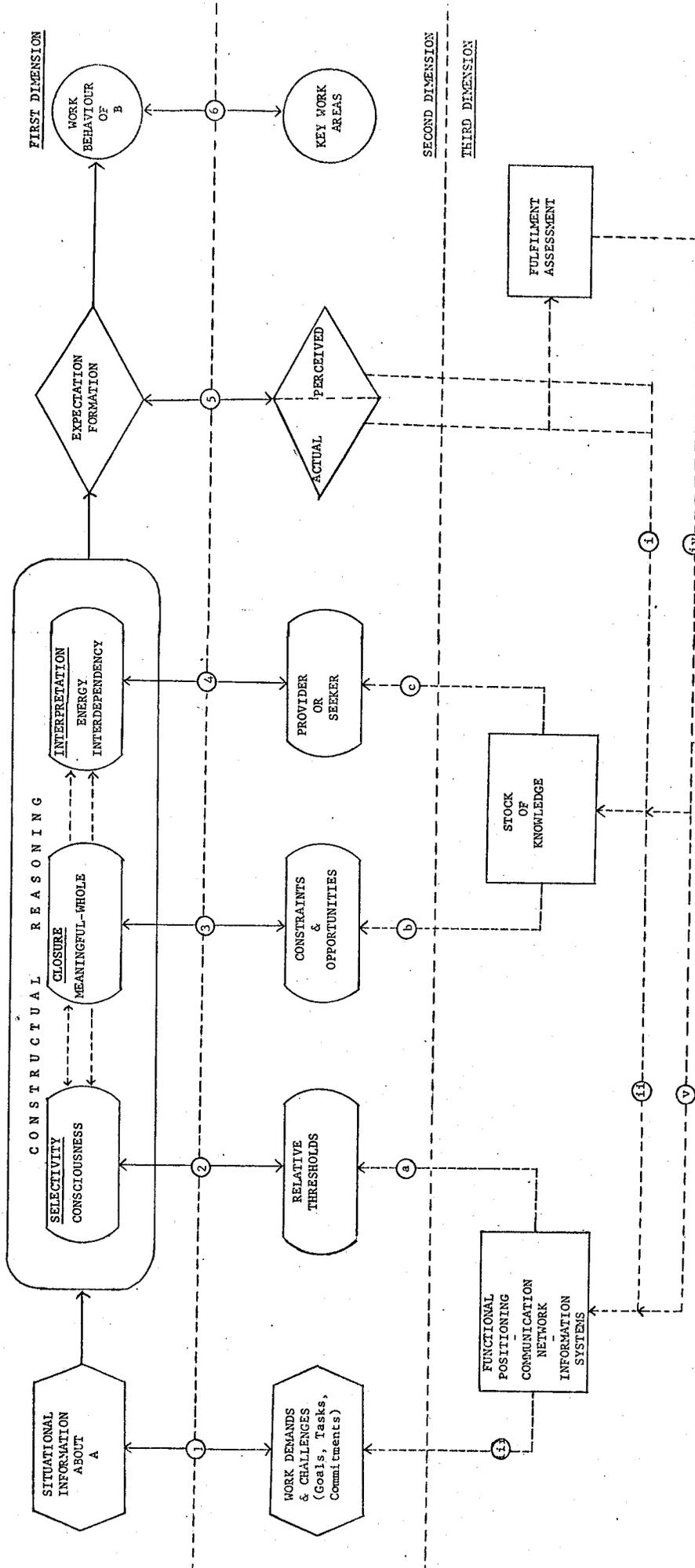


FIGURE 7-1: A MODEL OF PRIMARY ACTIVITIES LEADING TO HUMAN BEHAVIOUR



Key: ○ Discussion Reference Points

FIGURE 7-2: A 3-D MODEL OF INTERACTION

Key: (Ae) Actual Expectations (Pe) Perceived Expectations
 ----> Direction which Beneficial Outcomes Flow

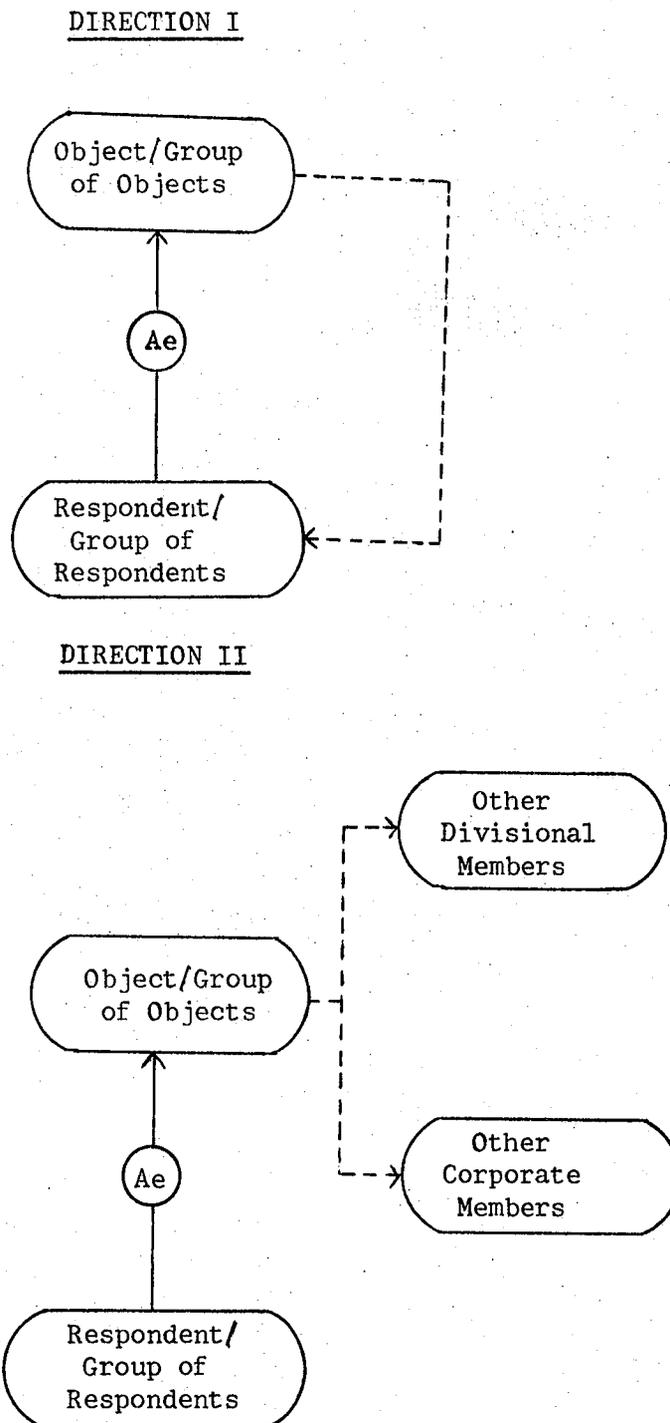
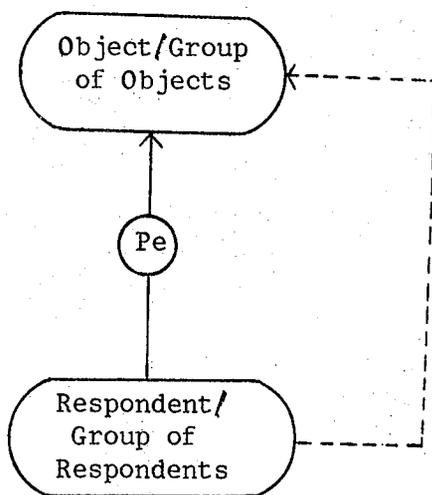


FIGURE 7-3: FLOW OF INTERACTION OUTCOMES

Key: (Ae) Actual Expectations (Pe) Perceived Expectations
 ----> Direction which Beneficial Outcomes Flow

DIRECTION III



DIRECTION IV

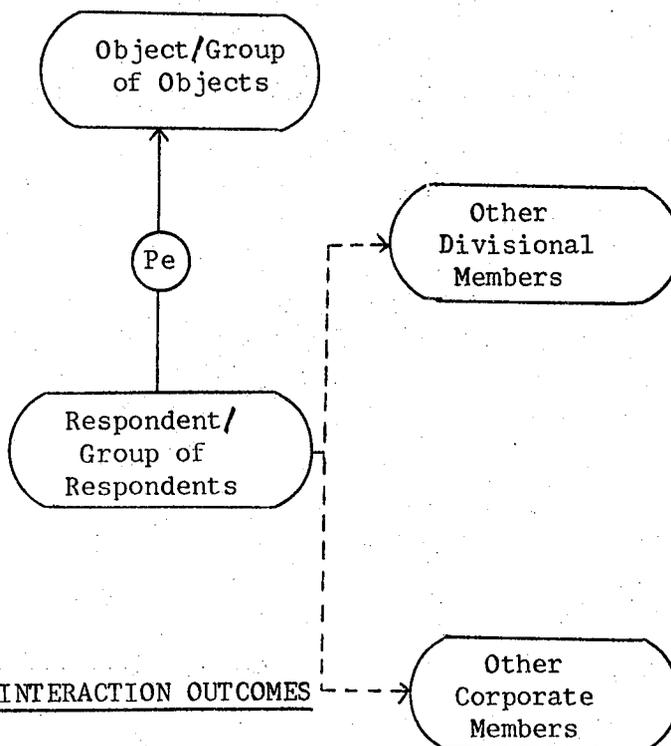
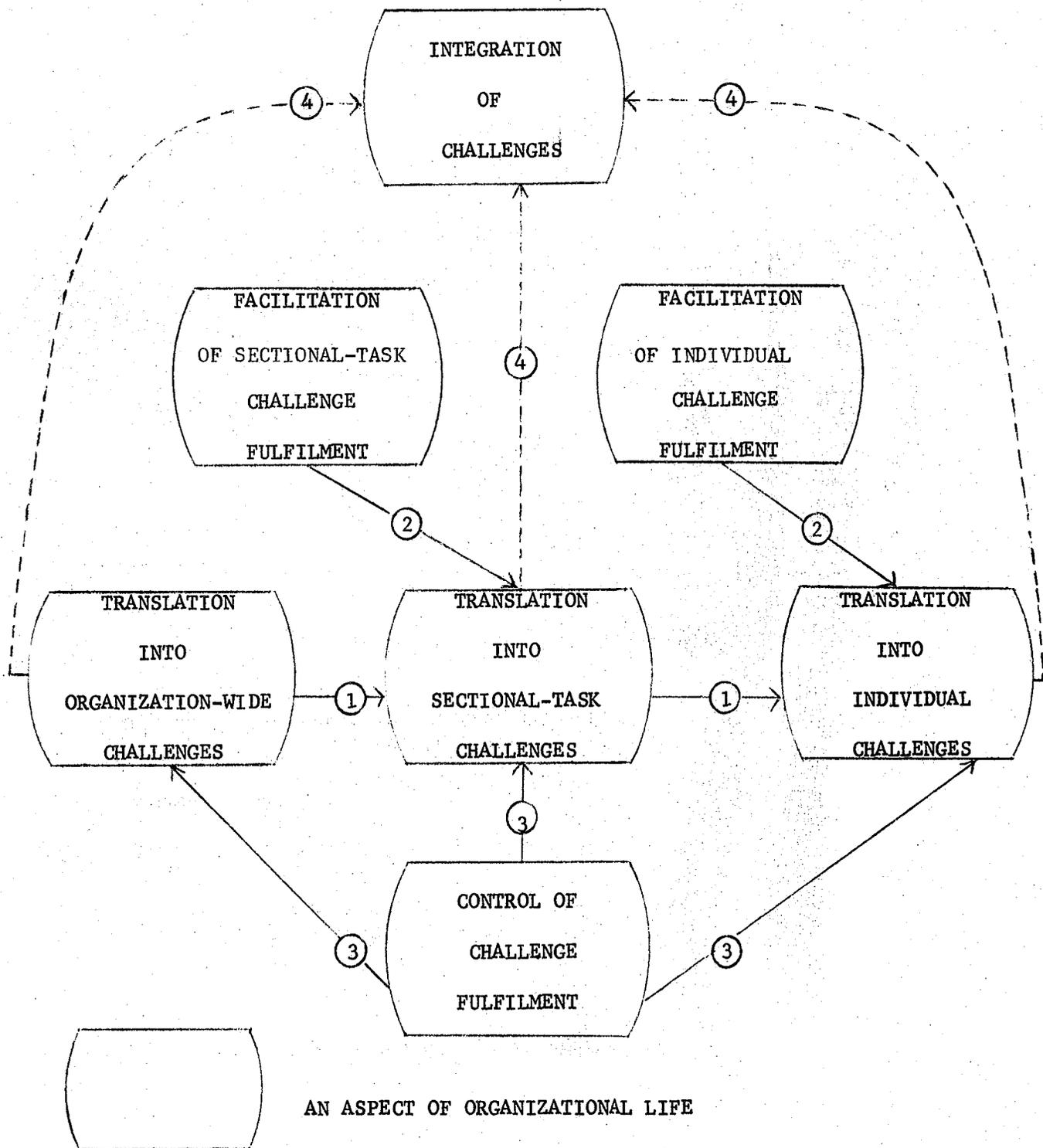


FIGURE 7-3: FLOW OF INTERACTION OUTCOMES



- 1 PURPOSE 1: TO TRANSLATE EXTERNAL DEMANDS AND OPPORTUNITIES INTO APPROPRIATE INTERNAL CHALLENGES
- 2 PURPOSE 2: TO FACILITATE THE FULFILMENT OF INTERNAL CHALLENGES
- 3 PURPOSE 3: TO CONTROL THE FULFILMENT OF INTERNAL CHALLENGES
- 4 PURPOSE 4: TO INTEGRATE THE SUB-SETS OF INTERNAL CHALLENGES INTO A COHERENT WHOLE

FIGURE 7-5: ASPECTS AND PURPOSES OF ORGANIZATIONAL LIFE

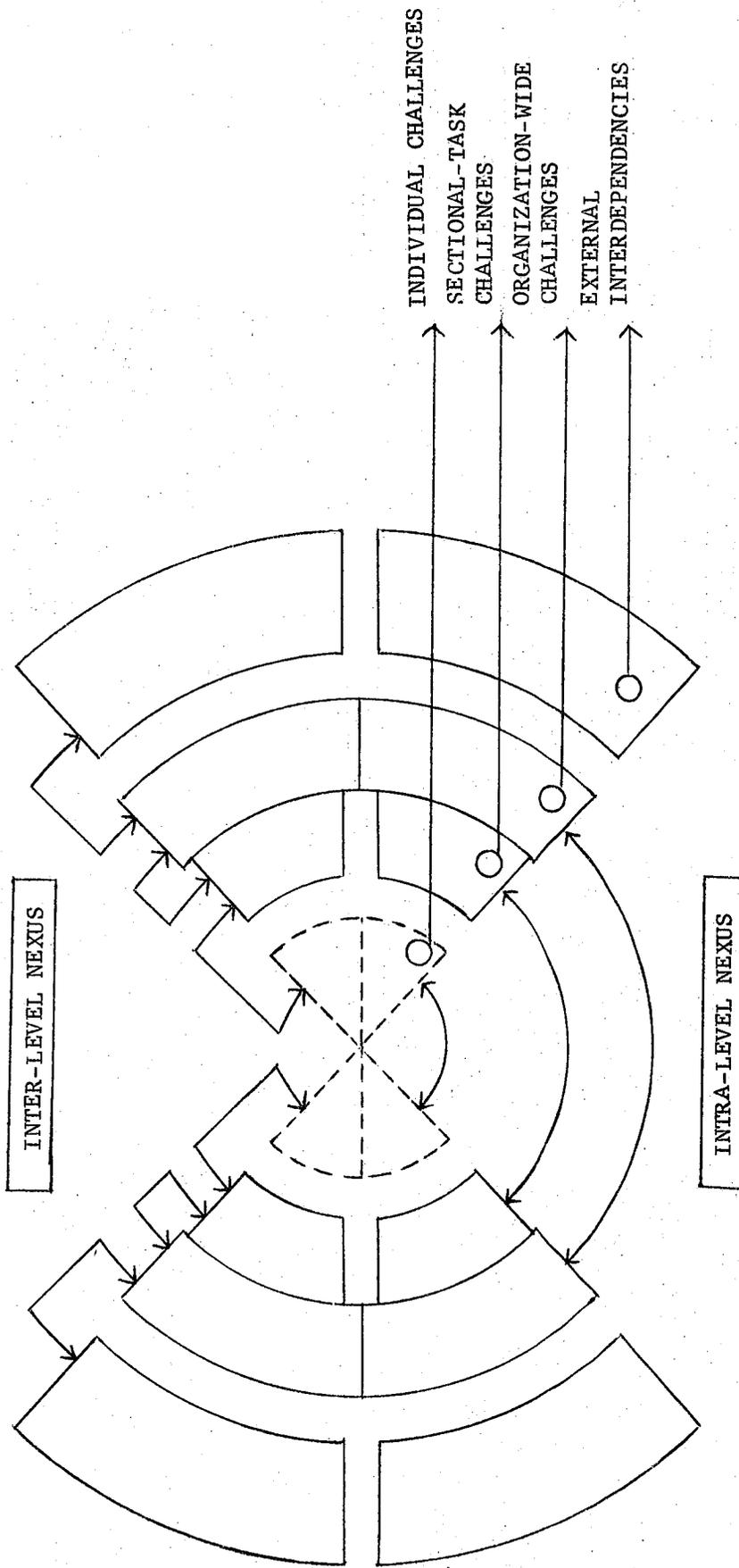
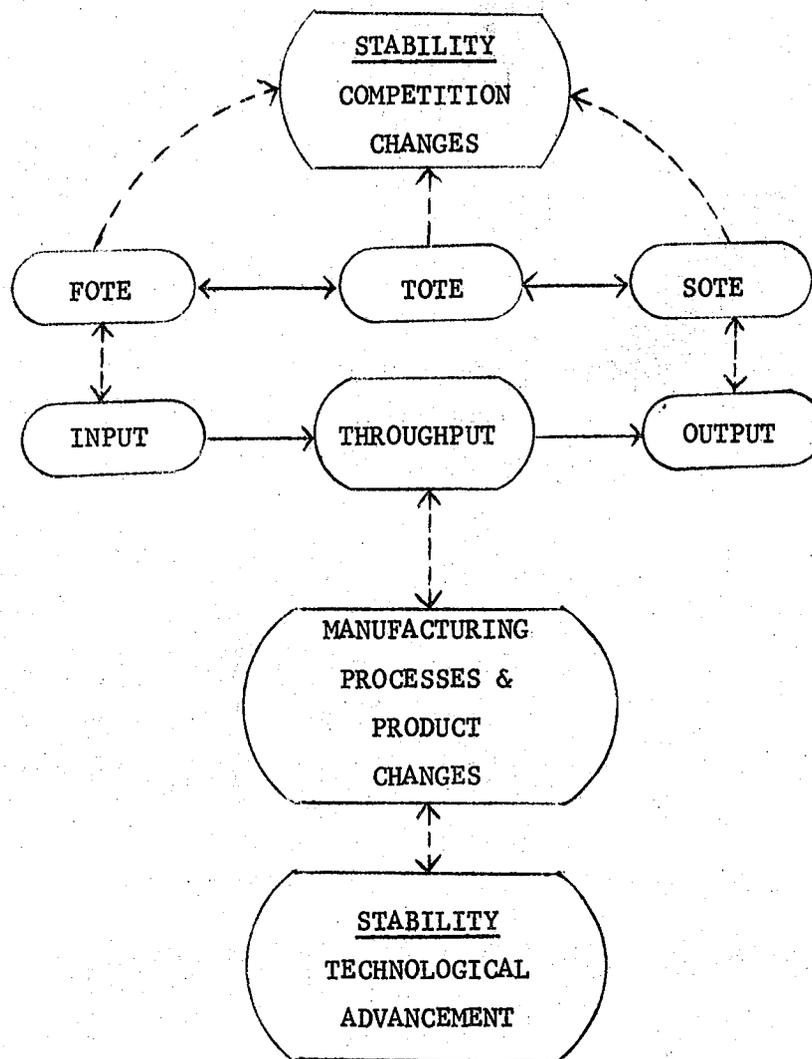


FIGURE 7-6: CONCEPT OF INTRA- & INTER-LEVEL NEXUS

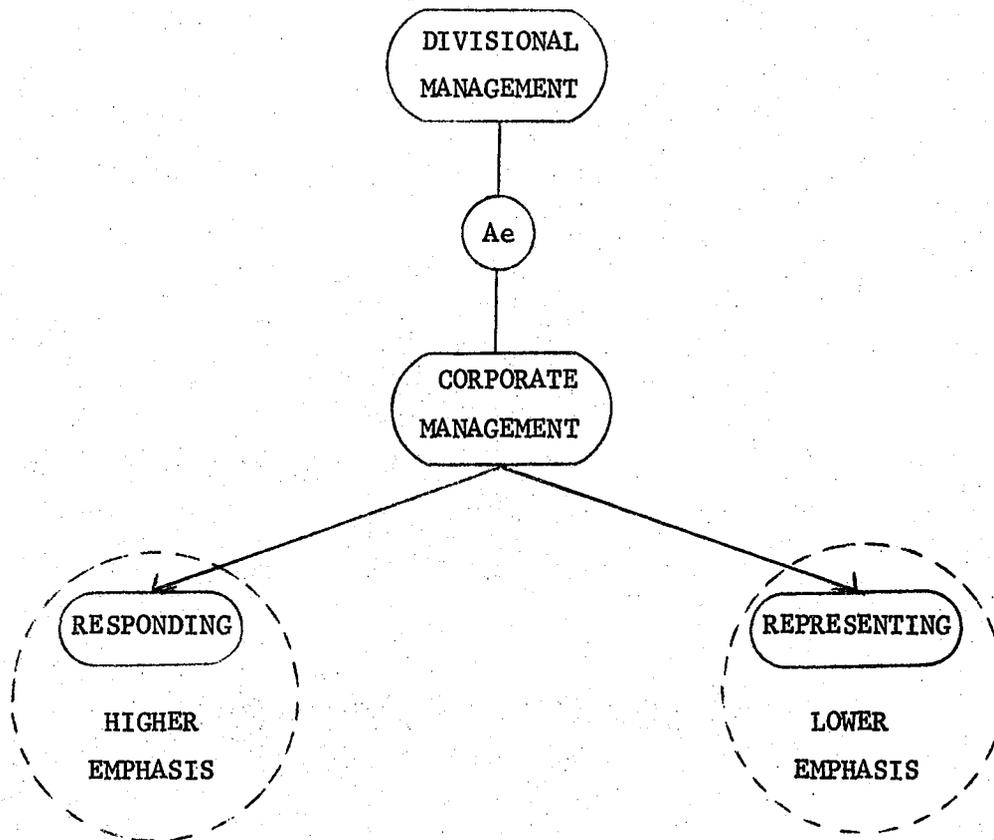
CHAPTER 8

THE TRANSLATION FUNCTION AND DECISION-MAKING PROCESSES



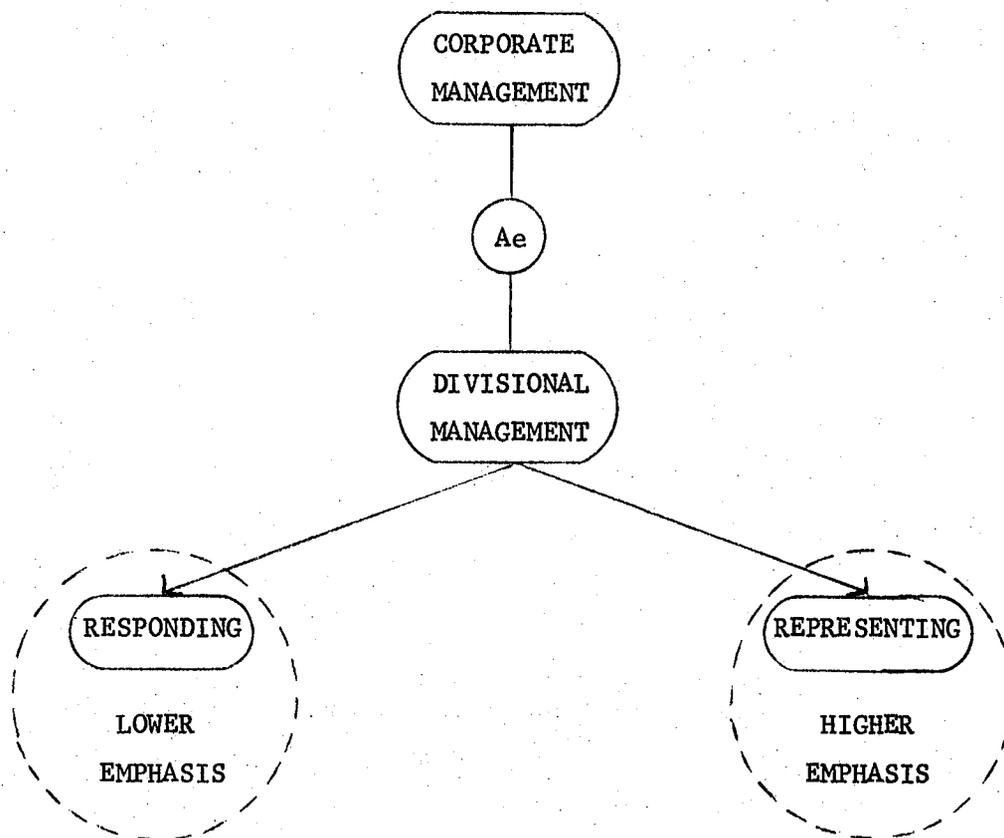
Key: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment

FIGURE 8-1: OPERATIONALIZING INPUT - THROUGHPUT - OUTPUT STABILITY



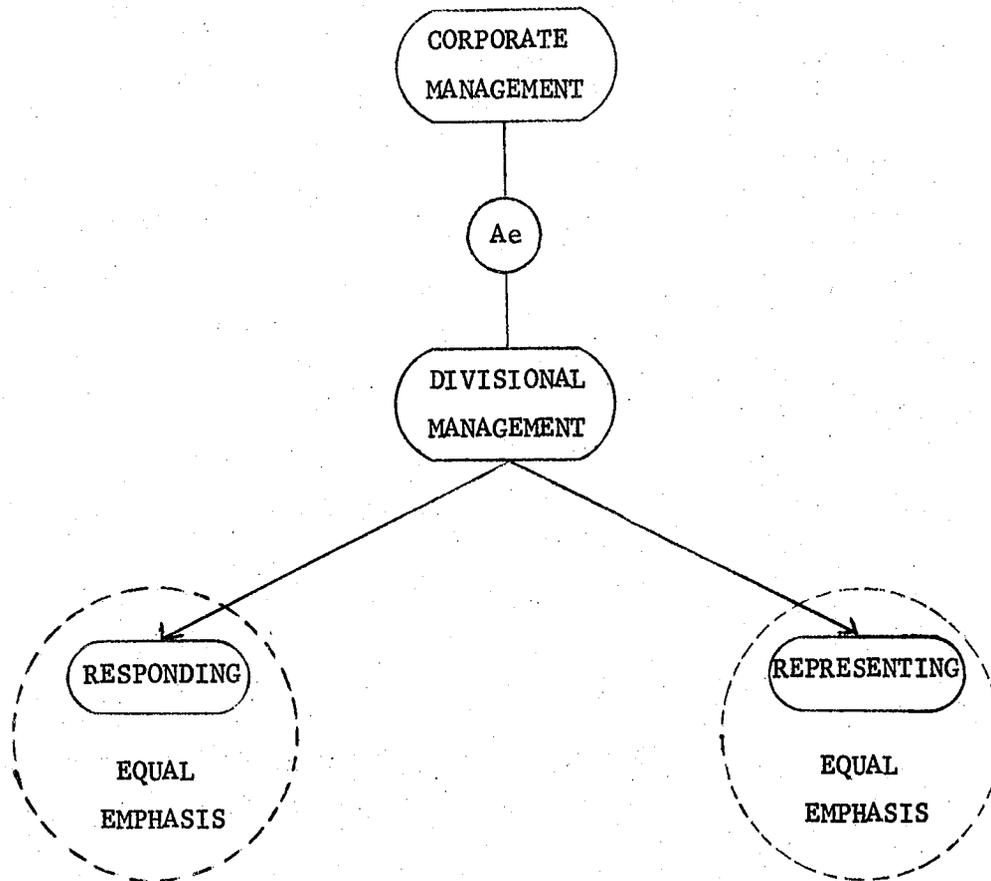
Key: Ae - Actual Expectations

FIGURE 8-2: DIVISIONAL EMPHASIS IN CONDITIONING PATHS
IN FIRMS ALPHA, BETA & SIGMA



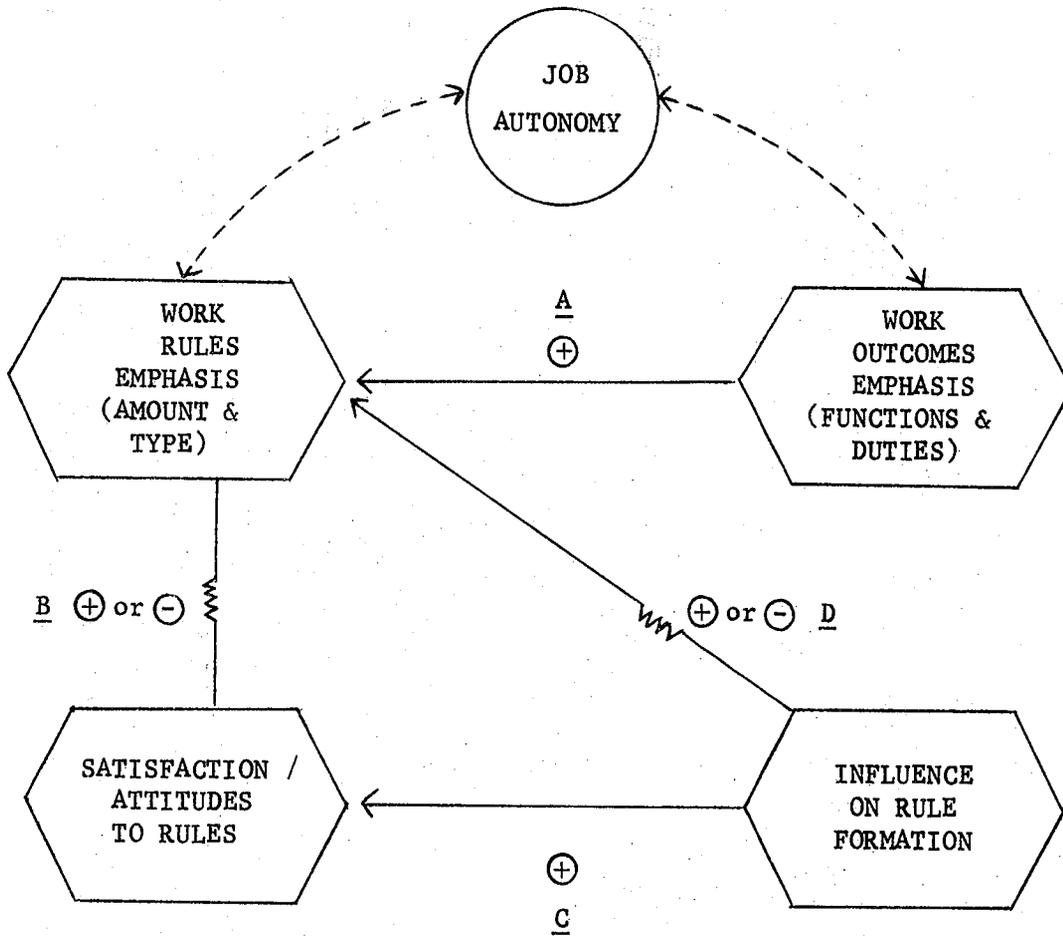
Key: Ae - Actual Expectations

FIGURE 8-3: CORPORATE EMPHASIS IN CONDITIONING PATHS
IN FIRMS ALPHA & BETA



Key: Ae - Actual Expectations

FIGURE 8-4: CORPORATE EMPHASIS IN CONDITIONING PATHS
IN FIRM SIGMA



Legend: ⊕ positive relationship
 ⊖ negative relationship
 ⊕ or ⊖ } contingent relationship
 <-----> key contributory factors

FIGURE 8-5: DIVISIONAL MANAGEMENT'S JOB AUTONOMY - CONSIDERATION AND PATTERN OF RELATIONSHIPS

CONCLUSION

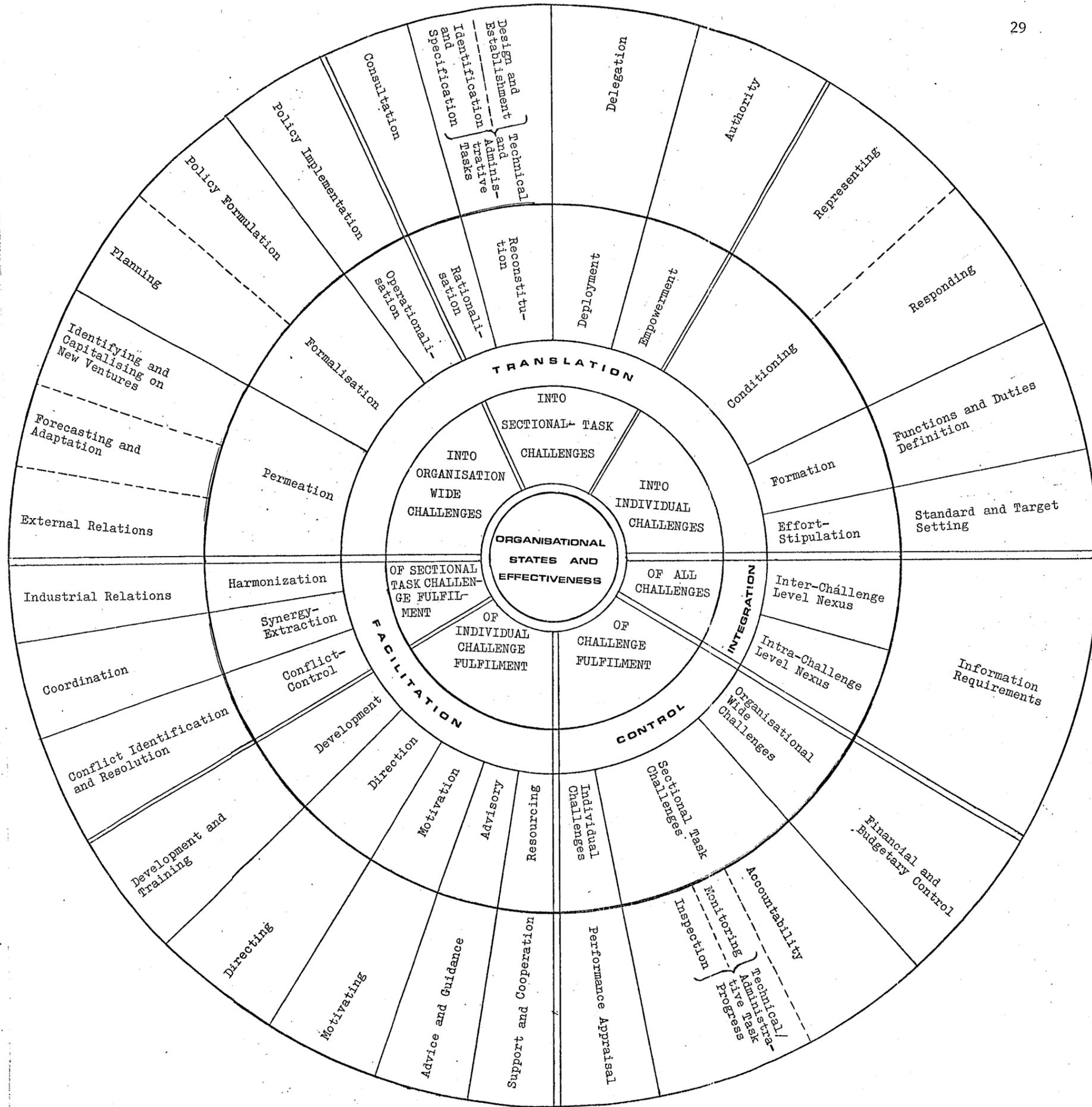


FIGURE 11-1: MAJOR AREAS, ISSUES AND ASPECTS OF CORPORATE-DIVISIONAL INTERACTIVE ADJUSTMENTS WHICH ARE CRUCIAL TO ORGANISATIONAL STATES AND EFFECTIVENESS

PART TWO

TABLES

CHAPTER 2

DESIGN OF THE STUDY

TABLE 2-1

Number of Interviews, Questionnaires and Expectation-Analysis
Forms Completed in Firms ALPHA, BETA & SIGMA

	<u>CORPORATE</u> <u>MANAGEMENT</u> (a)	<u>DIVISIONAL</u> <u>MANAGEMENT</u>
<u>FIRM ALPHA</u>		
Respondents	8	5
Interviews	8	5
Questionnaires (NOCAM)	6	5
Expectation - Analysis Forms	29	43
<u>FIRM BETA</u>		
Respondents	5	4
Interviews	5	4
Questionnaires (NOCAM)	5	4
Expectation - Analysis Forms	16	27
<u>FIRM SIGMA</u>		
Respondents	4	9
Interviews	4	9
Questionnaires (NOCAM)	4	9
Expectation - Analysis Forms	9	18
<u>GRAND TOTAL</u>		
Respondents	17	18
Interviews	17	18
Questionnaires (NOCAM)	15	18
Expectation - Analysis Forms	54	88

(a) Including Group Executives.

STATISTICAL DESIGN AND METHOD

TABLE 3-1

Internal Consistency of Selected NOCAM Variables

<u>VARIABLES</u>	<u>ITEMS (N)</u>	<u>W</u>	<u>Significance</u>
Competition (Expected)	17	0.5143	.001
Competition (Experienced)	17	0.3902	.001
Competition (Importance)	17	0.4821	.001
Management Philosophy (Actual)	5	0.3042	.005
Management Philosophy (Desired)	5	0.6043	.001
Goal Set	21	0.4578	.001
Management Systems (Origins)	15	0.5472	.001

Statistics: The Kendall Coefficient of Concordance (W)

CHAPTER 5

ENVIRONMENTAL STATES AND KEY CHALLENGES

TABLE 5-1

Comparative Profile of the Level of Competition
Experienced and Expected (a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall -</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>Experienced</u>				
Alpha	3.14	2.54	2.44	2.73
Beta	3.13	2.95	2.93	3.01
Sigma	4.12	2.10	2.59	3.29
<u>Expected</u>				
Alpha	3.98	2.88	2.44	3.11
Beta	3.34	3.00	2.92	3.21
Sigma	4.22	2.33	2.95	3.48

(a) The higher the mean score, the higher is the level of competition experienced or expected. Score ranges from 1 = Very Low to 5 = Very High.

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 5-2

Changes in Level of Competition
(Division Sigma)

	<u>Past to Future</u>
First Order Task Environment	.025*
Second Order Task Environment	.01*
Third Order Task Environment	.03**
Overall - All External Environments	.005*

Statistics: *Wilcoxon Matched-Pairs Signed-Ranks Test (one-tailed test)

**The Sign Test (one-tailed test)

Figures given are the p values indicating that the changes are significant as the significance level is decided at $\alpha = .05$

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM Questionnaire.

TABLE 5-3

Changes in Level of Competition
(Division Alpha)

	<u>Past to Future</u>
First Order Task Environment	.005*
Second Order Task Environment	.03**
Third Order Task Environment	n.s.
Overall - All External Environments	.01*

Statistics: *Wilcoxon Matched-Pairs Signed-Ranks Test (one-tailed test)

**The Sign Test (one-tailed test)

Figures given are the p values indicating that the changes are significant as the significance level is decided at $\alpha = .05$

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM Questionnaire.

TABLE 5-4

Changes in Level of Competition (Division Beta)	
	<u>Past to Future</u>
First Order Task Environment	n.s.
Second Order Task Environment	n.s.
Third Order Task Environment	n.s.
Overall - All External Environments	n.s.

Statistics: Wilcoxon Matched-Pairs Signed-Ranks Test (one-tailed test)

The Sign Test (one tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 5-5

Comparative Profile of the Importance of Competition in each Environment to Divisional Profitability (a)				
	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
Alpha	3.54	3.26	4.00	3.61
Beta	4.18	3.77	3.14	3.70
Sigma	3.99	2.67	3.27	3.23

(a) The higher the mean score, the greater is the importance of competition upon divisional profitability. Score ranges from 1 = Completely

Unimportant to 5 = Very Important.

N.B. Analysis based on corporate and divisional responses, as captured through Q. 29 of the NOCAM questionnaire.

TABLE 5-6

Comparative Profile of the Level of Environmental Pressure
Experienced and Expected (a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>Experienced</u>				
Alpha	11.15 (2.23)	8.30 (1.66)	9.94 (1.99)	9.93 (1.99)
Beta	12.97 (2.59)	11.07 (2.21)	9.86 (1.97)	11.03 (2.21)
Sigma	16.70 (3.34)	6.27 (1.25)	9.65 (1.93)	12.10 (2.42)
<u>Expected</u>				
Alpha	14.20 (2.84)	9.41 (1.88)	9.94 (1.99)	11.36 (2.27)
Beta	13.73 (2.75)	10.55 (2.11)	9.21 (1.84)	11.57 (2.31)
Sigma	17.10 (3.42)	7.04 (1.41)	11.27 (2.25)	12.74 (2.55)

(a) The higher the mean score, the larger is the magnitude of environmental pressure. Score ranges from 1-5 = Very Low to 21-25=Very High.

Figures in parentheses represent the scores when converted on a range from 1 = Very Low to 5 = Very High.

Raw scores are computed by multiplying the respondents' scores for the level of competition experienced, and expected, with their scores for the importance of competition for divisional profitability.

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 5-7

Changes in Level of Environmental Pressure
(Division Sigma)

	<u>Past to Future</u>
First Order Task Environment	.025*
Second Order Task Environment	.01*
Third Order Task Environment	.03**
Overall - All External Environments	.005*

Statistics: *Wilcoxon Matched-Pairs Signed Ranks Test (one-tailed test)

**The Sign Test (one-tailed test)

Figures given are the p values indicating that the changes are significant as the significance level is decided at $\alpha = .05$

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM Questionnaire.

TABLE 5-8

Changes in Level of Environmental Pressure
(Division Alpha)

	<u>Past to Future</u>
First Order Task Environment	.005*
Second Order Task Environment	.03**
Third Order Task Environment	n.s.
Overall - All External Environments	.01*

Statistics: *Wilcoxon Matched-Pairs Signed-Ranks Test (one-tailed test)

**The Sign Test (one-tailed test)

Figures given are the p values indicating that the changes are significant as the significance level is decided at $\alpha = .05$

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM Questionnaire.

TABLE 5-9

Changes in Level of Environmental Pressure
(Division Beta)

	<u>Past to Future</u>
First Order Task Environment	n.s.
Second Order Task Environment	n.s.
Third Order Task Environment	n.s.
Overall - All External Environments	n.s.

Statistics: Wilcoxon Matched-Pairs Signed-Ranks Test (one-tailed test)

The Sign Test (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 5-10

Mean Rating for the Level of Competition
Experienced and Expected in Division Sigma ^(a)

	<u>First Order</u> <u>Task</u> <u>Environment</u>	<u>Second Order</u> <u>Task</u> <u>Environment</u>	<u>Third Order</u> <u>Task</u> <u>Environment</u>	<u>Overall-</u> <u>All External</u> <u>Environments</u>
<u>CORPORATE</u>				
Experienced	3.94	1.58	2.75	2.93
Expected	4.13	1.67	3.25	3.12
<u>DIVISION</u>				
Experienced	4.19	2.34	2.50	3.47
Expected	4.26	2.67	2.79	3.65

(a) The higher the mean score, the higher is the level of competition

experienced or expected. Score ranges from 1 = Very Low to 5 = very High

TABLE 5-11

Mean Rating for the Level of Competition
Experienced and Expected in Division Alpha ^(a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>CORPORATE</u>				
Experienced	2.80	2.13	2.67	2.53
Expected	3.90	2.33	2.67	2.97
<u>DIVISION</u>				
Experienced	3.34	2.78	2.30	2.84
Expected	4.04	3.20	2.30	3.20

(a) The higher the mean score, the higher is the level of competition experienced or expected. Score ranges from 1 = Very Low to 5 = Very High.

TABLE 5-12

Mean Rating for the Level of Competition
Experienced and Expected in Division Beta (a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>CORPORATE</u>				
Experienced	3.22	2.40	2.38	2.74
Expected	3.30	2.76	2.63	3.00
<u>DIVISION</u>				
Experienced	2.97	3.87	3.67	3.47
Expected	3.40	3.60	3.50	3.57

(a) The higher the mean score, the higher is the level of competition experienced or expected. Score ranges from 1 = Very Low to 5 = Very High

TABLE 5-13

Mean Rating for the Importance of Competition
in each Environment to Profitability of
Division Sigma (a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>CORPORATE</u>				
	4.02	2.10	3.00	3.34
<u>DIVISION</u>				
	4.00	3.10	3.40	3.63

(a) The higher the mean score, the greater is the importance of competition upon profitability. Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 5-14

Mean Rating for the Importance of Competition
in each Environment to Profitability of
Division Alpha (a)

	<u>First Order</u> <u>Task</u> <u>Environment</u>	<u>Second Order</u> <u>Task</u> <u>Environment</u>	<u>Third Order</u> <u>Task</u> <u>Environment</u>	<u>Overall-</u> <u>All External</u> <u>Environments</u>
CORPORATE	4.06	3.40	3.83	3.80
DIVISION	3.22	3.18	4.10	3.50

(a) The higher the mean score, the greater is the importance of competition upon profitability. Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 5-15

Mean Rating for the Importance of Competition
in each Environment to Profitability of
Division Beta (a)

	<u>First Order</u> <u>Task</u> <u>Environment</u>	<u>Second Order</u> <u>Task</u> <u>Environment</u>	<u>Third Order</u> <u>Task</u> <u>Environment</u>	<u>Overall-</u> <u>All External</u> <u>Environments</u>
CORPORATE	4.60	3.85	2.88	3.78
DIVISION	3.63	3.67	3.50	3.60

(a) The higher the mean score, the greater is the importance of competition upon profitability. Score ranges from 1 = Completely Unimportant to 5 = Very Important

TABLE 5-16

Mean Rating for the Level of Environmental Pressure
Experienced and Expected in Division Sigma (a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>CORPORATE</u>				
Experienced	16.23	3.78	10.75	10.34
Expected	16.94	3.87	13.25	10.98
<u>DIVISION</u>				
Experienced	16.88	7.50	9.00	12.88
Expected	17.15	8.61	10.14	13.53

(a) -The mean ratings for the level and the importance of competition were multiplied to determine the relative pressure which originates from the different environments.

-The higher the mean score, the larger is the magnitude of environmental pressure. Score ranges from 1-5 = Very Low to 21-25 = Very High.

TABLE 5-17

Mean Rating for the Level of Environmental Pressure
Experienced and Expected in Division Alpha (a)

	<u>First Order</u> <u>Task</u> <u>Environment</u>	<u>Second Order</u> <u>Task</u> <u>Environment</u>	<u>Third Order</u> <u>Task</u> <u>Environment</u>	<u>Overall-</u> <u>All External</u> <u>Environments</u>
<u>CORPORATE</u>				
Experienced	11.40	7.30	10.67	9.67
Expected	15.93	8.03	10.67	11.33
<u>DIVISION</u>				
Experienced	11.00	8.90	9.50	10.08
Expected	13.16	10.24	9.50	11.38

(a) -The mean ratings for the level and the importance of competition were multiplied to determine the relative pressure which originates from the different environments.

-The higher the mean score, the larger is the magnitude of environmental pressure. Score ranges from 1-5 = Very Low to 21-25 = Very High.

TABLE 5-18

Mean Rating for the Level of Environmental Pressure
Experienced and Expected in Division Beta (a)

	<u>First Order</u>	<u>Second Order</u>	<u>Third Order</u>	<u>Overall-</u>
	<u>Task</u>	<u>Task</u>	<u>Task</u>	<u>All External</u>
	<u>Environment</u>	<u>Environment</u>	<u>Environment</u>	<u>Environments</u>
<u>CORPORATE</u>				
Experienced	14.70	8.53	7.00	9.85
Expected	14.70	9.50	7.56	10.53
<u>DIVISION</u>				
Experienced	10.67	14.47	13.67	12.60
Expected	12.43	12.65	12.50	12.97

(a) -The mean ratings for the level and the importance of competition were multiplied to determine the relative pressure which originates from the different environments.

-The higher the mean score, the larger is the magnitude of environmental pressure. Score ranges from 1-5 = Very Low to 21-25 = Very High.

TABLE 5-19

Difference in Corporate and Divisional Managements' Perception
of the Level and Importance of Competition, and the
Level of Environmental Pressure (Division Sigma)

	<u>Competition</u>		<u>Importance</u>	<u>Environmental</u>	
	<u>Experienced</u>	<u>Expected</u>	<u>of Competition</u>	<u>Pressure</u>	
				<u>Past</u>	<u>Future</u>
First Order Task Environment	n.s.	n.s.	n.s.	n.s.	n.s.
Second Order Task Environment	n.s.	.024*	n.s.	n.s.	n.s.
Third Order Task Environment	n.s.	n.s.	n.s.	n.s.	n.s.
Overall - All External Environments	n.s.	n.s.	n.s.	n.s.	n.s.

Statistics: Mann Whitney U Test

*one-tailed test

TABLE 5-20

Difference in Corporate and Divisional Managements' Perception
of the Level and Importance of Competition, and the
Level of Environmental Pressure (Division Alpha)

	<u>Competition</u>		<u>Importance</u>	<u>Environmental</u>	
	<u>Experienced</u>	<u>Expected</u>	<u>of Competition</u>	<u>Past</u>	<u>Future</u>
	First Order Task Environment	n.s.	n.s.	n.s.	n.s.
Second Order Task Environment	n.s.	.01*	n.s.	n.s.	n.s.
Third Order Task Environment	n.s.	n.s.	n.s.	n.s.	n.s.
Overall - All External Environments	n.s.	n.s.	n.s.	n.s.	n.s.

Statistics: Mann Whitney U Test

*one-tailed test

TABLE 5-21

Difference in Corporate and Divisional Managements' Perception
of the Level and Importance of Competition, and the
Level of Environmental Pressure (Division Beta)

	<u>Competition</u>		<u>Importance</u>	<u>Environmental</u>	
	<u>Experienced</u>	<u>Expected</u>	<u>of Competition</u>	<u>Past</u>	<u>Future</u>
	First Order Task Environment	n.s.	n.s.	.05*	n.s.
Second Order Task Environment	.03*	n.s.	n.s.	n.s.	n.s.
Third Order Task Environment	n.s.	n.s.	n.s.	n.s.	n.s.
Overall - All External Environments	n.s.	n.s.	n.s.	n.s.	n.s.

Statistics: Mann Whitney U Test

*one-tailed test

CHAPTER 6

ADMINISTRATIVE AND STRATEGIC ORIENTATIONS

TABLE 6-1

Difference in the Level of Desirability of
(a)
Three Primary Management Approaches

	<u>Sum of Ranks (R_j)</u>			<u>Xr²</u>
	<u>Administrative</u>	<u>S. I. C.</u>	<u>Operational</u>	
	<u>Approach</u>	<u>Approach</u>	<u>Approach</u>	
ALPHA	18.5	31.5	16.0	12.6**
BETA	18.5	23.0	12.5	6.2*
SIGMA	21.5	28.0	28.5	2.4 (n.s.)

Statistics: The Friedman Two-Way Analysis of Variance (Xr²)

(a) The higher the sum of ranks, the higher the level of desirability

*p < .05 (in favour of the S. I. C. Approach)

**p < .01 (in favour of the S. I. C. Approach)

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 of the NOCAM questionnaire.

TABLE 6-2

Difference in the Level of Desirability and Occurrence between the
Administrative and Operational Management Approaches

	<u>Difference in the Level</u> <u>of Desirability</u>	<u>Difference in the Level</u> <u>of Occurrence</u>
ALPHA	n.s.	n.s.
BETA	n.s.	n.s.
SIGMA	n.s.	n.s.

Statistics: The Wilcoxon Matched-Pairs Signed-Ranks Test

The Sign Test

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 of the NOCAM questionnaire.

TABLE 6-3

Difference in the Level of Occurrence of
Three Primary Management Approaches (a)

	<u>Sum of Ranks (R_j)</u>			<u>Xr²</u>
	<u>Administrative</u>	<u>S. I. C.</u>	<u>Operational</u>	
	<u>Approach</u>	<u>Approach</u>	<u>Approach</u>	
ALPHA	16.5	29.0	20.5	7.4*
BETA	21.0	19.0	14.0	2.9 (n.s.)
SIGMA	24.5	29.0	24.5	1.0 (n.s.)

Statistics: The Friedman Two-way Analysis of Variance (Xr²)

(a) The higher the sum of ranks, the higher is the level of
of occurrence.

*p < .05 (in favour of the S. I. C. Approach)

N.B. Analysis based on corporate and divisional responses, as captured
through Q.7 of the NOCAM questionnaire.

Correlation of Environmental - State Factors to the Desirability Levels
of Three Primary Management Approaches (Division Alpha)

	<u>Administrative</u> <u>Approach</u>	<u>Selective Involvement</u> <u>& Control (S.I.C.)</u> <u>Approach</u>	<u>Operational</u> <u>Approach</u>
Competition Experienced			
FOTE	.482	-.096	-.388
SOTE	.531	-.160	.025
TOTE	.494	.233	.790*
Overall	.715*	-.111	.146
Competition Expected			
FOTE	.705*	-.035	-.198
SOTE	.334	-.028	-.533
TOTE	.494	.233	.790*
Overall	.800*	.000	-.025
Importance of Competition			
FOTE	.519	.412	.727*
SOTE	-.118	.774*	.524
TOTE	.807*	-.063	.222
Overall	.247	.495	.800*
Pressure Experienced			
FOTE	.578	.207	.415
SOTE	-.037	.591	.352
TOTE	.671*	.028	.609
Overall	.568	.234	.679*
Pressure Expected			
FOTE	.568	.412	.727*
SOTE	-.037	.399	.255
TOTE	.671*	.028	.609
Overall	.510	.180	.671*

Key: FOTE - First Order Task Environment SOTE - Second Order Task Environment
TOTE - Third Order Task Environment Overall - All External Environments

Statistics: Spearman's Rank Correlation Coefficient (rho)

* $p < .05$ (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 and Q.29 of the NOCAM questionnaire.

TABLE 6-5

Correlation of Environmental - State Factors to the Occurrence Levels
of Three Primary Management Approaches (Division Alpha)

	<u>Administrative</u> <u>Approach</u>	<u>Selective Involvement</u> <u>& Control (S.I.C.)</u> <u>Approach</u>	<u>Operational</u> <u>Approach</u>
Competition Experienced			
FOTE	.391	-.593	-.396
SOTE	.244	-.475	.078
TOTE	-.007	-.372	.385
Overall	.230	-.746*	.032
Competition Expected			
FOTE	.206	-.604	-.065
SOTE	.352	-.198	-.268
TOTE	-.007	-.372	.385
Overall	.350	-.525	-.019
Importance of Competition			
FOTE	.117	-.593	.089
SOTE	.230	.118	-.090
TOTE	-.120	-.722*	.249
Overall	.053	-.259	.218
Pressure Experienced			
FOTE	.118	-.795*	-.039
SOTE	.261	.074	-.115
TOTE	-.134	-.544	.432
Overall	.026	-.655*	.204
Pressure Expected			
FOTE	.117	-.642*	.089
SOTE	.104	.185	.102
TOTE	-.134	-.544	.432
Overall	-.164	-.566	.385

Key: FOTE - First Order Task Environment SOTE - Second Order Task Environment
TOTE - Third Order Task Environment Overall - All External Environments
Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .05 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 and Q.29 of the NOCAM questionnaire.

TABLE 6-6

Correlation of Environmental - State Factors to the Desirability Levels
of Three Primary Management Approaches (Division Sigma)

	<u>Administrative</u> <u>Approach</u>	<u>Selective Involvement</u> <u>& Control (S.I.C.)</u> <u>Approach</u>	<u>Operational</u> <u>Approach</u>
Competition Experienced			
FOTE	.230	.129	.354
SOTE	-.153	.315	.035
TOTE	-.057	-.126	.722*
Overall	.261	.232	.307
Competition Expected			
FOTE	.176	.239	.379
SOTE	-.127	.389	.006
TOTE	.081	-.007	.630
Overall	.032	.374	.314
Importance of Competition			
FOTE	.119	.103	.364
SOTE	.011	.446	.177
TOTE	.429	.293	.276
Overall	.069	.162	.412
Pressure Experienced			
FOTE	.228	.053	.396
SOTE	-.059	.383	.227
TOTE	.233	.123	.554
Overall	.115	.209	.482
Pressure Expected			
FOTE	.105	.103	.395
SOTE	-.148	.386	.256
TOTE	.292	.232	.468
Overall	.060	.348	.392

Key: FOTE - First Order Task Environment SOTE - Second Order Task Environment

TOTE - Third Order Task Environment Overall - All External Environments

Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .01 (one tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 and Q.29 of the NOCAM questionnaire.

TABLE 6-7

Correlation of Environmental - State Factors to the Occurrence Levels of Three Primary Management Approaches (Division Sigma)			
	<u>Administrative</u> <u>Approach</u>	<u>Selective Involvement</u> <u>& Control (S.I.C.)</u> <u>Approach</u>	<u>Operational</u> <u>Approach</u>
Competition Experienced			
FOTE	.170	.346	.488
SOTE	.188	.156	-.004
TOTE	-.022	-.040	.654*
Overall	.231	.378	.427
Competition Expected			
FOTE	.297	.246	-.594*
SOTE	.263	.093	.119
TOTE	.085	-.167	.514
Overall	.341	.181	.389
Importance of Competition			
FOTE	.183	.092	.508
SOTE	.411	.236	.512
TOTE	.378	.123	.440
Overall	.237	.075	.524*
Pressure Experienced			
FOTE	.116	.192	.544*
SOTE	.353	.158	.225
TOTE	.227	.068	-.663*
Overall	.248	.215	.593*
Pressure Expected			
FOTE	.183	.080	.514*
SOTE	.357	.029	.304
TOTE	.308	-.029	.532
Overall	.388	.238	.485

Key: FOTE - First Order Task Environment SOTE - Second Order Task Environment
TOTE - Third Order Task Environment Overall - All External Environments
Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .05 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured
through Q.7 and Q.29 of the NOCAM questionnaire.

TABLE 6-8

Correlation of Environmental - State Factors to the Desirability Levels
of Three Primary Management Approaches (Division Beta)

	<u>Administrative Approach</u>	<u>Selective Involvement & Control (S.I.C.) Approach</u>	<u>Operational Approach</u>
Competition Experienced			
FOTE	.158	.051	.235
SOTE	.194	.056	-.152
TOTE	-.402	-.066	-.155
Overall	-.078	-.242	-.273
Competition Expected			
FOTE	-.117	-.381	-.433
SOTE	.048	-.076	-.173
TOTE	-.810*	-.469	-.358
Overall	-.232	-.334	-.398
Importance of Competition			
FOTE	-.030	-.189	.109
SOTE	.376	.618	.444
TOTE	-.316	-.149	-.238
Overall	-.233	.063	.271
Pressure Experienced			
FOTE	-.030	.094	.418
SOTE	-.080	.337	.126
TOTE	-.402	-.066	-.155
Overall	-.339	-.112	-.198
Pressure Expected			
FOTE	-.372	-.264	-.109
SOTE	-.127	.688	.433
TOTE	-.736	-.462	-.309
Overall	-.458	-.168	-.270

Key: FOTE - First Order Task Environment SOTE - Second Order Task Environment
TOTE - Third Order Task Environment Overall - All External Environments
Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .05 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 and Q.29 of the NOCAM questionnaire.

Correlation of Environmental - State Factors to the Occurrence Levels
of Three Primary Management Approaches (Division Beta)

	<u>Administrative</u> <u>Approach</u>	<u>Selective Involvement</u> <u>& Control (S.I.C.)</u> <u>Approach</u>	<u>Operational</u> <u>Approach</u>
Competition Experienced			
FOTE	.385	.076	.111
SOTE	.453	-.255	-.073
TOTE	-.019	-.229	-.218
Overall	.239	-.348	-.321
Competition Expected			
FOTE	.190	-.463	-.512
SOTE	.076	-.130	-.055
TOTE	-.750*	-.369	-.448
Overall	-.025	-.371	-.410
Importance of Competition			
FOTE	-.312	.229	.027
SOTE	.480	.248	.538
TOTE	.050	-.250	-.334
Overall	-.313	.411	.091
Pressure Experienced			
FOTE	-.217	.515	.227
SOTE	.168	-.057	.216
TOTE	-.019	-.229	-.218
Overall	.037	-.265	-.270
Pressure Expected			
FOTE	-.425	.076	-.264
SOTE	-.188	.431	.582
TOTE	-.678	-.303	-.441
Overall	-.131	-.265	-.342

Key: FOTE - First Order Task Environment SOTE - Second Order Task Environment
TOTE - Third Order Task Environment Overall - All External Environments
Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .10 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.7 and Q.29 of the NOCAM questionnaire.

TABLE 6-10

Difference in Corporate Management's Interest in
the First and Second Order Task Environments ^(a)

	<u>FOTE</u>	<u>SOTE</u>	<u>Significance Level</u> <u>of Difference</u>
ALPHA	2.22	1.48	.025*
BETA	2.10	1.60	.025*
SIGMA	2.02	1.68	n.s.

Statistics: The Wilcoxon Matched-Pairs Signed-Ranks Test

(a) The lower the mean score, the higher the interest level.

Score ranges from 1 = Most Interest to 3 = Least Interest.

*Significant interest in the SOTE

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 6-11

Intervening Considerations Culminating in the Formation of Secondary Links
between States of the Environment and Choice of Management Approaches
for Specific Task Environments (Division Alpha)

<u>ENVIRONMENTAL</u> <u>FACTORS</u>	<u>SURVIVAL</u>	<u>PRIMARY LINKS</u> <u>- CHOICE</u> <u>TENDENCY</u>	<u>NATURAL ORDER OF CONTROL TENDENCY</u>		
	<u>CURTAILMENT</u>		<u>High Divisional</u>	<u>Equalised</u>	<u>High Corporate</u>
	<u>ASSOCIATED</u>		<u>Control</u> (FOTE)	<u>Control</u> (SOTE)	<u>Control</u> (TOTE)
<u>INTENSITY OF</u> <u>COMPETITION</u>					
Experienced	Low Risk	Administrative Approach			S.L. with Operational Approach ⊕
Expected	Low Risk	Administrative Approach	S.L. with Administrative Approach ⊕		S.L. with Operational Approach ⊕
<u>IMPORTANCE OF</u> <u>COMPETITION</u>					
	High Risk	Operational Approach	S.L. with Operational Approach ⊕	S.L. with S. I. C. Approach ⊕	S.L. with Administrative Approach ⊕ S.L. with S. I. C. Approach ⊖
<u>PRESSURE OF</u> <u>COMPETITION</u>					
Experienced	High Risk	Operational Approach	S.L. with S. I. C. Approach ⊖		S.L. with Administrative Approach ⊕
Expected	High Risk	Operational Approach	S.L. with Operational Approach ⊕ S.L. with S.I.C. Approach ⊖		S.L. with Adminstrative Approach ⊕

TABLE 6-11

Key: S.L. - Secondary Links
FOIE - First Order Task Environment
SOTE - Second Order Task Environment
TOTE - Third Order Task Environment

Legend: ⊕ - Positive Association
⊖ - Negative Association

TABLE 6-12

Difference in Corporate and Divisional Managements' Scoring
of Corporate Interest when Evaluating New Ideas for Division (a)

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Financial	1.64	1.32	1.40	1.85	1.60	1.71
Marketing	2.00	2.44	2.30	1.80**	1.80	2.11
Production	2.20	2.60*	2.68	2.60	2.10	2.07
R. & D. - Engineering	2.30	2.20	2.10	2.04	2.60	2.31*
Others	2.70	2.40	2.40	2.40	2.70	2.53

Statistics: The Mann-Whitney U Test

(a) The lower the mean score, the higher the corporate interest.

Score ranges from 1 = Highest Interest to 3 = Lowest Interest

* $p < .05$ (one-tailed test)

** $p < .008$ (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.32 of the NOCAM questionnaire.

TABLE 6-13

Corporate and Divisional Managements' Rankings
of Corporate Interest when Evaluating New Ideas for Division

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Highest Interest	F	F	F	M	F	F
2nd Highest Interest	M	R/E	R/E	F	M	P
3rd Highest Interest	P	O	M	R/E	P	M
4th Highest Interest	R/E	M	O	O	R/E	R/E
5th Highest Interest	O	P	P	P	O	O

Key: Financial (F)

Production (P)

Marketing (M)

R. & D. - Engineering (R/E)

Others (O)

N.B. Analysis based on corporate and divisional responses, as captured through Q.32 of the NOCAM questionnaire.

TABLE 6-14

Difference in Corporate and Divisional Managements'
Time-Result Orientation (a)

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Short Term	1.80	1.86	1.94	1.93	2.33	1.93*
Long Term	2.15	2.14	2.06	2.08	1.67	2.07*
Operating Result	2.47	2.24	2.16	2.25	2.00	1.96
End Result	1.62	1.84	1.90	1.83	2.00	2.03

statistics: The Mann-Whitney U Test

(a) The lower the mean score, the higher the importance

Score ranges from 1 = Most Important to 3 = Least Important

* $p < .025$ (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.13 of the NOCAM questionnaire.

TABLE 6-16

Difference in Corporate and Divisional Managements' Importance Scoring
of Strategic Choices for Division Over Last 5 Years (a)

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Financial	2.47	2.54	1.98	3.50*	2.50	1.46**
Marketing	2.17	2.30	2.70	2.00	3.25	1.67***
Production-Technological	2.33	2.56	1.88	2.60	2.00	1.37****
Managerial Development	2.33	2.30	2.30	2.88	3.50	2.67

Statistics: The Mann-Whitney U Test

(a) The lower the mean score, the higher the importance

Score ranges from 1 = Most Important to 5 = Least Important

*p < .008 (one-tailed test)

**p < .004 (one-tailed test)

***p < .01 (one-tailed test)

****p < .025 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.31 of the NOCAM questionnaire.

TABLE 6-17

Corporate and Divisional Managements' Rankings
of Strategic Choices for Division Over Last 5 years

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Most Important	M	(M	P/T	M	P/T	P/T
2nd Most Important	(P/T	(MD	F	P/T	F	F
3rd Most Important	(MD	F	MD	MD	M	M
4th Most Important	F	P/T	M	F	MD	MD

Key: Financial (F)

Production-Technological (P/T)

Marketing (M)

Management Development (MD)

Legend: Equally Important (

N.B. Analysis based on corporate and divisional responses, as captured through Q.31 of the NOCAM questionnaire.

TABLE 6-18

Difference in Corporate and Divisional Managements' Importance Scoring
of Strategic Choices for Division over Coming 5 Years (a)

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Financial	2.23	2.14	1.82	2.58	2.17	1.46*
Marketing	1.75	1.40	2.10	1.67	2.25	1.44
Production-Technological	1.08	1.14	1.48	1.83	1.17	1.07
Managerial Development	1.88	1.60	2.00	2.00	3.00	2.39

Statistics: The Mann-Whitney U Test

(a) The lower the mean score, the higher the importance

Score ranges from 1 = Most Important to 5 = Least Important

*p < .024 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.31 of the NOCAM questionnaire.

TABLE 6-19

Corporate and Divisional Managements' Rankings
of Strategic Choices for Division Over Coming 5 Years

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Most Important	P/T	P/T	P/T	M	P/T	P/T
2nd Most Important	M	M	F	P/T	F	M
3rd Most Important	MD	MD	MD	MD	M	F
4th Most Important	F	F	M	F	MD	MD

Key: Financial (F) Production-Technological (P/T)
Marketing (M) Management Development (MD)

N.B. Analysis based on corporate and divisional responses, as captured through Q.31 of the NOCAM questionnaire.

TABLE 6-20

Difference in Corporate and Divisional Managements' Importance Scoring
of Overall Goal Sets for Division (a)

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Overall Financial Goals	2.20	2.26	2.22	2.48	2.88	2.55
Overall Product-Market Goals	4.03	3.08*	2.83	3.25	1.75	2.69
Major Operating Goals	3.14	3.42	3.44	2.53	3.30	2.72
Other Goals	4.23	3.94	3.33	3.03	3.50	4.19

Statistics: The Mann-Whitney U Test

(a) The lower the mean score, the higher the importance.

Score ranges from 1 = Most Important to 5 = Least Important

*p < .05 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.8 of the NOCAM questionnaire.

TABLE 6-21

Corporate and Divisional Managements' Rankings
of Overall Goal Sets for Division

	<u>ALPHA</u>		<u>BETA</u>		<u>SIGMA</u>	
	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>	<u>C</u>	<u>D</u>
Most Important	F	F	F	F	P-M	F
2nd Most Important	O	P-M	P-M	O	F	P-M
3rd Most Important	P-M	O	Ot	Ot	O	O
4th Most Important	Ot	Ot	O	P-M	Ot	Ot

Key: Overall Financial Goals (F) Overall Product-Market Goals (P-M)
Major Operating Goals (O) Other Goals (Ot)

N.B. Analysis based on corporate and divisional responses, as captured through Q.8 of the NOCAM questionnaire.

CHAPTER 8

THE TRANSLATION FUNCTION AND DECISION-MAKING PROCESSES

TABLE 8-1

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>PERMEATION</u>	<u>FORMALISATION</u>	<u>OPERATIONALISATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		56%	56%	56%
	DIV	Pe	CORP		60%	49%	40%
	DIV	Ae	CORP		81%	84%	53%
	CORP	Pe	DIV		94%	100%	63%
<u>BETA</u>	CORP	Ae	DIV		55%	22%	22%
	DIV	Pe	CORP		44%	37%	33%
	DIV	Ae	CORP		70%	67%	41%
	CORP	Pe	DIV		56%	22%	11%
<u>SIGMA</u>	CORP	Ae	DIV		67%	56%	11%
	DIV	Pe	CORP		100%	100%	86%
	DIV	Ae	CORP		100%	100%	71%
	CORP	Pe	DIV		67%	44%	11%

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation

TABLE 8-2

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are held
with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>PERMEATION</u>	<u>FORMALISATION</u>	<u>OPERATIONALISATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.33	2.67	3.44
	DIV	Pe	CORP		3.23 (n.s.)	3.48 (n.s.)	3.76 (n.s.)
	DIV	Ae	CORP		3.57	3.42	2.20
	CORP	Pe	DIV		2.33 (p<.01)	1.94 (p<.0001)	1.40 (n.s.)
<u>BETA</u>	CORP	Ae	DIV		3.20	3.00	3.00
	DIV	Pe	CORP		2.67 (n.s.)	2.70 (n.s.)	3.33 (n.s.)
	DIV	Ae	CORP		2.42	2.50	2.18
	CORP	Pe	DIV		2.80 (n.s.)	2.50 (n.s.)	3.00 (n.s.)
<u>SIGMA</u>	CORP	Ae	DIV		1.67	1.20	4.00
	DIV	Pe	CORP		3.00 (p<.04)	3.00 (p<.01)	3.33 (n.s.)
	DIV	Ae	CORP		3.14	3.43	3.04
	CORP	Pe	DIV		1.83 (p<.01)	1.75 (p<.003)	2.00 (n.s.)

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation

Statistics: The Mann-Whitney U Test (one-tailed test)

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.

Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

TABLE 8-3

Correlation of Environmental - State Factors to the Extensity, Intensity and Importance of Actual Expectations connected with the Permeation Issue (Firm ALPHA)

	<u>Extensity</u> <u>of</u> <u>Interactions</u>	<u>Intensity</u> <u>of</u> <u>Interactions</u>	<u>Importance</u> <u>of</u> <u>Interactions</u>
Competition Experienced			
FOTE	0.52	0.25	0.26
SOTE	0.20	0.04	0.09
TOTE	0.86*	0.46	0.76*
Overall	0.03	0.05	0.23
Competition Expected			
FOTE	0.07	0.57	0.68*
SOTE	0.29	0.35	0.13
TOTE	0.86*	0.46	0.76*
Overall	0.23	0.85*	0.85*
Importance of Competition			
FOTE	0.77*	0.22	0.53
SOTE	0.73*	0.67*	0.80*
TOTE	0.60	0.49	0.77*
Overall	0.80*	0.38	0.66*

Key: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 Overall - All External Environments

Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .05 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 8-4

Correlation of Environmental - State Factors to the Extensity, Intensity and
Importance of Actual Expectations connected with the Permeation
Issue (Firm BETA)

	<u>Extensity</u> <u>of</u> <u>Interactions</u>	<u>Intensity</u> <u>of</u> <u>Interactions</u>	<u>Importance</u> <u>of</u> <u>Interactions</u>
Competition Experienced			
FOTE	-0.23	-0.66	-0.24
SOTE	-0.02	-0.58	-0.12
TOTE	-0.69	-0.70	-0.07
Overall	-0.59	-0.67	-0.17
Competition Expected			
FOTE	-0.55	-0.43	-0.24
SOTE	-0.28	-0.52	0.17
TOTE	-0.70	-0.35	-0.32
Overall	-0.63	-0.51	-0.17
Importance of Competition			
FOTE	0.05	0.68	0.21
SOTE	0.16	-0.62	0.14
TOTE	-0.65	-0.47	0.02
Overall	-0.35	-0.01	0.14

Key: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 Overall - All External Environments

Statistics: Spearman's Rank Correlation Coefficient (rho)

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 8-5

Correlation of Environmental - State Factors to the Extensity, Intensity and Importance of Actual Expectations connected with the Permeation Issue (Firm SIGMA)

	<u>Extensity</u> <u>of</u> <u>Interactions</u>	<u>Intensity</u> <u>of</u> <u>Interactions</u>	<u>Importance</u> <u>of</u> <u>Interactions</u>
Competition Experienced			
FOTE	0.31	0.42	0.46
SOTE	0.31	0.55	0.34
TOTE	0.09	-0.18	0.03
Overall	0.39	0.49	0.42
Competition Expected			
FOTE	0.39	0.38	0.55
SOTE	0.43	0.58	0.52
TOTE	0.21	-0.29	-0.17
Overall	0.39	0.35	0.36
Importance of Competition			
FOTE	0.40	0.40	0.52
SOTE	0.37	0.22	0.42
TOTE	0.41	0.44	0.47
Overall	0.39	0.31	0.45

Key: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 Overall - All External Environments

Statistics: Spearman's Rank Correlation Coefficient (rho)

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 8-6

Correlation of the Potency of Competition to Erode Divisional
Profitability to the Satisfaction of Actual Expectations
Connected with the Permeation Issue

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Importance of Competition			
FOTE	-0.08	-0.55*	-0.57*
SOTE	0.30	-0.53*	0.11
TOTE	-0.32	0.40	0.37
Overall	0.03	-0.54*	0.41

Key: FOTE - First Order Task Environment
 SOTE - Second Order Task Environment
 TOTE - Third Order Task Environment
 Overall - All External Environments

Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .10 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through Q.29 of the NOCAM questionnaire.

TABLE 8-7

The Actual and Desired
Objective Setting Approach (a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Actual Approach	3.44	3.56	3.08
Desired Approach	3.89	4.78	4.31
Difference	0.45	1.22*	1.23**

Statistics: The Mann Whitney U Test

*p < .025 (one-tailed test)

**p < .005 (one-tailed test)

(a) The higher the mean score, the more participative is the approach.

Score ranges from 1 = Non-Participative to 5 = Fully Participative

N.B. Analysis based on corporate and divisional responses, as captured through Q.19 of the NOCAM questionnaire.

TABLE 8-8

Locus of Divisional Decision-Making (Centralisation Index) (a)			
	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Major Policies and Long Range Planning	1.50	1.22	1.54
2. Sales, Product Mix, Quality Standards and Efficiency Standards	1.07	1.08	1.40
3. Manpower Needs, Selection of Executive Personnel and Executive Performance Appraisal Systems	1.73	1.26	1.69
Composite Operational Decisions (b)	1.40	1.17	1.55
4. Degree of Information Sharing	1.27	2.00	1.77
Overall Centralisation Index (c)	1.37	1.27	1.55

(a) The higher the mean score, the more centralised is decision-making. Score ranges from 1 = Low Centralisation to 3 = High Centralisation.

(b) Composite analysis based on the mean of items within sub-scores 1 and 2.

(c) Composite analysis based on the mean of items within sub-scores 1, 2, 3, and 4

N.B. Analysis based on corporate and divisional responses, as captured through Q.16 of the NOCAM questionnaire.

TABLE 8-9

Distribution of Corporate and Divisional Influence Over Broad Divisional Policy Decisions			
	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Corporate Influence (a)			
Actual Level	3.73	3.63	3.71
Desired Level	3.58	4.00	3.42
Divisional Influence (a)			
Actual Level	2.80	3.03	2.18
Desired Level	3.27	3.44	2.40
Total Corporate and Divisional Influence (b)			
Actual Level	6.53	6.66	5.89
Desired Level	6.85	7.44	5.82

(a) The higher the mean score, the higher is the level of influence exerted over broad divisional policy decisions. Score ranges from 1 = Little or No Influence to 5 = A Very Great Deal of Influence.

(b) Composite score based on the sum of the corporate and divisional influence scores.

N.B. Analysis based on corporate and divisional responses, as captured through Q.14 of the NOCAM questionnaire.

TABLE 8-10

The Intensity of Formalisation Interaction between
Corporate and Divisional Managements

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
CORP Ae DIV (a)	2.67	3.00	1.20
DIV Ae CORP	3.42	2.50	3.43
Total Interaction (b)	6.09	5.50	4.63

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with this issue. Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

(b) Composite score based on the sum of the proportion of corporate and divisional managements' actual expectations.

N.B. Analysis based on corporate and divisional responses, as captured through the Expectations Analysis Forms.

TABLE 8-11

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>PERMEATION</u>	<u>FORMALISATION</u>	<u>OPERATIONALISATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		3.70	4.11	4.78
					(n.s.)	(n.s.)	(p<.01)
	DIV	Pe	CORP		3.50	3.86	3.69
					(n.s.)	(n.s.)	(p<.001)
	DIV	Ae	CORP		3.74	3.71	3.35
					(n.s.)	(n.s.)	(p<.001)
	CORP	Pe	DIV		3.13	3.00	1.60
<u>BETA</u>	CORP	Ae	DIV		3.80	4.00	4.50
					(n.s.)	(n.s.)	(p<.05)
	DIV	Pe	CORP		3.42	3.60	3.10
					(n.s.)	(n.s.)	(n.s.)
	DIV	Ae	CORP		3.47	2.94	3.70
					(n.s.)	(n.s.)	(n.s.)
	CORP	Pe	DIV		3.40	3.50	3.00
<u>SIGMA</u>	CORP	Ae	DIV		3.17	2.80	3.00
					(n.s.)	(n.s.)	(n.s.)
	DIV	Pe	CORP		3.71	3.86	4.50
					(p<.002)	(n.s.)	(n.s.)
	DIV	Ae	CORP		4.29	2.75	3.60
					(p<.002)	(n.s.)	(n.s.)
	CORP	Pe	DIV		2.50	4.00	2.00

Key: CORP - Corporate Management
DIV - Divisional Management
Ae - Actual Expectation
Pe - Perceived Expectation

Statistics: The Mann-Whitney U Test (one-tailed test)

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues. Score ranges from 1 = Completely Unimportant to 5 = Very Important

TABLE 8-12

Nature of Corporate Involvement With Key
Divisional Functions (a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Financial / control	1.38	1.11	1.50
2. Long-range planning	1.50	1.25	1.33
3. Legal	1.64	1.63	1.91
4. Industrial Relations	1.42	1.29	1.50
5. Operations Research	1.78	1.00	2.00
6. Marketing	1.00	1.20	2.00
7. Manufacturing / industrial engineering	1.60	2.00	1.77
8. Planning and scheduling of output	1.00	-	1.80
9. Purchasing	1.88	2.00	1.83
10. Engineering (other than industrial)	1.75	2.00	1.88
11. Research and development	1.00	1.80	1.73
Overall Involvement Index (b)	1.66	1.38	1.71

(a) The higher the mean score, the more involved is corporate management in the key divisional functions. Score ranges from 1 = Policy Setting Involvement only; i.e., setting policies, advising, providing basic approaches to 2 = Active Operating Involvement; e.g., actually carrying out some purchasing activities for division.

(b) Composite score based on the mean of the previous eleven sub-scores.

N.B. Analysis based on corporate and divisional responses, as captured through Q.17 of the NOCAM questionnaire.

TABLE 8-13

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>PERMEATION</u>	<u>FORMALISATION</u>	<u>OPERATIONALISATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.67	3.22	3.22
					(n.s.)	(n.s.)	(n.s.)
	DIV	Pe	CORP		3.12	3.15	3.50
<u>BETA</u>	DIV	Ae	CORP		3.32	3.46	3.33
					(n.s.)	(n.s.)	(n.s.)
	CORP	Pe	DIV		3.40	3.25	3.30
<u>SIGMA</u>	CORP	Ae	DIV		3.40	4.00	4.00
					(n.s.)	(n.s.)	(n.s.)
	DIV	Pe	CORP		3.00	3.44	3.25
<u>SIGMA</u>	DIV	Ae	CORP		3.00	2.93	3.00
					(n.s.)	(n.s.)	(n.s.)
	CORP	Pe	DIV		3.40	3.50	4.00
<u>SIGMA</u>	CORP	Ae	DIV		3.50	3.33	n.a.
					(n.s.)	(n.s.)	--
	DIV	Pe	CORP		3.57	3.43	4.00
<u>SIGMA</u>	DIV	Ae	CORP		3.71	3.57	3.60
					(n.s.)	(n.s.)	(n.s.)
	CORP	Pe	DIV		3.67	3.25	2.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 n.a. - not available

Statistics: The Mann-Whitney U Test (one-tailed test)

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues. Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied

TABLE 8-14

Correlation of the Actual Expectations connected with the
Formalisation Issue with the Actual Expectations
connected with the Operationalisation Issue

	<u>Operationalisation</u>		
	<u>Extensivity</u>	<u>Intensity</u>	<u>Satisfaction</u>
<u>ALPHA</u>			
Formalisation			
Extensivity	0.52	0.64	0.35
Intensity	0.20	0.94*	0.76
Satisfaction	-0.31	0.60	0.82*
<u>BETA</u>			
Formalisation			
Extensivity	0.94**	0.28	0.68
Intensity	0.46	0.93*	0.94**
Satisfaction	0.47	0.40	0.78
<u>SIGMA</u>			
Formalisation			
Extensivity	1.00**	1.00**	1.00**
Intensity	-0.41	0.10	0.91*
Satisfaction	-0.41	0.42	0.93*

Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .05 (one-tailed test)

**p < .01 (one-tailed test)

N.B. Analysis based on corporate and divisional responses, as captured through the Expectations Analysis Forms.

TABLE 8-15

The Rapidity and Importance of Change Due
to Technological Advancements

	<u>Division</u> <u>Alpha</u>	<u>Division</u> <u>Beta</u>	<u>Division</u> <u>Sigma</u>
<u>Rapidity of Change</u> (a)			
1. Manufacturing processes	3.67	2.86	4.42
2. Products	3.11	3.25	4.58
Overall Rapidity Index (c)	3.39	3.13	4.46
<u>Importance of Change</u> (b)			
1. Manufacturing processes	4.67	3.29	4.69
2. Products	4.11	4.00	5.00
Overall Importance Index (c)	4.39	3.69	4.85

(a) The higher the mean score, the more rapid the change. Score ranges from 1 = Very Slow Change to 5 = Very Rapid Change.

(b) The higher the mean score, the more important the change in affecting divisional profitability. Score ranges from 1 = Completely Unimportant to 5 = Very Important

(c) Composite score based on the mean of the previous two sub-scores.

N.B. Analysis based on corporate and divisional responses, as captured through Q.30 of the NOCAM questionnaire.

TABLE 8-16

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	Respondent		Object		INTERACTION ISSUES		
	Group		Group		RATIONALISATION	RECONSTITUTION	DEPLOYMENT
<u>ALPHA</u>	CORP	Ae	DIV		2.90	N.E.H.	1.00
	DIV	Pe	CORP		3.50	3.93	4.00
	DIV	Ae	CORP		3.87	3.00	3.50
	CORP	Pe	DIV		2.40	2.08	1.00
<u>BETA</u>	CORP	Ae	DIV		4.33	5.00	N.E.H.
	DIV	Pe	CORP		3.79	3.25	3.75
	DIV	Ae	CORP		2.92	2.78	2.71
	CORP	Pe	DIV		3.00	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		1.83	1.00	2.00
	DIV	Pe	CORP		3.38	2.67	1.50
	DIV	Ae	CORP		2.50	2.00	2.60
	CORP	Pe	DIV		1.50	1.50	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.

Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion

TABLE 8-17

 Overstatement of Divisional Needs (a)

	<u>Necessity</u> <u>to Overstate</u> <u>(Divisional Response)</u>	<u>Tendency</u> <u>to Overstate</u> <u>(Corporate Response)</u>
ALPHA	2.25	2.83
BETA	2.00	3.00
SIGMA	2.67	3.00

(a) The higher the mean score, the higher the necessity / tendency to overstate divisional needs. Score ranges from 1 = Never Necessary to Overstate / Never Tend to Overstate to 5 = Always Necessary to Overstate / Always Tend to Overstate

N.B. Analysis based on corporate and divisional responses, as captured through Q.15 of the NOCAM questionnaire.

TABLE 8-18

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>RATIONALISATION</u>	<u>RECONSTITUTION</u>	<u>DEPLOYMENT</u>
<u>ALPHA</u>	CORP	Ae	DIV		4.40	N.E.H.	3.00
	DIV	Pe	CORP		3.30	3.86	5.00
	DIV	Ae	CORP		3.50	3.50	3.67
	CORP	Pe	DIV		3.53	3.08	1.50
<u>BETA</u>	CORP	Ae	DIV		4.17	4.00	N.E.H.
	DIV	Pe	CORP		3.15	3.50	4.25
	DIV	Ae	CORP		3.77	3.47	3.00
	CORP	Pe	DIV		4.00	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		2.33	2.00	5.00
	DIV	Pe	CORP		4.20	3.67	3.50
	DIV	Ae	CORP		4.17	3.25	3.20
	CORP	Pe	DIV		3.00	3.50	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectations Held

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues.

Score ranges from 1 = Completely Unimportant to 5 = Very Important

TABLE 8-19

Promptness of Corporate Response
to Divisional Requests (a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Requests for funds on new capital projects	2.80	2.88	2.17
2. Approval for starting new commercial or production activities	2.60	2.88	2.75
3. Requests for non-routine information	2.70	2.63	2.00
4. Approval for major revision of current commercial or production practices	2.60	2.67	2.17
5. Requests for centralised services	2.90	2.25	2.92
Overall Request Index (b)	2.72	2.66	2.40

(a) The higher the mean score, the more prompt is corporate management's response to divisional requests. Score ranges from 1 = Seldom Prompt to 5 = Always Very Prompt.

(b) Composite score based on the mean of the previous five sub-scores.

N.B. Analysis based on corporate and divisional responses, as captured through Q.12 of the NOCAM questionnaire.

TABLE 8-20

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>RATIONALISATION</u>	<u>RECONSTITUTION</u>	<u>DEPLOYMENT</u>
<u>ALPHA</u>	CORP	Ae	DIV		56%	N.E.H.	25%
	DIV	Pe	CORP		23%	16%	2%
	DIV	Ae	CORP		41%	7%	9%
	CORP	Pe	DIV		94%	81%	38%
<u>BETA</u>	CORP	Ae	DIV		44%	11%	N.E.H.
	DIV	Pe	CORP		44%	15%	15%
	DIV	Ae	CORP		47%	26%	26%
	CORP	Pe	DIV		67%	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		44%	22%	11%
	DIV	Pe	CORP		86%	43%	29%
	DIV	Ae	CORP		100%	57%	71%
	CORP	Pe	DIV		22%	11%	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

TABLE 8-21

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>EMPOWERMENT</u>	<u>RESPONDING</u>	<u>REPRESENTING</u>
<u>ALPHA</u>	CORP	Ae	DIV		25%	50%	25%
	DIV	Pe	CORP		N.E.H.	75%	N.E.H.
	DIV	Ae	CORP		33%	100%	100%
	CORP	Pe	DIV		38%	100%	75%
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	25%
	DIV	Pe	CORP		15%	25%	50%
	DIV	Ae	CORP		37%	50%	50%
	CORP	Pe	DIV		N.E.H.	N.E.H.	25%
<u>SIGMA</u>	CORP	Ae	DIV		11%	100%	75%
	DIV	Pe	CORP		29%	67%	50%
	DIV	Ae	CORP		86%	100%	80%
	CORP	Pe	DIV		11%	33%	33%

Key:

- CORP - Corporate Management
- DIV - Divisional Management
- Ae - Actual Expectation
- Pe - Perceived Expectation
- N.E.H. - No Expectation Held

TABLE 8-22

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>EMPOWERMENT</u>	<u>RESPONDING</u>	<u>REPRESENTING</u>
<u>ALPHA</u>	CORP	Ae	DIV		1.00	3.20	4.50
	DIV	Pe	CORP		N.E.H.	4.00	N.E.H.
	DIV	Ae	CORP		4.19	3.70	3.35
	CORP	Pe	DIV		1.00	2.40	2.40
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	1.00
	DIV	Pe	CORP		3.25	3.20	1.84
	DIV	Ae	CORP		2.89	2.00	1.60
	CORP	Pe	DIV		N.E.H.	N.E.H.	2.00
<u>SIGMA</u>	CORP	Ae	DIV		2.00	2.00	2.00
	DIV	Pe	CORP		1.50	3.00	2.00
	DIV	Ae	CORP		2.83	2.20	1.75
	CORP	Pe	DIV		1.00	2.50	1.33

Key:

- CORP - Corporate Management
- DIV - Divisional Management
- Ae - Actual Expectation
- Pe - Perceived Expectation
- N.E.H. - No Expectation Held

(a) The higher the mean score; the higher the proportion of expectations which are held in connection with these issues. Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion

TABLE 8-23

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>EMPOWERMENT</u>	<u>RESPONDING</u>	<u>REPRESENTING</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.00	1.40	1.00
	DIV	Pe	CORP		N.E.H.	3.50	N.E.H.
	DIV	Ae	CORP		4.12	2.90	2.40
	CORP	Pe	DIV		1.67	2.05	3.07
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	3.00
	DIV	Pe	CORP		4.00	2.60	3.00
	DIV	Ae	CORP		3.22	3.20	2.40
	CORP	Pe	DIV		N.E.H.	N.E.H.	2.00
<u>SIGMA</u>	CORP	Ae	DIV		5.00	3.67	2.00
	DIV	Pe	CORP		4.50	2.25	3.33
	DIV	Ae	CORP		3.50	2.60	2.00
	CORP	Pe	DIV		2.00	3.00	3.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues. Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 8-24

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>CONDITIONING</u>	<u>FORMATION</u>	<u>EFFORT-STIPULATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		50%	25%	N.E.H.
	DIV	Pe	CORP		75%	N.E.H.	N.E.H.
	DIV	Ae	CORP		100%	50%	100%
	CORP	Pe	DIV		100%	75%	50%
<u>BETA</u>	CORP	Ae	DIV		25%	25%	N.E.H.
	DIV	Pe	CORP		50%	75%	50%
	DIV	Ae	CORP		75%	75%	75%
	CORP	Pe	DIV		25%	N.E.H.	25%
<u>SIGMA</u>	CORP	Ae	DIV		100%	33%	33%
	DIV	Pe	CORP		83%	33%	50%
	DIV	Ae	CORP		100%	83%	50%
	CORP	Pe	DIV		33%	33%	33%

Key:

- CORP - Corporate Management
- DIV - Divisional Management
- Ae - Actual Expectation
- Pe - Perceived Expectation
- N.E.H. - No Expectation Held

TABLE 8-25

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>CONDITIONING</u>	<u>FORMATION</u>	<u>EFFORT-STIPULATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		3.20	1.00	N.E.H.
	DIV	Pe	CORP		4.00	N.E.H.	N.E.H.
	DIV	Ae	CORP		3.60	3.25	3.32
	CORP	Pe	DIV		2.23	1.00	1.50
<u>BETA</u>	CORP	Ae	DIV		1.00	4.00	N.E.H.
	DIV	Pe	CORP		1.92	3.33	4.17
	DIV	Ae	CORP		1.63	2.08	3.33
	CORP	Pe	DIV		2.00	N.E.H.	3.00
<u>SIGMA</u>	CORP	Ae	DIV		1.75	1.00	1.00
	DIV	Pe	CORP		2.00	2.50	2.67
	DIV	Ae	CORP		2.17	2.00	2.00
	CORP	Pe	DIV		2.75	3.00	2.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues. Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion

TABLE 8-26

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>CONDITIONING</u>	<u>FORMATION</u>	<u>EFFORT-STIPULATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		1.40	4.00	N.E.H.
	DIV	Pe	CORP		2.17	N.E.H.	N.E.H.
	DIV	Ae	CORP		2.60	2.75	2.34
	CORP	Pe	DIV		2.30	3.00	3.00
<u>BETA</u>	CORP	Ae	DIV		3.00	2.00	N.E.H.
	DIV	Pe	CORP		1.63	1.89	1.67
	DIV	Ae	CORP		2.50	2.33	2.75
	CORP	Pe	DIV		3.00	N.E.H.	2.00
<u>SIGMA</u>	CORP	Ae	DIV		3.50	1.00	4.00
	DIV	Pe	CORP		2.40	2.50	2.33
	DIV	Ae	CORP		2.25	3.00	3.00
	CORP	Pe	DIV		2.00	2.00	3.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues
 Score ranges from 1 = Completely Unimportant to 5 = Very Important

TABLE 8-27

Multi-Items Measure of
Corporate Leadership Quality (a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Corporate executives encourage divisional managers to approach them for advice and assistance	3.40	2.50	3.44
2. Corporate executives are useful as a source for advice and assistance	4.00	3.25	3.55
3. Corporate executives are receptive to divisional managers' ideas and suggestions	3.20	2.75	3.67
4. Corporate executives are keen to know divisional managers' problems and difficulties	3.60	2.75	3.67
5. Corporate executives are conscious of their responsibilities toward their divisions	3.80	3.50	3.67
6. Corporate executives discharge their responsibilities toward their divisions successfully	3.50	3.75	3.33
7. Corporate executives are easily accessible for advice and assistance	4.00	3.00	3.67
Overall Leadership Index (b)	3.64	3.07	3.57

(a) The higher the mean score, the higher the leadership quality. Score ranges from 1 = A Very Small Extent to 5 = A Very Large Extent.

(b) Composite Score based on the mean of the previous seven sub-scores.

N.B. Analysis based on divisional responses only, as captured through Q.25 of the NOCAM questionnaire.

TABLE 8-28

Extent of Role Conflict and Ambiguity ^(a)

<u>Divisions</u>	<u>Role Conflict</u>	<u>Role Ambiguity</u>
Alpha	3.43	3.88
Beta	3.82	4.16
Sigma	3.18	3.03

(a) The higher the mean score, the less evident is role conflict / role ambiguity. Score ranges from 1 = Very High Role Conflict / Role Ambiguity to 5 = Very Low Role Conflict / Role Ambiguity.

N.B. Analysis based on divisional responses only, as captured through Q.33 of the NOCAM questionnaire.

TABLE 8-29

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>EMPOWERMENT</u>	<u>RESPONDING</u>	<u>REPRESENTING</u>
<u>ALPHA</u>	CORP	Ae	DIV		4.00	2.60	2.50
	DIV	Pe	CORP		N.E.H.	2.50	N.E.H.
	DIV	Ae	CORP		4.33	2.43	2.75
	CORP	Pe	DIV		4.00	2.15	2.20
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	2.00
	DIV	Pe	CORP		4.00	2.00	2.33
	DIV	Ae	CORP		3.00	3.30	3.30
	CORP	Pe	DIV		N.E.H.	N.E.H.	3.00
<u>SIGMA</u>	CORP	Ae	DIV		n.a.	3.00	3.00
	DIV	Pe	CORP		3.00	2.50	2.67
	DIV	Ae	CORP		4.67	2.33	2.20
	CORP	Pe	DIV		4.00	3.00	2.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held
 n.a. - not available

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues. Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied.

TABLE 8-30

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>CONDITIONING</u>	<u>FORMATION</u>	<u>EFFORT-STIPULATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.55	2.00	N.E.H.
	DIV	Pe	CORP		2.50	N.E.H.	N.E.H.
	DIV	Ae	CORP		2.55	2.50	2.58
	CORP	Pe	DIV		2.15	2.05	1.50
<u>BETA</u>	CORP	Ae	DIV		2.00	1.00	N.E.H.
	DIV	Pe	CORP		2.08	3.00	2.00
	DIV	Ae	CORP		3.30	3.00	3.50
	CORP	Pe	DIV		3.00	N.E.H.	2.00
<u>SIGMA</u>	CORP	Ae	DIV		3.00	n.a.	3.00
	DIV	Pe	CORP		2.30	3.00	3.33
	DIV	Ae	CORP		2.17	1.75	2.00
	CORP	Pe	DIV		2.75	2.00	3.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held
 n.a. - not available

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues. Score ranges from 1 = Not Satisfied At All to 5=Completely Satisfied.

TABLE 8-31

Correlation of the Extent of Role Conflict
to the Satisfaction of Actual Expectations Connected
with the Conditioning, Responding and Representing Issues

<u>Divisions</u>	<u>Conditioning</u>	<u>Responding</u>	<u>Representing</u>
Alpha	0.96** (N=4)	0.84*** (N=4)	0.85*** (N=4)
Beta	N.C.	N.C.	N.C.
Sigma	0.99* (N=6)	0.99* (N=6)	0.98* (N=5)
All (a)	0.95* (N=12)	0.93* (N=12)	0.84* (N=11)

Statistics: Spearman's Rank Correlation Coefficient (rho)

* $p < .01$ (one-tailed test)

** $p < .05$ (one-tailed test)

*** $p < .10$ (one-tailed test)

(a) Composite analysis based on responses obtained from
all focal divisions

N.C. - Not Computable as $N < 3$

N.B. Analysis based on divisional responses only, as captured
through the Expectations Analysis Forms and Q. 33 of the
NOCAM questionnaire.

TABLE 8-32

 Emphasis and Satisfaction with Rules

	<u>Alpha</u>	<u>Beta</u>	<u>Sigma</u>
1. Amount of Rules (a)	2.75	2.75	3.65
2. Types of Rules (b)	3.40	3.00	2.88
Emphasis on Rules (c)	1.65	1.87	2.10
3. Detailed Rules (d)	4.00	3.00	3.00
4. General Rules (d)	4.00	3.33	2.80
Satisfaction with Rules (e)	4.00	3.13	2.90

- (a) The higher the mean score, the higher the amount of rules that were prescribed for the activities of divisional managers. Score ranges from 1 = 0% to 20% of Activities to 5 = 80% to 100% of Activities
- (b) The higher the mean score, the more specific are the prescribed rules. Score ranges from 1 = Very General and Broad Rules to 5 = Very Detailed and Comprehensive Rules.
- (c) Composite analysis based on the product of sub-scores 1 and 2, and scaled down by a divisor of 5. Score ranges from 1 = Very Low Emphasis on Rules to 5 = Very High Emphasis on Rules.
- (d) The higher the mean score, the higher is the satisfaction level. Score ranges from 1 = Completely Dissatisfied to 5 = Completely Satisfied.
- (e) Composite analysis based on the mean of sub-scores 3 and 4. Score ranges from 1 = Completely Dissatisfied with Rules to 5 = Completely Satisfied with Rules

N.B. Analysis based on divisional responses only, as captured through Q.26 and Q.28 of the NOCAM questionnaire.

TABLE 8-33

Correlation Analysis of
Factors Related to Job Autonomy

	<u>Alpha</u>	<u>Beta</u>	<u>Sigma</u>	<u>All</u> ^(a)
High emphasis on work rules -				
High emphasis on work outcomes	N.C.	N.C.	0.58 (N=5)	0.46** (N=10)
High emphasis on work rules -				
High satisfaction with rules	-0.58 (N=4)	-0.17 (N=4)	0.71* (N=9)	0.35 (N=17)
High influence on rules formulation -				
High satisfaction with rules	0.57 (N=5)	0.30 (N=4)	0.33 (N=9)	0.39** (N=18)
High influence on rules formulation -				
High emphasis on work rules	-0.46 (N=4)	-0.58 (N=4)	0.63* (N=9)	0.30 (N=17)

Statistics: Spearman's Rank Correlation Coefficient (rho)

* $p < .05$ (one-tailed test)

** $p < .10$ (one-tailed test)

N.C. - Not Computable as $N < 3$

(a) Composite analysis based on responses obtained from all focal divisions.

N.B. Analysis based on divisional responses only, as captured through the Expectations Analysis Forms and Q.26, Q.27 and Q.28 of the NOCAM questionnaire.

TABLE 8-34

Correlation of the Extent of Role Ambiguity
to the Satisfaction of Actual Expectations Connected
with the Formation and Effort-Stipulation Issues

<u>Divisions</u>	<u>Formation</u>	<u>Effort-Stipulation</u>
Alpha	N.C.	0.99* (N=4)
Beta	N.C.	N.C.
Sigma	0.86** (N=4)	0.82** (N=4)
All (a)	0.77* (N=7)	0.82* (N=8)

Statistics: Spearman's Rank Correlation Coefficient (rho)

* $p < .05$ (one-tailed test)

** $p < .10$ (one-tailed test)

(a) Composite analysis based on responses obtained from all focal divisions.

N.C. - Not Computable as $N < 3$

N.B. Analysis based on divisional responses only, as captured through the Expectations Analysis Forms and Q.33 of the NOCAM questionnaire.

TABLE 8-35

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>RATIONALISATION</u>	<u>RECONSTITUTION</u>	<u>DEPLOYMENT</u>
<u>ALPHA</u>	CORP	Ae	DIV		3.60	N.E.H.	3.00
	DIV	Pe	CORP		3.32	3.29	4.00
	DIV	Ae	CORP		3.66	2.75	3.50
	CORP	Pe	DIV		4.07	3.54	4.00
<u>BETA</u>	CORP	Ae	DIV		3.83	5.00	N.E.H.
	DIV	Pe	CORP		3.33	4.00	4.00
	DIV	Ae	CORP		3.50	3.06	3.20
	GORP	Pe	DIV		4.00	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		4.00	3.00	n.a.
	DIV	Pe	CORP		3.70	3.67	3.00
	DIV	Ae	CORP		3.25	3.62	4.00
	CORP	Pe	DIV		3.50	3.00	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H.- No Expectation Held
 n.a. - not available

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues.
 Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied.

CHAPTER 9

FACILITATION FUNCTION AND LEADERSHIP PATTERNS

TABLE 9-1

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>DEVELOPMENT</u>	<u>DIRECTION</u>	<u>MOTIVATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	25%
	DIV	Pe	CORP		N.E.H.	50%	N.E.H.
	DIV	Ae	CORP		100%	100%	75%
	CORP	Pe	DIV		50%	N.E.H.	75%
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	50%	25%
	DIV	Pe	CORP		N.E.H.	25%	50%
	DIV	Ae	CORP		75%	75%	67%
	CORP	Pe	DIV		75%	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		N.E.H.	33%	33%
	DIV	Pe	CORP		33%	33%	50%
	DIV	Ae	CORP		67%	67%	75%
	CORP	Pe	DIV		33%	50%	33%

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

TABLE 9-2

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>DEVELOPMENT</u>	<u>DIRECTION</u>	<u>MOTIVATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	4.80
	DIV	Pe	CORP		N.E.H.	5.00	N.E.H.
	DIV	Ae	CORP		3.38	3.25	3.20
	CORP	Pe	DIV		1.00	N.E.H.	2.20
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	2.50	1.00
	DIV	Pe	CORP		N.E.H.	4.00	3.70
	DIV	Ae	CORP		3.33	3.53	2.25
	CORP	Pe	DIV		3.60	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		N.E.H.	2.00	5.00
	DIV	Pe	CORP		4.00	1.00	3.00
	DIV	Ae	CORP		2.00	2.50	3.44
	CORP	Pe	DIV		1.00	2.00	2.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.

Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

TABLE 9-3

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>DEVELOPMENT</u>	<u>DIRECTION</u>	<u>MOTIVATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	4.00
	DIV	Pe	CORP		N.E.H.	3.50	N.E.H.
	DIV	Ae	CORP		3.75	3.31	4.00
	CORP	Pe	DIV		2.50	N.E.H.	3.53
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	3.00	2.00
	DIV	Pe	CORP		N.E.H.	4.25	4.20
	DIV	Ae	CORP		3.27	3.93	4.00
	CORP	Pe	DIV		3.93	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		N.E.H.	3.50	4.80
	DIV	Pe	CORP		3.00	3.00	4.00
	DIV	Ae	CORP		3.50	3.50	4.53
	CORP	Pe	DIV		3.00	2.50	3.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H.- No Expectation Held

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues.

Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 9-4

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>DEVELOPMENT</u>	<u>DIRECTION</u>	<u>MOTIVATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		N.E.H.	N.E.H.	3.80
	DIV	Pe	CORP		N.E.H.	3.50	N.E.H.
	DIV	Ae	CORP		3.07	3.52	4.55
	CORP	Pe	DIV		3.90	N.E.H.	3.80
<u>BETA</u>	CORP	Ae	DIV		N.E.H.	3.00	5.00
	DIV	Pe	CORP		N.E.H.	3.75	4.20
	DIV	Ae	CORP		3.25	3.20	2.40
	CORP	Pe	DIV		2.90	N.E.H.	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV		N.E.H.	n.a.	3.00
	DIV	Pe	CORP		3.50	3.00	3.33
	DIV	Ae	CORP		2.88	3.50	3.75
	CORP	Pe	DIV		3.00	3.93	4.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 n.a. - not available
 N.E.H.- No Expectation Held

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues.
 Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied

TABLE 9-5

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>ADVISORY</u>	<u>RESOURCING</u>	<u>HARMONIZATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		50%	75%	25%
	DIV	Pe	CORP		75%	100%	100%
	DIV	Ae	CORP		100%	100%	100%
	CORP	Pe	DIV		100%	75%	25%
<u>BETA</u>	CORP	Ae	DIV		50%	75%	25%
	DIV	Pe	CORP		50%	100%	50%
	DIV	Ae	CORP		75%	100%	75%
	CORP	Pe	DIV		75%	100%	25%
<u>SIGMA</u>	CORP	Ae	DIV		33%	100%	N.E.H.
	DIV	Pe	CORP		67%	83%	67%
	DIV	Ae	CORP		83%	100%	17%
	CORP	Pe	DIV		33%	67%	N.E.H.

Key
 CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

TABLE 9-6

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>ADVISORY</u>	<u>RESOURCING</u>	<u>HARMONIZATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.50	1.93	4.00
	DIV	Pe	CORP		2.75	3.71	3.69
	DIV	Ae	CORP		3.92	3.71	4.00
	CORP	Pe	DIV		2.10	2.60	1.00
<u>BETA</u>	CORP	Ae	DIV		2.25	4.67	5.00
	DIV	Pe	CORP		3.90	3.38	3.88
	DIV	Ae	CORP		2.00	3.13	1.75
	CORP	Pe	DIV		3.50	3.50	4.50
<u>SIGMA</u>	CORP	Ae	DIV		1.50	1.33	N.E.H.
	DIV	Pe	CORP		3.00	3.20	2.75
	DIV	Ae	CORP		3.00	2.33	2.00
	CORP	Pe	DIV		1.50	1.50	N.E.H.

Key CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H.- No Expectation Held

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.

Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

TABLE 9-7

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>ADVISORY</u>	<u>RESOURCING</u>	<u>HARMONIZATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		4.50	3.93	3.00
	DIV	Pe	CORP		2.58	3.40	3.71
	DIV	Ae	CORP		3.53	3.33	3.75
	CORP	Pe	DIV		3.75	3.67	1.00
<u>BETA</u>	CORP	Ae	DIV		4.00	4.33	5.00
	DIV	Pe	CORP		4.50	3.37	4.16
	DIV	Ae	CORP		3.06	3.58	3.62
	CORP	Pe	DIV		4.25	3.00	4.50
<u>SIGMA</u>	CORP	Ae	DIV		3.00	2.33	N.E.H.
	DIV	Pe	CORP		3.75	3.90	3.50
	DIV	Ae	CORP		4.00	4.25	4.00
	CORP	Pe	DIV		2.50	2.50	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues, Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 9-8

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>		
	<u>Group</u>		<u>Group</u>		<u>ADVISORY</u>	<u>RESOURCING</u>	<u>HARMONIZATION</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.90	3.33	3.75
	DIV	Pe	CORP		3.17	3.57	3.92
	DIV	Ae	CORP		3.96	4.08	3.66
	CORP	Pe	DIV		4.95	4.13	3.80
<u>BETA</u>	CORP	Ae	DIV		4.00	3.00	3.00
	DIV	Pe	CORP		4.00	3.33	4.25
	DIV	Ae	CORP		3.11	3.03	3.50
	CORP	Pe	DIV		4.33	4.50	4.00
<u>SIGMA</u>	CORP	Ae	DIV		4.00	3.75	N.E.H.
	DIV	Pe	CORP		3.75	3.60	3.50
	DIV	Ae	CORP		3.40	4.00	5.00
	CORP	Pe	DIV		3.00	3.75	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H.- No Expectation Held

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues.
 Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied

TABLE 9-9

 Multivariate Outcomes of Corporate Support and Cooperation (a)

	<u>Alpha</u>	<u>Beta</u>	<u>Sigma</u>
<u>Outcome 1</u>			
Extent which divisional informational needs have been anticipated and volunteered in an accurate and complete form.	<u>3.20</u>	<u>2.50</u>	<u>3.22</u>
<u>Outcome 2</u>			
Extent which divisional needs have been responded to in policy decisions so that undue problems and complications will not be created.	<u>3.60</u>	<u>2.25</u>	<u>3.89</u>
<u>Outcome 3</u>			
Extent which corporate personnel work together with divisional personnel as a team.	4.00	3.25	3.22
Extent which corporate staff does not behave like a 'watch-dog' nor try to get ahead at the expense of divisional personnel.	4.00	4.75	4.44
Extent which corporate personnel are useful when it comes to sticking together and helping divisional personnel out	3.60	3.75	3.67
Overall Corporate Team Spirit (b)	<u>3.87</u>	<u>3.92</u>	<u>3.78</u>

(a) The higher the mean score, the higher the probability of outcome. Score ranges from 1 = A Very Small Extent to 5 = A Very Great Extent.

(b) Composite score based on the mean of the previous three sub-scores.

N.B. Analysis based on divisional responses only, as captured through Q.22, Q.23 and Q.24 of the NOCAM questionnaire.

TABLE 9-10

Correlation of the Three Outcomes of
Corporate Support and Cooperation to the Satisfaction
of Actual Expectations Connected with the Resourcing Issue

<u>Divisions</u>	<u>Outcome 1</u>	<u>Outcome 2</u>	<u>Outcome 3</u>
Alpha	-0.74 (N=4)	0.86*** (N=4)	-0.61 (N=4)
Beta	-0.57 (N=4)	0.08 (N=4)	0.97*** (N=4)
Sigma	0.89** (N=6)	0.89** (N=6)	0.74*** (N=6)
All (a)	0.46** (N=14)	0.82* (N=14)	0.36*** (N=14)

Statistics: Spearman's Rank Correlation Coefficient (rho)

*p<.01 (one-tailed test)

**p<.05 (one-tailed test)

***p<.10 (one-tailed test)

(a) Composite analysis based on responses obtained from all focal divisions

N.B. Analysis based on divisional responses only, as captured through the Expectations Analysis Forms and Q.22, Q.23 and Q.24 of the NOCAM questionnaire.

TABLE 9-11

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>	
	<u>Group</u>		<u>Group</u>		<u>SYNERGY-EXTRACTION</u>	<u>CONFLICT-CONTROL</u>
<u>ALPHA</u>	CORP	Ae	DIV		50%	50%
	DIV	Pe	CORP		100%	100%
	DIV	Ae	CORP		100%	100%
	CORP	Pe	DIV		100%	50%
<u>BETA</u>	CORP	Ae	DIV		25%	50%
	DIV	Pe	CORP		100%	50%
	DIV	Ae	CORP		100%	75%
	CORP	Pe	DIV		25%	50%
<u>SIGMA</u>	CORP	Ae	DIV		100%	100%
	DIV	Pe	CORP		83%	83%
	DIV	Ae	CORP		83%	100%
	CORP	Pe	DIV		33%	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

TABLE 9-12

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>	
	<u>Group</u>		<u>Group</u>		<u>SYNERGY-EXTRACTION</u>	<u>CONFLICT-CONTROL</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.40	2.50
	DIV	Pe	CORP		3.65	2.75
	DIV	Ae	CORP		3.41	3.54
	CORP	Pe	DIV		1.80	2.25
<u>BETA</u>	CORP	Ae	DIV		5.00	2.50
	DIV	Pe	CORP		3.58	4.20
	DIV	Ae	CORP		3.23	1.97
	CORP	Pe	DIV		4.00	3.50
<u>SIGMA</u>	CORP	Ae	DIV		1.50	1.00
	DIV	Pe	CORP		3.80	2.80
	DIV	Ae	CORP		3.20	1.00
	CORP	Pe	DIV		1.00	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.
 Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

TABLE 9-13

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>	
	<u>Group</u>		<u>Group</u>		<u>SYNERGY-EXTRACTION</u>	<u>CONFLICT-CONTROL</u>
<u>ALPHA</u>	CORP	Ae	DIV		2.90	3.50
	DIV	Pe	CORP		2.31	3.87
	DIV	Ae	CORP		3.00	3.17
	CORP	Pe	DIV		3.50	2.12
<u>BETA</u>	CORP	Ae	DIV		4.00	3.75
	DIV	Pe	CORP		3.42	4.50
	DIV	Ae	CORP		3.23	3.58
	CORP	Pe	DIV		4.00	3.00
<u>SIGMA</u>	CORP	Ae	DIV		2.50	2.33
	DIV	Pe	CORP		4.20	4.40
	DIV	Ae	CORP		3.25	4.37
	CORP	Pe	DIV		2.00	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues.

Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 9-14

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>	
	<u>Group</u>		<u>Group</u>		<u>SYNERGY-EXTRACTION</u>	<u>CONFLICT-CONTROL</u>
<u>ALPHA</u>	CORP	Ae	DIV		3.60	2.37
	DIV	Pe	CORP		3.50	3.25
	DIV	Ae	CORP		3.49	4.67
	CORP	Pe	DIV		3.40	3.37
<u>BETA</u>	CORP	Ae	DIV		5.00	3.00
	DIV	Pe	CORP		3.00	4.00
	DIV	Ae	CORP		2.70	3.42
	CORP	Pe	DIV		5.00	3.50
<u>SIGMA</u>	CORP	Ae	DIV		4.00	3.50
	DIV	Pe	CORP		3.60	3.60
	DIV	Ae	CORP		3.40	3.70
	CORP	Pe	DIV		3.00	N.E.H.

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues.
 Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied.

TABLE 9-15

Distribution of Corporate and Divisional Influence Over Broad Divisional Policy Decisions			
	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Corporate Influence (a)			
Actual Level	3.73	3.63	3.71
Desired Level	3.58	4.00	3.42
Divisional Influence (a)			
Actual Level	2.80	3.03	2.18
Desired Level	3.27	3.44	2.40
Difference between Corporate and Divisional Influence (b)			
Actual Level	0.93	0.60	1.53
Desired Level	0.31	0.56	1.02

(a) The higher the mean score, the higher is the level of influence exerted over broad divisional policy decisions. Score ranges from 1 = Little or No Influence to 5 = A Very Great Deal of Influence.

(b) The higher a positive difference score, the higher is corporate emphasis on policies and voluntary coordination.

N.B. Analysis based on corporate and divisional responses, as captured through Q.14 of the NOCAM questionnaire.

TABLE 9-16

Distribution of Corporate and Divisional Influence
Over the Formulation of Divisional Rules

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Corporate Influence (a)			
Actual Level	3.27	2.83	3.37
Desired Level	3.20	2.67	3.10
Divisional Influence (a)			
Actual Level	3.10	3.00	3.36
Desired Level	3.40	3.25	3.63
Difference between Corporate and Divisional Influence (b)			
Actual Level	0.17	-0.17	0.01
Desired Level	-0.20	-0.58	-0.53

(a) The higher the mean score, the higher is the level of influence exerted over the formulation of divisional rules. Score ranges from 1 = Little or No Influence to 5 = A Very Great Deal of Influence.

(b) The higher a positive difference score, the higher is corporate emphasis on rules and directive coordination.

N.B. Analysis based on divisional responses only, as captured through Q.27 of the NOCAM questionnaire.

TABLE 9-17

 Origins of Committees, Task Forces and Meetings (a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Annual meeting between corporate and divisional general managers	3.00	2.75	3.00
2. Group management committees	2.78	3.00	2.50
3. Technical evaluation committee for capital projects	2.60	2.67	2.92
4. Permanent cross-divisional committees	3.00	3.00	2.33
5. Line Management task forces	1.00	1.00	1.00
6. Ad-hoc cross-divisional meetings for functional managers.	1.50	1.17	1.91
Overall Origination Score (b)	2.31	2.27	2.28

(a) The higher the mean score, the more involved is corporate officers in the introduction of these integration mechanisms. Score ranges from 1 = Introduced by Divisional Managers to 3 = Introduced by Corporate Officers.

(b) Composite score based on the mean of the previous six sub-scores.

N.B. Analysis based on corporate and divisional responses, as captured through Q. 18 of the NOCAM questionnaire.

TABLE 9-18

Conflict Management Approach (a)			
	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Actual Approach	3.91	3.44	3.46
Desired Approach	4.55	4.44	4.31

(a) The higher the mean score, the more is conflict brought into the open and confronted. Score ranges from 1 = Disagreements are almost avoided, denied or suppressed to 5 = Disagreements are almost always acknowledged as part of the job and are discussed when they arise.

N.B. Analysis based on corporate and divisional responses, as captured through Q.21 of the NOCAM questionnaire.

THE CONTROL AND INTEGRATION FUNCTIONS
AND SYSTEMS CONFIGURATION

TABLE 10-1

Correlation between the Satisfactory Management of Individual
Challenge Control and Sectional-Task Challenge Control and between
Sectional-Task Challenge Control and Organisation-Wide Challenge Control

<u>Divisions</u>	<u>I.C.C./</u> <u>S.T.C.C.</u>	<u>S.T.C.C./</u> <u>O.W.C.C.</u>
Alpha	0.96 (N=3)	0.88 (N=3)
Beta	N.C.	N.C.
Sigma	0.87 (N=3)	0.67 (N=4)
All (a)	0.72* (N=7)	0.66* (N=8)

Key: I. C.C. - Individual Challenge Control
 S.T.C.C. - Sectional-Task Challenge Control
 O.W.C.C. - Organisation-Wide Challenge Control
 N.C. - Not Computable as N<3

Statistics: Spearman's Rank Correlation Coefficient (rho)

*p < .05 (one-tailed test)

(a) Composite analysis based on responses from all focal divisions.

N.B. Analysis based on divisional responses only, as captured through the Expectations Analysis Forms.

TABLE 10-2

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u> Group		<u>Object</u> Group	<u>INTERACTION ISSUES</u>	
				<u>INDIVIDUAL</u> <u>CHALLENGE CONTROL</u>	<u>SECTIONAL--TASK</u> <u>CHALLENGE CONTROL</u>
<u>ALPHA</u>	CORP	Ae	DIV	N.E.H.	50%
	DIV	Pe	CORP	50%	100%
	DIV	Ae	CORP	75%	75%
	CORP	Pe	DIV	50%	50%
<u>BETA</u>	CORP	Ae	DIV	25%	N.E.H.
	DIV	Pe	CORP	75%	75%
	DIV	Ae	CORP	50%	75%
	CORP	Pe	DIV	25%	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV	N.E.H.	67%
	DIV	Pe	CORP	33%	83%
	DIV	Ae	CORP	50%	83%
	CORP	Pe	DIV	67%	33%

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H.- No Expectation Held

TABLE 10-3

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>INTERACTION ISSUES</u>			
	<u>Respondent</u> Group	<u>Object</u> Group	<u>INDIVIDUAL</u> <u>CHALLENGE CONTROL</u>	<u>SECTIONAL-TASK</u> <u>CHALLENGE CONTROL</u>
<u>ALPHA</u>	CORP	Ae DIV	N.E.H.	3.50
	DIV	Pe CORP	4.00	3.65
	DIV	Ae CORP	3.33	3.60
	CORP	Pe DIV	1.10	1.10
<u>BETA</u>	CORP	Ae DIV	4.00	N.E.H.
	DIV	Pe CORP	3.75	4.28
	DIV	Ae CORP	2.50	3.24
	CORP	Pe DIV	4.00	N.E.H.
<u>SIGMA</u>	CORP	Ae DIV	N.E.H.	1.58
	DIV	Pe CORP	3.00	3.67
	DIV	Ae CORP	1.67	1.90
	CORP	Pe DIV	1.50	2.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No Expectation Held

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.

Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

TABLE 10-4

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>	<u>Object</u>		<u>INTERACTION ISSUES</u>	
				<u>INDIVIDUAL CHALLENGE CONTROL</u>	<u>SECTIONAL-TASK CHALLENGE CONTROL</u>
	<u>Group</u>	<u>Group</u>			
<u>ALPHA</u>	CORP	Ae	DIV	N.E.H.	4.50
	DIV	Pe	CORP	4.00	3.97
	DIV	Ae	CORP	3.17	4.04
	CORP	Pe	DIV	3.00	2.60
<u>BETA</u>	CORP	Ae	DIV	4.00	N.E.H.
	DIV	Pe	CORP	4.25	3.15
	DIV	Ae	CORP	3.50	3.80
	CORP	Pe	DIV	4.00	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV	N.E.H.	3.50
	DIV	Pe	CORP	4.00	4.43
	DIV	Ae	CORP	3.33	3.44
	CORP	Pe	DIV	3.00	3.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 N.E.H. - No E x p e c t a t i o n H e l d

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues. Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 10-5

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u> Group		<u>Object</u> Group	<u>INTERACTION ISSUES</u>	
				<u>INDIVIDUAL</u> <u>CHALLENGE CONTROL</u>	<u>SECTIONAL-TASK</u> <u>CHALLENGE CONTROL</u>
<u>ALPHA</u>	CORP	Ae	DIV	N.E.H.	3.83
	DIV	Pe	CORP	3.50	3.62
	DIV	Ae	CORP	2.83	4.07
	CORP	Pe	DIV	3.90	3.55
<u>BETA</u>	CORP	Ae	DIV	n.a.	N.E.H.
	DIV	Pe	CORP	3.00	3.50
	DIV	Ae	CORP	2.00	3.07
	CORP	Pe	DIV	4.00	N.E.H.
<u>SIGMA</u>	CORP	Ae	DIV	N.E.H.	3.17
	DIV	Pe	CORP	3.00	2.27
	DIV	Ae	CORP	3.70	3.77
	CORP	Pe	DIV	3.00	3.00

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation
 n.a. - not available
 N.E.H.- No Expectation Held

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues.
 Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied.

TABLE 10-6

Satisfaction with Management Systems (a)			
	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Five-year planning system	3.40	3.50	3.08
2. Annual budgeting system	4.40	3.78	3.92
3. Approval system for major capital and expense items	3.70	4.33	3.50
4. Cash management system	4.40	4.22	3.33
Organisation-Wide Challenge			
Fulfilment Control Systems (b)	<u>3.98</u>	<u>3.96</u>	<u>3.46</u>
5. Quarterly budget forecast	4.13	4.00	4.46
6. Monthly budget review	4.25	4.00	4.17
7. Monthly operating reports	4.30	4.11	3.92
Sectional-Task Challenge			
Fulfilment Control Systems (c)	<u>4.23</u>	<u>4.04</u>	<u>4.18</u>
8. Formal goal setting, performance evaluation and incentive compensation system	3.60	3.00	3.08
9. Approval system for hiring, replacement and salary changes of key divisional personnel	3.80	3.50	3.70
Individual Challenge			
Fulfilment Control Systems (d)	<u>3.70</u>	<u>3.25</u>	<u>3.39</u>
Overall Satisfaction with Management Systems (e)	<u>4.00</u>	<u>3.83</u>	<u>3.65</u>

- (a) The higher the mean score, the higher is the satisfaction level. Score ranges from 1 = Completely Dissatisfied to 5 = Completely Satisfied
- (b) Composite analysis based on the mean of sub-scores 1,2,3, and 4.
- (c) Composite analysis based on the mean of sub-scores 5,6, and 7.
- (d) Composite analysis based on the mean of sub-scores 8 and 9.
- (e) Composite analysis based on the mean of all nine sub-scores

N.B. Analysis based on corporate and divisional responses, as captured through Q.18 of the NOCAM questionnaire.

TABLE 10-7

Percent of Object Group where Actual and Perceived Expectations
are held with benefits intended for the Interactors

	<u>Respondent</u> Group		<u>Object</u> Group	<u>INTERACTION ISSUES</u>	
				<u>ORGANISATION-WIDE CHALLENGE CONTROL</u>	<u>INTEGRATION OF CHALLENGES</u>
<u>ALPHA</u>	CORP	Ae	DIV	50%	50%
	DIV	Pe	CORP	100%	100%
	DIV	Ae	CORP	100%	100%
	CORP	Pe	DIV	50%	100%
<u>BETA</u>	CORP	Ae	DIV	70%	50%
	DIV	Pe	CORP	75%	67%
	DIV	Ae	CORP	75%	100%
	CORP	Pe	DIV	60%	100%
<u>SIGMA</u>	CORP	Ae	DIV	33%	67%
	DIV	Pe	CORP	67%	100%
	DIV	Ae	CORP	83%	67%
	CORP	Pe	DIV	33%	67%

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation

TABLE 10-8

Difference in Corporate and Divisional Managements' Perception
of the Proportion of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u> Group		<u>Object</u> Group	<u>INTERACTION ISSUES</u>	
				<u>ORGANISATION-WIDE CHALLENGE CONTROL</u>	<u>INTEGRATION OF CHALLENGES</u>
<u>ALPHA</u>	CORP	Ae	DIV	3.75	2.40
	DIV	Pe	CORP	4.25	3.25
	DIV	Ae	CORP	4.04	3.77
	CORP	Pe	DIV	1.40	1.95
<u>BETA</u>	CORP	Ae	DIV	3.00	4.00
	DIV	Pe	CORP	3.67	3.60
	DIV	Ae	CORP	3.58	3.14
	CORP	Pe	DIV	2.00	3.50
<u>SIGMA</u>	CORP	Ae	DIV	1.00	1.50
	DIV	Pe	CORP	3.50	3.17
	DIV	Ae	CORP	3.00	1.38
	CORP	Pe	DIV	2.00	2.25

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation

(a) The higher the mean score, the higher the proportion of expectations which are held in connection with these issues.
 Score ranges from 1 = Very Small Proportion to 5 = Very Large Proportion.

TABLE 10-9

Difference in Corporate and Divisional Managements' Perception
of the Importance of Actual and Perceived Expectations which are
held with benefits intended for the Interactors ^(a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>	
	<u>Group</u>		<u>Group</u>		<u>ORGANISATION-WIDE CHALLENGE CONTROL</u>	<u>INTEGRATION OF CHALLENGES</u>
<u>ALPHA</u>	CORP	Ae	DIV		4.65	3.90
	DIV	Pe	CORP		4.47	3.87
	DIV	Ae	CORP		4.34	3.42
	CORP	Pe	DIV		3.00	3.59
<u>BETA</u>	CORP	Ae	DIV		3.00	4.33
	DIV	Pe	CORP		4.00	3.80
	DIV	Ae	CORP		3.92	3.92
	CORP	Pe	DIV		2.95	3.87
<u>SIGMA</u>	CORP	Ae	DIV		2.00	3.42
	DIV	Pe	CORP		4.00	3.83
	DIV	Ae	CORP		4.00	3.75
	CORP	Pe	DIV		3.00	2.75

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation

(a) The higher the mean score, the higher the importance of expectations which are held in connection with these issues. Score ranges from 1 = Completely Unimportant to 5 = Very Important.

TABLE 10-10

Difference in Corporate and Divisional Managements' Perception
of the Satisfaction of Actual and Perceived Expectations which are
held with benefits intended for the Interactors (a)

	<u>Respondent</u>		<u>Object</u>		<u>INTERACTION ISSUES</u>	
	<u>Group</u>		<u>Group</u>		<u>ORGANISATION-WIDE CHALLENGE CONTROL</u>	<u>INTEGRATION OF CHALLENGES</u>
<u>ALPHA</u>	CORP	Ae	DIV		4.00	2.60
	DIV	Pe	CORP		3.78	3.83
	DIV	Ae	CORP		4.36	3.67
	CORP	Pe	DIV		3.90	3.92
<u>BETA</u>	CORP	Ae	DIV		3.20	3.50
	DIV	Pe	CORP		3.41	3.20
	DIV	Ae	CORP		3.25	3.20
	CORP	Pe	DIV		4.00	3.87
<u>SIGMA</u>	CORP	Ae	DIV		3.00	3.84
	DIV	Pe	CORP		3.00	3.83
	DIV	Ae	CORP		3.80	3.50
	CORP	Pe	DIV		4.00	3.75

Key: CORP - Corporate Management
 DIV - Divisional Management
 Ae - Actual Expectation
 Pe - Perceived Expectation

(a) The higher the mean score, the higher the satisfaction of expectations which are held in connection with these issues.
 Score ranges from 1 = Not Satisfied At All to 5 = Completely Satisfied.

TABLE 10-11

Origin of Management Systems (a)			
	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
1. Five-year planning system	2.82	3.00	3.00
2. Annual budgeting system	2.64	2.78	2.85
3. Approval system for major capital and expense items	2.91	2.89	2.38
4. Cash management systems	1.80	2.11	3.00
Organisation-Wide Challenge			
Fulfilment Control Systems (b)	<u>2.54</u>	<u>2.70</u>	<u>2.81</u>
5. Quarterly budget forecast	2.78	1.50	2.85
6. Monthly budget review	2.11	2.83	1.86
7. Monthly operating reports	2.00	2.56	1.83
Sectional-Task Challenge			
Fulfilment Control Systems (c)	<u>2.30</u>	<u>2.30</u>	<u>2.18</u>
8. Formal goal setting, performance evaluation and incentive compensation system	2.20	1.00	2.08
9. Approval system for hiring, replacement and salary changes of key divisional personnel	2.55	2.14	2.69
Individual Challenge			
Fulfilment Control Systems (d)	<u>2.38</u>	<u>1.57</u>	<u>2.39</u>
Overall Origin of Management Systems (e)			
	<u>2.42</u>	<u>2.31</u>	<u>2.50</u>

(a) The higher the mean score, the more involved is corporate officers in the introduction of these Management Systems. Score ranges from 1 = Introduced by Divisional Managers to 3 = Introduced by Corporate Officers.

(b) Composite analysis based on the mean of sub-scores 1, 2, 3 and 4.

(c) Composite analysis based on the mean of sub-scores 5, 6 and 7.

(d) Composite analysis based on the mean of sub-scores 8 and 9

(e) Composite analysis based on the mean of all nine sub-scores.

N.B. Analysis based on corporate and divisional responses, as captured through Q.18 of the NOCAM questionnaire.

TABLE 10-12

Corporate Contribution to Integration of Divisional Challenges
(Inter-Challenge Level Nexus) ^(a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
<u>Externality to</u>			
<u>Organisation-Wide Challenge Level</u>			
1. (Permeation Issue x Integration of Challenges Issue) ^(b)	2.44	1.92	2.60
<u>Organisation-Wide Challenge Level to</u>			
<u>Sectional-Task Challenge Level</u>			
2. (Rationalisation Issue x Integration of Challenges Issue) ^(b)	2.69	2.24	2.28
<u>Sectional-Task Challenge Level to</u>			
<u>Individual Challenge Level</u>			
3. (Conditioning Issue x Integration of Challenges Issue) ^(b)	1.87	2.11	1.52
Overall Informational Contributions ^(c)	<u>2.33</u>	<u>2.09</u>	<u>2.13</u>

(a) The higher the mean score, the more satisfactory are the informational contributions which corporate officers have made to integrate divisional challenges. Score ranges from 1 = Completely Dissatisfactory to 5 = Completely Satisfactory.

(b) Raw scores are derived from divisional managers' satisfaction ratings of corporate fulfilment of their actual expectations connected with the named issues. The product score has been scaled down by a divisor of 5.

(c) Composite analysis based on the mean of sub-scores 1, 2 and 3.

N.B. Analysis based on divisional responses only, as captured through the Expectations Analysis Forms.

TABLE 10-13

Corporate Contribution to Integration of Divisional Challenges

(Intra-Challenge Level Nexus)^(a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
<u>Organisation-Wide Challenge Level</u>			
1. (Formalisation Issue x Integration of Challenges Issue) ^(b)	2.54	1.88	2.50
2. (Operationalisation Issue x Integration of Challenges Issue) ^(b)	2.44	1.92	2.52
<u>A.</u> Sub-Contribution ^(c)	<u>2.49</u>	<u>1.90</u>	<u>2.51</u>
<u>Sectional-Task Challenge Level</u>			
3. (Reconstitution Issue x Integration of Challenges Issue) ^(b)	2.02	1.96	2.53
4. (Deployment Issue x Integration of Challenges Issue) ^(b)	2.57	1.41	2.80
5. (Empowerment Issue x Integration of Challenges Issue) ^(b)	3.18	1.92	3.27
<u>B.</u> Sub-Contribution ^(d)	<u>2.59</u>	<u>1.76</u>	<u>2.87</u>
<u>Individual Challenge Level</u>			
6. (Formation Issue x Integration of Challenge Issue) ^(b)	1.84	1.92	1.23
7. (Effort-Stipulation Issue x Integration of Challenge Issues) ^(b)	1.89	2.24	1.40
<u>C.</u> Sub-Contribution ^(e)	<u>1.87</u>	<u>2.08</u>	<u>1.32</u>
Overall Informational Contribution ^(f)	<u>2.32</u>	<u>1.91</u>	<u>2.23</u>

(a) The higher the mean score, the more satisfactory are the informational contributions which corporate officers have made to integrate divisional challenges. Score ranges from 1 = Completely Dissatisfactory to 5 = Completely Satisfactory.

TABLE 10-13

- (b) Raw scores are derived from divisional managers' satisfaction ratings of corporate fulfilment of their actual expectations connected with the named issues. The product score has been scaled down by a divisor of 5.
 - (c) Composite analysis based on the mean of sub-scores 1 and 2.
 - (d) Composite analysis based on the mean of sub-scores 3,4 and 5.
 - (e) Composite analysis based on the mean of sub-scores 6 and 7.
 - (f) Composite analysis based on the mean of sub-contribution scores A, B and C.
- N.B. Analysis based on divisional responses only, as captured through the Expectations Analysis Forms

TABLE 10-14

Matching of Corporate Information Contributions
to Divisional Quality and Quantity Expectation (a)

	<u>ALPHA</u>	<u>BETA</u>	<u>SIGMA</u>
Rating of Corporate Information Contributions	3.60	3.13	3.15

(a) The higher the mean score, the closer is corporate information contributions matched with divisional expectation. Score ranges from 1 = 20% of Ideal Quality and Quantity Level to 5 = 100% of Ideal Quality and Quantity Level.

N.B. Analysis based on divisional responses only, as captured through Q.11 of the NOCAM questionnaire.

CONCLUSION

TABLE 11-1

Corporate-Divisional Interactive Adjustments
in Managing the Seven Aspects of Organisational Life^(a)

	<u>Alpha</u>	<u>Beta</u>	<u>Sigma</u>
1. Translation into Organisation-Wide Challenges	3.44 (M-L)	3.64 (H)	3.44 (M-L)
2. Translation into Sectional-Task Challenges	3.69 (H)	3.55 (L)	3.58 (M)
3. Translation into Individual Challenges	3.63 (M)	3.67 (H)	3.09 (L)
Translation Function ^(b)	3.59 (M)	3.62 (H)	3.37 (L)
4. Facilitation of Individual Challenge Fulfilment	3.93 (H)	3.77 (M)	3.64 (L)
5. Facilitation of Sectional-Task Challenge Fulfilment	3.43 (M)	3.54 (H)	3.38 (L)
Facilitation Function ^(c)	3.68 (H)	3.65 (M)	3.51 (L)
6. Control of Challenge Fulfilment	3.81 (H)	3.45(M-L)	3.45 (M-L)
7. Integration of Challenges	3.80 (H)	3.71 (M)	3.54 (L)

(a) The higher the mean score, the more satisfactory have the seven aspects of organisational life been managed. Score ranges from 1 = Not Satisfactory/At All to 5 = Completely Satisfactory. Scores are obtained by computing the mean of corporate rating of the satisfaction level of their perceived expectations and divisional rating of the satisfaction level of their actual expectations connected with the seven aspects of organisational life.

(b) Composite analysis based on the mean of sub-scores 1,2 and 3.

(c) Composite analysis based on the mean of sub-scores 4 and 5.

() Inter-divisional qualitative ranking of the management of the seven aspects of organisational life. Ranking symbols are: H = Highly Satisfactory, M = Moderately Satisfactory, L = Least Satisfactory.

N.B. Analysis based on corporate and divisional responses, as captured through the Expectations Analysis Forms.

TABLE 11-2

Organisational States and
Overall Effectiveness of Divisions

	<u>Alpha</u>	<u>Beta</u>	<u>Sigma</u>
A. State of Corporate-Divisional Relationship ^(a)	5.55	5.44	5.15
B. Actual Divisional Performance ^(b)			
1. Financial (Return on investment, Profit)	3.90	3.33	1.75
2. Product-Market (Sales, Market Share, Product Quality, Customer Service)	3.55	3.23	3.27
3. Social-Behavioural (Management development, Social Responsibility, Ability to attract and retain high level manpower, Satisfaction and morale of employees)	3.18	3.06	3.56
4. Comparative and Prospect Factor (Rating which competitors would be expected to give division for its overall performance, Relative divisional contribution to firm's overall profits, Relative growth rate as compared to sister divisions, Future commercial prospect and viability)	3.71	3.11	3.00
Overall Effectiveness ^(c)	3.59	3.18	2.90

(a) The higher the mean score, the more satisfactory is the state of relationship between corporate and divisional managements. Score ranges from 1 = Couldn't be worse - poor relations, serious problems exist which are not solved to 7 = Excellent - full cooperation and mutual understanding is achieved, each group fulfills the expectations that the other has for it.

(b) The higher the mean score, the closer has a focal division reached its ideal level of performance or desired state. Score ranges from 1 = 20% of Ideal Performance or Desired State to 5 = 100% of Ideal Performance or Desired State. Each of the four main indices of performance are constructed from the mean of the respondents' ratings given to each of the items named in the brackets.

(c) Composite analysis based on the mean of the indices 1, 2, 3 and 4.

N.B. Analysis based on corporate and divisional responses, as captured through Q.9 and Q.10 of the NOCAM questionnaire.

TABLE 11-3

Correlation of the Satisfactoriness
of Corporate-Divisional Interactive Adjustments
to the Organisational States and Overall Effectiveness of Divisions^(a)

	<u>State of Corporate- Divisional Relationship</u>	<u>Overall Effectiveness</u>
1. Translation into Organisation-Wide Challenges	0.25	0.11
2. Translation into Sectional-Task Challenges	0.55	0.81
3. Translation into Individual Challenges	0.95	0.77
Translation Function ^(b)	<u>0.93</u>	<u>0.74</u>
4. Facilitation of Individual Challenge Fulfilment	0.95	1.00
5. Facilitation of Sectional-Task Challenge Fulfilment	0.54	0.20
Facilitation Function ^(c)	<u>0.99</u>	<u>0.89</u>
6. Control of Challenge Fulfilment	<u>0.71</u>	<u>0.92</u>
7. Integration of Challenges	<u>1.00</u>	<u>0.96</u>

Statistics: Spearman's Rank Correlation Coefficient (ρ)

(a) Correlation coefficient provided below indicates that positive linearity has been computed for the different pairs of variables. The highest possible coefficient of 1.00 signifies that positive linearity is of a perfect nature.

(b) Composite index based on the mean of sub-scores 1, 2 and 3.

(c) Composite index based on the mean of sub-scores 4 and 5.

N.B. Analysis based on corporate and divisional responses, as captured through the Expectations Analysis Forms and Q.9 and Q.10 of the NOCAM Questionnaire.

PART THREE

APPENDICES

11 MONTHS
Data Analysis and Write-Up

APPENDIX 1: OVERALL RESEARCH PROGRAMME -
TIME AND ACTION SCHEDULE

16 MONTHS
Full Investigation and Main Field Study

2 MONTHS
Revision of Research Instruments

6 MONTHS
Pilot Study

9 MONTHS
Search for Companies

6 MONTHS
Development of Research Design and Instruments

6 MONTHS
Development of Ideas and Literature Survey

YEAR	0	1	2	3
	OCTOBER 1975	OCTOBER 1976	OCTOBER 1977	OCTOBER 1978
				APRIL 1979



Mill Hill Lane Durham DH1 3LB England
Telephone 41919 ext

14th September, 1976

Sir John Reiss,
Managing Director,
Assoc. Portland Cement Mfrs.,
Portland House,
Stag Place,
LONDON SW1E 5BJ.

Dear Sir John,

I am writing to you in connection with some research which is being undertaken by one of my doctoral students. This research is intended to enable us to understand more clearly the relationships between corporate head office and divisional staff in multi-divisional organisations. Specifically, we are seeking to look with care at situations where divisions within the same group purchase from and supply to each other.

The outcome of this research would contribute toward the thesis of my Ph.D. student who, incidentally, won the prize awarded by Durham University Business School for the outstanding postgraduate dissertation of 1975. The dissertation was based on research undertaken with the directors and senior management of Darlington Wire Mills, and many of the suggestions and comments made by the student within the dissertation have been stated by the managing director of that organisation to have been helpful to the managers within it.

I am enclosing with this letter a report of the basic approach which we would be using for this study. If you are sufficiently interested in our research to look at the report, you will see that we are concerned quite as much with the managerial applications of our work as with its theoretical base.

We are currently seeking no more than four, multi-divisional, organisations, who are prepared to consider a research relationship with us over the next one year. During this time we shall seek limited, and quite specific, information about the relationships between head office and the senior management of two of the divisions. The two divisions will have a supplier/purchaser relationship, and our research interest is centred on that relationship and not on transfer-pricing.

All organisations taking part will receive a thorough synopsis of our findings, but, unless there is agreement on the part of all four organisations, there will be no identification of particular data with the particular organisation concerned.

.../2

- 2 -

Sir John Reiss

14th September, 1976

Maybe I should make it clear at this point that the research activity has already been completely funded in respect of grants to the Ph.D. student concerned, and therefore involvement with this research, and the benefits that may accrue from it, need not incur your organisation in any expenditure whatsoever.

I am enclosing with this letter a very brief questionnaire, and I hope you will be so kind as to arrange for it to be completed. I do not think it should take your P.A. more than 20 minutes. After careful checking, we believe your organisation meets the requirements for our research. You may well wish not to be involved with our work, and this we would understand, because demands on your time for such purposes must be frequent. On the other hand we believe that the results of our work will have some useful relevance to improving managerial activity in organisations such as yours, and we would obviously welcome such information as you can supply to us. In particular, we would welcome the opportunity of carrying out research in your company.

If you indicate, in your response to the questionnaire, that a research relationship of the kind we seek is potentially acceptable to your organisation, we would be delighted to discuss our work with you in more depth.

My Ph.D. student, Charles Tai, will ring your secretary on 28th September, 1976, when he will try to resolve any queries, and answer any questions, which may have been raised in your mind as a result of answering our questionnaire.

Yours sincerely,

JOHN L. J. MACHIN, MA, F.C.C.A., A.M.B.I.M.
Senior Lecturer in Management Control Systems

Enc.

APPENDIX 3: FIRMS WHICH EXPRESSED TENTATIVE INTEREST
IN RESEARCH AFTER INITIAL POSTAL CONTACT

	<u>CONTACT PERSONS</u>	<u>POSITION</u>
1. ALBRIGHT & WILSON LTD.	D. W. LIVINGSTONE	M.D.
2. ALLIED BREWERIES	K. S. SHOWERING	Chairman
3. ALCAN ALUMINIUM (U.K.) LTD.	P.J. ELTON	M.D.
4. ASSOC. BRITISH FOOD	G.H. WESTON	Chairman
5. ASSOC. PORTLAND CEMENT MFRS.	J. D. MILNE	M.D.
6. BURMAH OIL CO.	A. S. DOWN	Chairman
7. BEECHAM GROUP	G. J. WILKINS	Chairman
8. BLACK & DECKER	J. C. BROOMAN	M.D.
9. BRITISH STEEL CORPORATION	R. W. ROSEVEARE	M.D.
10. BRITISH LEYLAND MOTOR CORPORATION	ALEX PARK	Chief Executive
11. BRIDON LTD.	HARRY SMITH	Chairman
12. BRITISH AIRCRAFT CORPORATION	Sir GEORGE EDWARDS	M.D.
13. BRITISH AMERICAN TOBACCO CO.	PETER MACADAM	Chairman
14. BOOTS PURE DRUG CO.	G. I. HOBDAV	Chairman
15. BRITISH OXYGEN	L. E. SMITH	Chairman
16. BRITISH INSULATED CALLENDERS CABLES	C. H. BROUGHTON	Deputy Chairman
17. CADBURY SCHWEPPES	B. E. S. COLLINS	M.D.
18. COURTAULDS	Lord KEARTON	Chairman
19. CARRINGTON VIYELLA	L. REGAN	Chairman
20. CUMMINS ENGINE CO. LTD.	T. A. LYON	Chairman
21. DUNLOP HOLDINGS	J. C. FRASER	M.D.
22. DU PONT CO.	W. B. HIRONS	M.D.
23. DOW CHEMICAL CO.	E. H. HIGGINS	M.D.
24. FORD MOTOR CO.	Sir TERRENCE BECKETT	M.D.
25. GULF OIL (G.B.) LTD.	R. M. FOSTER	Chairman

26.	GENERAL ELECTRIC COMPANY	Sir ARNOLD WEINSTOCK	M.D.
27.	GUEST, KEEN, & NETTLEFOLDS	Sir BARRY HEATH	Chairman
28.	GLAXO HOLDINGS	A. E. BIDE	Chairman
29.	GOODYEAR TYRE & RUBBER (G.B.)	T. W. HARRINGTON	M.D.
30.	HAWKER SIDDELEY GROUP	Sir ARNOLD HALL	M.D.
31.	IMPERIAL GROUP	J. D. PILE	M.D.
32.	I.B.M. (U.K.) HOLDINGS	E. R. NIXON	M.D.
33.	IMPERIAL CHEMICAL INDUSTRIES	Sir JACK CALLARD	Chairman
34.	JOHN LAING & SON	Sir KIRBY LAING	Chairman
35.	JOSEPH LUCAS INDUSTRIES	B. F. W. SCOTT	Chairman
36.	MASSEY-FERGUSON HOLDINGS	H. A. R. POWELL	M.D.
37.	MONSANTO LTD.	E. SHARP	Chairman
38.	MAY & BAKER	J. J. BORDUGE	Chairman
39.	METAL BOX	A. W. PAGE	Chairman
40.	NCR	C. REYNOLDS	M.D.
41.	NAIRN & WILLIAMSON HOLDINGS	W. ROXBURGH	M.D.
42.	PHILIPS INDUSTRIES	W. DEKKER	M.D.
43.	PILKINGTON BROTHERS	Sir ALASTAIR PILKINGTON	Chairman
44.	PLESSEY CO.	Sir JOHN CLARK	Chairman
45.	PROCTER & GAMBLE	J. C. TAPPAN	M.D.
46.	PIRELLI GENERAL CABLE WORKS	Lord THORNEYCROFT	Chairman
47.	ROWNTREE MACKINTOSH	Sir DONALD BARRON	Chairman
48.	REYROLLE PARSONS	J. B. WOODSON	Chairman
49.	RANK-HOVIS-MCDOUGALL	J. RANK	Chairman
50.	SHELL TRANSPORT & TRADING	Sir DAVID BARRAN	M.D.
51.	STANDARD TELEPHONES & CABLES	K. G. CORFIELD	M.D.
52.	SMITHS INDUSTRIES	E. R. SISSON	Chairman
53.	SPERRY RAND LTD.	G. E. D. WHITAKER	Chairman
54.	TOOTAL LTD.	T. WEATHERBY	M.D.
55.	THORN ELECTRICAL INDUSTRIES	Sir RICHARD CAVE	Chairman

56.	TUBE INVESTMENTS LTD.	B. S. KELLET	Chairman
57.	TAYLOR WOODROW	R. G. PUTTICK	Chairman
58.	TEXAS INSTRUMENTS	C. R. WOFFORD	M.D.
59.	UNILEVER LTD.	Sir ERNEST WOODROOFE	Chairman
60.	VICKERS LTD.	Sir PETER MATTHEWS	M.D.
61.	UNIGATE LTD.	Sir JAMES BARKER	Chairman
62.	VAUXHALL MOTORS	W. R. PRICE	M.D.

APPENDIX 4: LETTER REQUESTING WRITER TO FURTHER EXPLAIN HIS RESEARCH STUDY

THE GENERAL ELECTRIC COMPANY LIMITED

1 STANHOPE GATE · LONDON W1A 1EH

01-493 8484

29th July, 1976.

Dear Mr. Machin,

Thank you for your letter dated
16th July, 1976, addressed to Sir Arnold
Weinstock.

Before either turning your request
down or committing ourselves to the proposed
exercise, I think it would be useful if you and/or
Mr. Tai came and had a chat with me.

Neither Sir Arnold nor I will be here
on the 9th August, but if you would like to
telephone my secretary she will make arrange-
ments for us to meet in the latter part of August.

Yours sincerely,



M. Bett

Personnel Director

J. L. J. Machin, Esq. MA., FCCA., AMBIM.,
Senior Lecturer in Management Control Systems,
Durham University Business School.

APPENDIX 5: LETTER EXPRESSING EXTERNAL CAUSES FOR NOT PARTICIPATING IN RESEARCH
Chairman & Managing Director

Sir Arnold Hall F.R.S.

Hawker Siddeley Group Limited STUDY

18, St. James's Square London SW1Y 4LJ

TELEGRAMS Hawsidair London SW1

TELEPHONE 01-930 6177

17th September, 1976

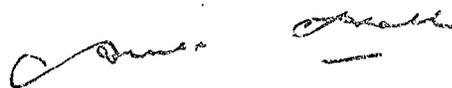
J.L.J. Machin Esq., MA, F.C.C.A., A.M.B.I.M.,
Senior Lecturer in Management Control Systems,
Durham University Business School,
Palmers Garth,
Hallgarth Street,
Durham
DH1 3LB



Thank you for your letter regarding the research being undertaken by one of your students.

I am afraid I am going to ask you to excuse the company from taking part in the study you describe. The reason has nothing to do with the particular subject being researched, but is due to the fact that we have been overwhelmed in recent times by constant requests to complete questionnaires, give interviews etc. Now it has reached the point where it is becoming a serious interference with our work we have decided to draw the line, at any rate for the time being, and having taken the decision I am afraid we cannot make an exception in this particular case.

Yours sincerely,



A.A. HALL

APPENDIX 6: LETTER EXPRESSING INTERNAL DIFFICULTIES FOR NOT PARTICIPATING IN
RESEARCH STUDY

John E. Harvey

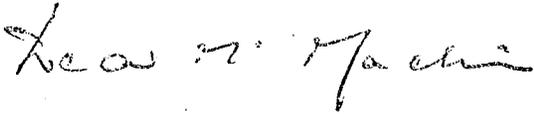
Swindon (0793) 30151

Burmah House

Pipers Way, Swindon
Wiltshire SN3 1RE

John L.J. Machin Esq., MA, FCCA, AMBIM,
Durham University Business School,
Palmer's Garth,
Hallgarth Street,
Durham DH1 3LB.

14th October, 1976

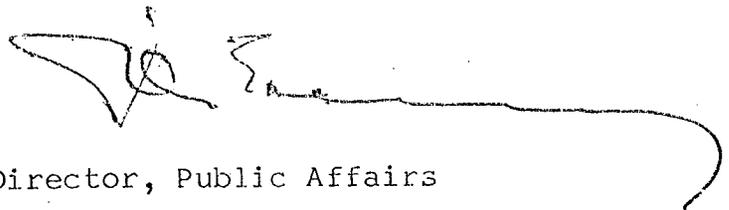
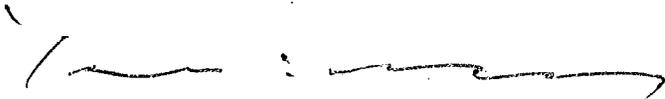


The Chairman has asked me to acknowledge
your letter of the 7th October.

I have looked into the possibility of
assisting you in regard to the matters raised in your letter.
As you will know, the Burmah Group found itself faced with
very serious financial difficulties early in 1975 and we are
still heavily committed to the urgent necessities of recovery
planning.

In these circumstances, it is quite essential
that we should not ask hard-pressed senior executives to take
on any additional work-load that is not absolutely essential
to the necessary priorities of their present duties.

While I am sorry therefore that we cannot
assist in the interesting project you have suggested to us,
I am sure you will understand the situation.



Director, Public Affairs



T G P ROGERS Director of Personnel

THE PLESSEY COMPANY LIMITED
MILLBANK TOWER · LONDON
SW1P 4QP

John L. Machin Esq., MA, F.C.C.A., A.M.B.I.M.,
Senior Lecturer in Management Control Systems,
Durham University Business School,
Palmer's Garth,
Hallgarth Street,
Durham
DHL 3LB

22nd September, 1976

Dear Mr. Machin,

Sir John Clark has asked me to reply to your letter to him of the
14th September.

I am afraid we do get inundated with requests to co-operate in research
projects and it is a physical impossibility to accede to all of them. I am
afraid, therefore, we feel it necessary to decline to participate in the
particular work you suggested.

Perhaps on another occasion we will find it possible to accept such an
invitation.

Yours sincerely,

T G P Rogers



APPENDIX 8: INTERVIEW SCHEDULE FOR MAJOR CORPORATE EXECUTIVES

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

MAJOR CORPORATE EXECUTIVES

Interviewee's name : _____ number : _____

Position title : _____

Company name : _____

Date of interview : _____

Time of interview : _____

Place of interview : _____

Mention : all information provided would be treated with strict confidence.

Request : supporting documents e.g., organisation charts, performance data, written goal statements, planning and budgetary documents, capital project requests and procedure manuals.

1. Perhaps we can begin with some background on your firm's approach to DIVERSIFICATION.
 - a) What were the goals of your diversification programme?

 - b) What led you to diversify into the business of your _____ division?
 - reasons for setting up/acquiring the division

 - circumstances and date of such incorporation

 - to date, has this division been able to satisfy your initial motives for its incorporation/acquisition. Which areas have been satisfied and which have not been satisfied

 - c) Is there a unifying concept which describes your approach to diversification?

2. CORPORATE ORGANISATION
 - a) Could you please describe the corporate organisation for us i.e. your structure and set-up ?

b) Your role in this organisation

3. CORPORATE - DIVISIONAL COORDINATION

a) What organisational devices do you use for achieving coordination between the corporate office and the divisions ?

b) Around what issues is coordination required ?

c) What sorts of contacts are required between the corporate office and the _____ division ?

d) Do you feel that there is any untapped potential areas for contact ?

e) We are interested in learning how your working time is divided among several of these activities. (SHOW PROMPT CARD) Remember the sum of the individual percentages should equal 100%

- contacts with or work generated by contacts with the board of directors.

- contacts with or work generated by contacts with people at corporate headquarters (including group directors)

- contacts with or work generated by contacts with managers in the various divisions _____
 - contacts with or work generated by contacts with people in your company's environment (e.g., stockholders, governmental agencies, customers, suppliers, etc.) _____
 - other (please specify if they represent a significant portion of your time. Examples: "time spent on working on projects alone" or "alone time" _____)
-
- Total 100%

f) Focusing on the proportion you spent during the past year with divisional matters, how much did you devote to the _____ division? Use 100% as a base.

g) How frequently do you feel contact should ideally occur between your corporate function and personnel in the _____ division so that necessary coordination exists for planning and control? (SHOW PROMPT CARD) Daily _____ Weekly _____ Bi-weekly _____ Monthly _____ Bi-monthly _____ Quarterly _____ Half-yearly _____ Yearly _____

4. DIVISIONAL MANAGERS' PERFORMANCE

a) How do you judge your divisional managers' performance?

b) What information do you use?

- nature:

- source:

5. PERFORMANCE COMPENSATION/REWARD

a) How are divisional managers rewarded for good performance?

- economic:

- status:

- others:

b) How does the reward system relate to their performance?

6. CORPORATION'S OVERALL GOALS

a) How would you express the corporation's overall goals?

b) What objectives is it seeking to accomplish?

- in the long run

- in the short run

7. CORPORATE/DIVISIONAL GOAL CONGRUENCE

a) How do you test the consistency between divisional managers' actions and corporate goals?

b) Are there instances where the two diverge or come into conflict?

8. CAPITAL ALLOCATION

- a) What is your firm's criteria for allocating requested funds?
- b) What is the procedure for screening fund requests?
- committees involved

 - members and composition of committees

 - when committees sit for review

 - additional information
- c) Percentage of requests for funds have been approved for the division?
- average over the past year _____ past five years _____

9. MAJOR CURRENT AREAS OF EXPANSION

- a) What are the major areas of expansion that you are currently concerned about for the _____ division in terms of
- existing sales

 - product line extensions

 - new products
- b) Which are the most promising areas?

APPENDIX 9: INTERVIEW SCHEDULE FOR CORPORATE STAFF

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

CORPORATE STAFF

Interviewee's name : _____ number : _____

Position title : _____

Company name : _____

Date of interview : _____

Time of interview : _____

Place of interview : _____

Mention :all information provided would be treated with strict confidence.

Request :supporting documents e.g., organisation charts, performance data, written goal statements, planning and budgetary documents, capital project requests and procedure manuals.

1. DUTIES

a) I like to begin by getting some idea of what is involved in your job.

- overall duties and responsibilities:

- role with particular reference to the _____ division:

b) We are interested in learning how your working time is divided among several of these activities. (SHOW PROMPT CARD) Remember the sum of the individual percentages should equal 100%.

- contacts with or work generated by contacts with the board of directors _____

- contacts with or work generated by contacts with people at corporate headquarters (including group directors and staff) _____

- contacts with or work generated by contacts with managers in the various divisions _____

- contacts with or work generated by contacts with people in your company's environment (e.g., stockholders, governmental agencies, customers, suppliers, etc.) _____

- Other (please specify if they represent a significant portion of your time. Examples: "time spent on working on projects alone" or "alone time" _____

Total 100%

c) Focusing on the proportion of your working time during the past year which you spent in contacts with the divisions, how much did you devote to the _____ division? Use 100% as a base.

d) What sorts of contacts do you maintain with the _____ division?

e) Beyond the contacts you have with the division, what other contacts does it has with corporate headquarters?

f) Do you feel that there is any untapped potential areas for contact?

g) How frequently do you feel contact should ideally occur between your corporate function and personnel in the _____ division so that necessary coordination exists for planning and control? (SHOW PROMPT CARD) Daily _____ Weekly _____ Bi-weekly _____ Monthly _____ Bi-monthly _____ Quarterly _____ Half-yearly _____ Yearly _____

2) DIVISIONAL PLANS

a) In evaluating divisional plans and specific project proposals, what elements of information do you consider most important?

b) What informational items do you have to "nail down" (or satisfied) before you are confident of the ability of the division to make the plan?

3) CORPORATE GOALS

a) From where you stand in the organisation, what are the overall goals of the organisation?

- long run objectives:

- short run objectives:

b) How do you test the consistency between division managers' actions and corporate goals?

c) Are there instances where the two diverge or come into conflict?

4) CORPORATE - DIVISIONAL COORDINATION

a) What sorts of organisational devices does the corporation use to coordinate its divisions (e.g., committees, coordinators, policies, etc.)?

b) How effective are they?

5) CORPORATE INVOLVEMENT

a) What are the areas do you like to see more corporate involvement?

b) What are the areas do you like to see less corporate involvement?

6) PERSONAL INFORMATION

a) Returning to your own job:

- how long have you been in this position?

- in the past have you held other positions in this organisation?
what are they?

- on what basis is your performance judged?

- which of these factors do you see as affecting the rewards you receive?

- which of these factors do you feel:
influencable or controllable by you

- # not influencable or controllable by you

APPENDIX 10: INTERVIEW SCHEDULE FOR DIVISIONAL MANAGEMENT

DURHAM UNIVERSITY BUSINESS SCHOOL
DOCTORAL PROGRAMME

DIVISIONAL MANAGEMENT

Interviewee's name : _____ number : _____

Position title : _____

Company name : _____

Date of interview : _____

Time of interview : _____

Place of interview : _____

Mention :all information provided would be treated with strict confidence.

Request :supporting documents e.g., organisation charts, performance data, written goal statements, planning and budgetary documents, capital project requests and procedure manuals.

1. DIVISION CHARACTERISTICS

- a) I would like to begin by getting a feel for for the nature of the business your division is engaged in.
- what are your major products and markets?

 - what are their relative importance to divisional sales and profitability?
- b) What are the critical elements of success in your business?
What tasks, activities must be performed particularly well?
What activities receive the most attention?
- c) What are the major issues/problems requiring attention at this time in the division?
- of these issues, which do you think that corporate office is ideally placed to lend a helping hand?

 - of those mentioned, which issues would you say they have been helpful in resolving? not helpful in resolving?

d) Now, I would like to get a feel of how much change is going on in various segments of your firms environment. Using the past five years as a point of reference, how much change do you think has occur in the following? (SHOW PROMPT CARD)

- buying patterns and requirements of customers 1 2 3 4 5
- distributors' attitudes 1 2 3 4 5
- industry pricing patterns 1 2 3 4 5
- competitors' strategies 1 2 3 4 5
- technical developments relevant to division 1 2 3 4 5
- changes in production processes 1 2 3 4 5

1. Very rapid changes 2. Quite rapid changes 3. Moderate pace of change 4. Quite slow change 5. Very slow changes

2. COORDINATION

a) Within the division, what functional areas have to be most closely coordinated in order to achieve overall division performance? Are certain functional interfaces more critical than others?

b) Which divisional functions should be closely linked or coordinated with corporate office in order to be clear of what are expected of each others? Are certain functional areas of corporate-divisional interfaces or linkages more critical than others?

-if yes, fixed criteria?

-if fixed criteria, what are they? less than 5 or more than 5?

d) Due to rates of change in an industry, or the state of development in the technology used in the industry, or vast differences in customer requirements, etc., division executives often have varying degrees of certainty concerning what their departmental job requirements are and the kinds of activities their departments must engage in to achieve these requirements. Please indicate how clear you are about your departmental job requirements. (SHOW PROMPT CARD) 1. Job requirements are completely clear 2. Quite clear 3. Moderately clear 4. Quite unclear 5. Job requirements are completely unclear

1 2 3 4 5

e) Given the technical, human and economic resources which are available to you, how much difficulty do you experience in accomplishing your assigned departmental job requirements? (SHOW PROMPT CARD) 1. Very little difficulty 2. Little difficulty 3. Moderate 4. Quite difficult 5. Extremely difficult

1 2 3 4 5

5. PLANS, BUDGETS & FUNDS REQUESTS (F.M. ONLY)

a) Could you please describe the one year budgeting/planning process? five year planning process?

-steps:

-presentation, contact with corporate management:

-feedback from corporate office:

-review procedures:

b) Detail of capital project development process?

-nature of projects - cost reduction, sales expansion, replacement,
new products.

-approval mechanisms

corporate and divisional roles

hurdle rate

revision

reviews, in relation to plans and budgets

6. PLANS, BUDGETS & FUNDS REQUESTS (G.M. ONLY)

- a) In putting together your annual and five year plan (and specific project proposals), what elements of information do you consider most important?

- b) What informational items do you have to be satisfied before you are confident of the ability of the division to make the plan?

- c) Similarly, what items do you feel you should emphasize in selling corporate and/or group officers on the plan (or project)?

- d) Now let us focus on the issues of getting major budget items and capital expenditures approved.
 - whom do you have to influence?

 - do you feel that the corporation is more favourably disposed toward some types of projects than others? (new products, cost savings, replacement, short-lived vs. long, high return-high risk vs. lower return-low risk, large outlay vs. small outlay). What kinds of projects do you feel stand the best chance of acceptance?

- do you have any projects on the drawing board that you feel are in the division's interest but stand little chance of approval? Also, have you ever had a project or major budget item either rejected or shelved or greatly reduced in the corporate review process? If so, please elaborate.

- e) Do you feel that some divisions have more favourable positions than others on securing funds or corporate attention? If so, rank them. Why do they?

7. CORPORATION GOALS

- a) From where you stand in the organisation, what are the overall goals of the corporation?
 - long run objectives:

 - short run objectives:

8. NATURE OF INDIVIDUAL JOBS

- a) How long have you been in your current position?
- b) How do you see your overall role and responsibilities?

c) In your present position, what people do you have most contact with? (face-to-face, written, telephone) How frequent do you come in contact with these people? (SHOW PROMPT CARD)

1. Daily 2. Weekly 3. Bi-weekly 4. Monthly 5. Less than monthly

- within your division:

- at the group office:

- at the corporate office:

- at other divisions:

9. INDIVIDUAL PERFORMANCE APPRAISAL

a) On what basis is your performance judged? (criteria of performance)

- b) How do you get to know of these criteria? (SHOW PROMPT CARD)
1. Formal written statements
 2. Formal verbal communications
 3. Informal, from experience
 4. Informal, chat with colleagues
 5. Other (specify)

1 2 3 4 5

- c) How is your performance appraised? Who is involved?

- openly, with you involved:

- behind close door by some corporate and or group officers:

- d) How often is your performance evaluated? (SHOW PROMPT CARD)

1. Monthly 2. Quarterly 3. Half-yearly 4. Yearly

1 2 3 4

- e) When do you get a feedback on the appraisal of your performance?
(SHOW PROMPT CARD) 1. Immediately after an appraisal 2. After the
reward has been awarded 3. No feedback at all

1 2 3

- f) How is good performance generally awarded?

- economic:

- status:

- g) Which factors have significant impact on the size of your rewards?

- total company performance:

- total division performance:

- your department's performance:

- which of these factors can be controlled or influenced by you:

- Which of these factors cannot be controlled or influenced by you:

10. APPRAISING MANAGERS' PERFORMANCE (G.M. ONLY)

a) On what basis do you distribute rewards to the members of your own management team?

b) What is the usual rewards to members of your own management team for good performance?

- economic (salary, bonus):

- status (promotion):

others (specify):

11. OTHER AREAS OF CORPORATE INVOLVEMENT

a) Beyond the matters we have already discussed, what other involvement does corporate and group management have in divisional affairs?

- corporate:

- group:

b) Are there any areas where you feel it would be useful to have greater corporate or group concern or involvement?

- more corporate:

- more group:

c) Are there any areas where you feel it would be useful to have less corporate or group concern or involvement?

- less corporate:

- less group:

d) Are there any areas where you find yourself in competition with other divisions?

e) Do you feel there are any areas where collaboration might prove useful?

APPENDIX 11: NOCAM QUESTIONNAIRE FOR DIVISIONAL MANAGEMENT

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

Research Topic

MULTI-DIVISIONAL MANAGEMENT

Questionnaire for completion by:

- Divisional Managing Director/General Manager
- Functional Managers 1 level below Divisional General Manager

N.B. Scales for Questions 6, 7, 9, 12, 15, 18, 22, 23, 24, 25, 26, 28, 29 (III), 30, 33 have been reversed and adjusted in the direction as stated in their respective tables.

QUESTIONNAIRE NO. _____

NAME OF DIVISION
(please print) _____

ADDRESS OF DIVISION
(please print) _____

TELEPHONE NO. _____

QUESTIONNAIRE FILLED BY _____

POSITION TITLE _____

Q.1

Please circle the number opposite the classification which most closely describes your division.

More than one of those listed below.	01
STANDARD INDUSTRIAL CLASSIFICATION	
Agriculture, Forestry, Fishing.	02
Mining and Quarrying.	03
Food, Drink, Tobacco.	04
Coal and Petroleum Products.	05
Chemical and Allied Industries.	06
Metal Manufacture.	07
Mechanical Engineering.	08
Instrument Engineering.	09
Electrical Engineering.	10
Shipbuilding and Marine Engineering.	11
Vehicles.	12
Metal Goods not elsewhere specified.	13
Textiles.	14
Leather, Leather Goods and Furs.	15
Clothing and Footwear.	16
Bricks, Pottery, Glass, Cement.	17
Timber, Furniture, etc.	18
Paper, Printing and Publishing.	19
Other Manufacturing Industries.	20
Construction.	21

Q.5(i)

) Please give the company name and address of the division which has the most amount of trading with your division. (If your division, both, sells to and buys from other sister divisions, please enter their appropriate names and addresses)

Division sold to : _____
(please print)

Address : _____
(please print)

Division bought from : _____
(please print)

Address : _____
(please print)

(ii)

Referring to the division mentioned above, please select two different years within the last 10 years (1966 to 1975) where it had the highest and lowest amount of trading with your division. List the years concerned and circle the appropriate percentage for each of the two years. Remember to base your indications on 100% as your overall sales or purchases volume for the year. (If your division, both, sells to and buys from other sister divisions, please indicate how much they amount to as a percentage of your overall sales and purchases for the year)

Division sold to

	<u>YEAR</u>	<u>PERCENT OF TOTAL SALES FOR YEAR</u>
HIGHEST		10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
LOWEST		10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Division bought from

YEAR

PERCENT OF TOTAL PURCHASES FOR YEAR

HIGHEST 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

LOWEST 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Q.6

Listed below are seven statements describing the state of the relationship between your division and the sister division(s) named in Q.5(i). Please tick the one statement which you feel best describes this relationship. Remember to tick the appropriate column(s).

	I	II
	<u>Division</u>	<u>Division</u>
	<u>sold to</u>	<u>brought from</u>
1. Excellent - full cooperation and mutual understanding is achieved. Each group fulfills the expectations that the other has for it
2. Almost full cooperation and mutual understanding is achieved
3. Somewhat better than average relations
4. Average - sound to get by, even though there are some problems of achieving cooperation and understanding
5. Somewhat less than average relations
6. Only a limited amount of cooperation and mutual understanding
7. Could't be worse - poor relations, serious problems exist which are not been solved

Q.7

You are asked to indicate how desirable in your opinion each of the following approaches are in managing divisions. (Circle the appropriate number)

1. Very desirable 2. Desirable 3. Neither desirable nor undesirable
4. Undesirable 5. Completely undesirable

1. The major area of joint decision making between the corporate office and its divisions should be restricted to financial planning e.g. divisional profit contributions and approval of capital and major expense projects.

1 2 3 4 5

2. The corporate office should be more than just a rubber stamp agency for proposals submitted by the operating divisions. It should take a limited but active interest in divisional operations and management development.

1 2 3 4 5

3. There is a real need for intimate understanding of divisional operations. Corporate staff tend to be generalists, not specialists, and it is difficult for them to work effectively with divisional people. It is best, then, to rely on formal control systems as eyes and ears of corporate management.

1 2 3 4 5

4. There should be a short line of communication and rapid decision making between corporate and divisional levels. Any corporate staff must be confined mainly to providing specialized services in industrial relations, legal matters, design of information systems and interpreting divisions' financial reports.

1 2 3 4 5

5. The corporate office must commit to active leadership in employing those resources placed at the disposal of its divisions rather than simply following a holding company philosophy. Corporate staff must search out and develop solutions to problems with divisional people.

1 2 3 4 5

In answering this question, you are asked to shift from what is desirable to what actually happens in running your division. As you read through the approaches, please indicate to what extent are these approaches typical in your organisation. (Circle the appropriate number according to the following scale)

- 1. Describes very typical approach which usually occurs
- 2. Describes typical approach which usually occurs
- 3. Describes approach which sometimes occurs
- 4. Describes untypical approach which seldom occurs
- 5. Describes approach which never occurs

1. The major area of joint decision making between the corporate office and its divisions should be restricted to financial planning e.g. divisional profit contributions and approval of capital and major expense projects.

1 2 3 4 5

2. The corporate office should be more than just a rubber stamp agency for proposals submitted by the operating divisions. It should take a limited but active interest in divisional operations and management development.

1 2 3 4 5

3. There is a real need for intimate understanding of divisional operations. Corporate staff tend to be generalists, not specialists, and it is difficult for them to work effectively with divisional people. It is best, then, to rely on formal control systems as eyes and ears of corporate management.

1 2 3 4 5

4. There should be a short line of communication and rapid decision making between corporate and divisional levels. Any corporate staff must be confined mainly to providing specialized services in industrial relations, legal matters, design of information systems and interpreting divisions' financial reports.

1 2 3 4 5

5. The corporate office must commit to active leadership in employing those resources placed at the disposal of its divisions rather than simply following a holding company philosophy. Corporate staff must search out and develop solutions to problems with divisional people.

1 2 3 4 5

Q.8

Listed below are goals which might be typical of any business unit. In column I, (a) place "A" opposite those items which might currently represent important goals for your division and which either have been stated in measurable terms and/or formally committed to divisional personnel.

(b) place "B" opposite those items which, while they have not been formally stated as divisional goals, are generally viewed as implicit, broad objectives which guide management actions.

(c) place "C" opposite those items which are relatively unimportant as broad guidelines for divisional action.

In column II, rank those goals that you have rated as "A" or "B" according to the relative importance assigned to each goal by the division as a whole at this time. Place a "1" opposite the most important goal, a "2" opposite the next most important goal, a "3" opposite the third most important goal, etc until all the "A" and "B" goals have been ranked.

	I	II
	<u>Relevance to</u>	<u>Relative</u>
	<u>Division</u>	<u>Importance</u>
1. Return on invested funds
2. Product diversification into related areas
3. Profit mix desired among existing or potential product lines
4. Rate of new product introduction
5. Market share for various products
6. Product improvement
7. Cost reduction

8. Inventory control
9. Sales volume
10. % growth in sales
11. Absolute level of profits
12. % profit growth
13. Profit margin on sales
14. Product diversification into unrelated areas
15. Geographic expansion of product sales
16. Maintenance of particular customer relationships
17. Development and motivation of personnels
18. Image projected by division to customers and general public
19. Expansion of plant
20. Maintenance of unique divisional skills
21. Level of fixed costs

Q.9

Listed below are seven statements describing the state of the relationship between corporate office and your division. Please tick the one statement which you feel best describes this relationship.

1. Excellent - full cooperation and mutual understanding is achieved. Each group fulfills the expectations that the other has for it
.....
2. Almost full cooperation and mutual understanding is achieved
.....
3. Somewhat better than average relations
.....
4. Average - sound enough to get by, even though there are some problems of achieving cooperation and understanding
.....
5. Somewhat less than average relations
.....

- 6. Only a limited amount of cooperation and mutual understanding
 7. Couldn't be worse - poor relations, serious problems exist which are not been solved

Q.10

If you consider ideal performance or desired state for your division as 100%, what percentage value would you assign to its actual performance over the last five years on each of the following areas ? (Circle the appropriate percentage for each area)

- 1. Return on investment 20% 40% 60% 80% 100%
- 2. Sales 20% 40% 60% 80% 100%
- 3. Profit 20% 40% 60% 80% 100%
- 4. Market share 20% 40% 60% 80% 100%
- 5. Management development 20% 40% 60% 80% 100%
- 6. Social responsibility 20% 40% 60% 80% 100%
- 7. Ability to attract and retain high level manpower 20% 40% 60% 80% 100%
- 8. Satisfaction and morale of employees 20% 40% 60% 80% 100%
- 9. Quality of firm's products 20% 40% 60% 80% 100%
- 10. Service to customers 20% 40% 60% 80% 100%
- 11. Rating its competitors would be expected to give the division for its overall performance 20% 40% 60% 80% 100%
- 12. Relative size of investment vis-a-vis other sister divisions (Take 100% as representing the division with the highest investment) 20% 40% 60% 80% 100%

5. Requests for centralised services	1	2	3	4	5
--------------------------------------	---	---	---	---	---

Q.13

Please rate each of the twelve criteria listed below in terms of the degree which corporate office uses it in evaluating your division's performance. Place a "1" opposite the four most important criteria and a "2" opposite the four criteria which are next most important.

- 1. Capacity to control cost during the current year
- 2. Market share achieved during the current year
- 3. Development of management talent
- 4. Profit improvement over a 3-5 year period
- 5. Ability to control working capital during the current year
- 6. Return on investment over a 3-5 year period
- 7. Sales improvement over a 3-5 year period
- 8. Longer run trend in market share
- 9. Sales improvement over the previous year
- 10. Profit improvement over the previous year
- 11. Return on investment for the current year
- 12. Rate of development of new products over a 3-5 period

Q:14

We are interested in how much influence you feel is actually exerted by each of the following levels on the broad policy decisions made in your division. (Circle the appropriate number according to the following scale)

- 1. Little or no influence
- 2. Some
- 3. Quite a bit
- 4. A great deal
- 5. A very great deal of influence

1. Corporate chief executive	1	2	3	4	5
2. Corporate executives 1 level below corporate chief executive	1	2	3	4	5
3. Your group executive directors and their staff	1	2	3	4	5
4. Divisional general manager	1	2	3	4	5
5. Persons 1 level below divisional general manager	1	2	3	4	5
6. Persons 2 levels below divisional general manager	1	2	3	4	5
7. Persons 3 levels below divisional general manager	1	2	3	4	5

We are also interested in how much influence you feel should be exerted by each of the following levels on the broad policy decisions made in your division. (Circle the appropriate number)

1. Corporate chief executive	1	2	3	4	5
2. Corporate executives 1 level below corporate chief executive	1	2	3	4	5
3. Your group executive directors and their staff	1	2	3	4	5
4. Divisional general manager	1	2	3	4	5

3. Locus of Decision Making (Product Mix)
 - (a) Divisional general manager with the help of the production/marketing manager 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

4. Locus of Decision Making (Quality Standard Setting in Production)
 - (a) Divisional general manager with the help of the production/quality control manager 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

5. Locus of Decision Making (Manpower Policies)
 - (a) Divisional general manager with the help of the personnel manager 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

6. Locus of Decision Making (Selection of Executive Personnel)
 - (a) Divisional general manager only 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

7. Locus of Decision Making (Long Range Planning)
 - (a) Divisional general manager with the help of managers from all functional areas 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

- 8. Locus of Decision Making (Executive Performance Appraisal Systems)
 - (a) Divisional general manager only 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

- 9. Locus of Decision Making (Efficiency Standard Setting in Production)
 - (a) Divisional general manager with the help of the production/engineering manager 1
 - (b) Corporate executive committee with the help of the divisional general manager 2
 - (c) Corporate chief executive with the help of the corporate executive committee 3

- 10. The Degree of Information Sharing
 - (a) Considerable - general memos on all major aspects of company's operations i.e. pertaining to both corporate and divisional affairs 1
 - (b) Fair - special reports on company affairs distributed to divisional general manager and functional managers 2
 - (c) Little - all information on company affairs kept secret from everybody except corporate executives and divisional general manager 3

Q.17

Listed below are various functions that may be performed by corporate personnels for your division.

In column I, please tick those which have been performed for your division.

In column II, please indicate the nature of involvement by corporate personnels against those functions which you have just ticked.

(a) place a "P" opposite those items where corporate involvement is of a policy setting kind i.e. setting policies, advising, providing basic approaches.

(b) place a "O" opposite those items where corporate involvement is of an active and operating kind e.g. actually carrying out some purchasing activities for the division.

	I	II
	<u>Areas of Involvement</u>	<u>Nature of Involvement</u>
1. Financial / control
2. Longe range planning
3. Legal
4. Industrial relations
5. Operations research
6. Marketing
7. Manufacturing / industrial engineering
8. Planning and scheduling of output
9. Purchasing
10. Engineering (other than industrial) e.g. electronic data processing
11. Research and development

Q.18

Listed below are various management systems that your division may have or subscribe to.

In column I, please tick those which your division may have. Add any others which had not been listed.

In column II, please indicate the origin of the systems which you have just ticked.

(a) place a "C" opposite those that were introduced by the corporate office.

(b) place a "D" opposite those that were introduced by your own division.

(c) place a "O" opposite those that were introduced by other sister division.

In column III, please indicate how satisfied you are with those systems that you have just ticked. (Enter the appropriate number according to the following scale)

- 1. Completely satisfied 2. Quite satisfied
- 3. Just about satisfied 4. A little dissatisfied
- 5. Completely dissatisfied

	I	II	III
	<u>Type</u>	<u>Origin</u>	<u>Satisfaction</u>
PAPER SYSTEMS			
1. Five-year planning system
2. Annual budgeting system
3. Quarterly budget forecast

4. Monthly budget review
5. Monthly operating reports
6. Approval system for major capital and expense items
7. Cash management system
8. Formal goal setting, performance evaluation and incentive compensation system
9. Approval system for hiring, replacement and salary changes of key divisional personnel
Others: _____
_____
_____
_____
_____

COMMITTEES, TASK FORCES, FORMAL MEETINGS

10. Annual meeting between corporate and divisional general managers
11. Group management committees
12. Technical evaluation board for capital projects
13. Permanent cross-divisional committees
14. Line management task forces
15. Ad-hoc cross-divisional meetings for functional managers
Others: _____
_____
_____
_____
_____

Q.19

Listed below are different approaches to setting divisional objectives.

In column I, please tick the approach that best describes the manner which objectives are set for your division.

In column II, you are asked to shift from what actually happens to what you believe to be a more desirable approach to setting objectives for your division. Please tick the more desirable approach.

	I	II
	<u>Actual</u>	<u>Desirable</u>
	<u>Approach</u>	<u>Approach</u>
1. Objectives are announced with no opportunity to raise questions or give comments
2. Objectives are announced and explained and an opportunity is then given to ask questions
3. Objectives are drawn up, but are discussed with the divisional general manager and sometimes modified before being issued
4. Specific alternative objectives are drawn up by corporate office and divisional management are asked to discuss them and indicate the one they think best
5. Broad plans and problems of the company as a whole are presented to the divisional management involved and the objectives felt to be best are then set jointly by the corporate and divisional management through group participation and discussion

Q.20

We are interested in looking at the relative status positions of different persons in your organisation. Place a "1" opposite the level of organisation members which you believe commands the most status in your organisation, a "2" opposite the level which commands the next most status in your organisation, a "3" opposite the level which commands the third most status, etc until all the levels have been ranked.

- 1. Corporate chief executive

- 2. Corporate executives 1 level below corporate chief executive
- 3. Your group executive directors and their staff
- 4. Divisional general manager
- 5. Persons 1 level below divisional general manager
- 6. Persons 2 levels below divisional general manager
- 7. Persons 3 levels below divisional general manager

Q.21

Listed below are different ways which disagreements and differences between corporate and divisional offices can be handled.

In column I, please tick the particular way which best describes the manner in which disagreements between your division and corporate office are being handled.

In column II, you are asked to shift from what actually happens to what you believe to be a more desirable way to handle disagreements between your division and corporate office. Please tick the more desirable way.

	I	II
	<u>Actual</u>	<u>Desirable</u>
	<u>Way</u>	<u>Way</u>
1. Disagreements are almost always avoided, denied or suppressed
2. Disagreements are often avoided, denied or suppressed
3. Sometimes disagreements are avoided or suppressed, sometimes they are acknowledged as part of the job and are discussed when they arise
4. Disagreements are usually acknowledged as part of the job and are discussed when they arise
5. Disagreements are almost always acknowledged as part of the job and are discussed when they arise

Q.22

In the course of conducting your divisional activities, you may feel that you need various items of information regularly from the corporate office. To what extent do you find that your informational needs have been anticipated by corporate executives and their staff, who then volunteer them regularly and in an accurate and complete form? (Circle the appropriate number)

- 1. To a very great extent
- 2. To a large extent
- 3. To a moderate extent
- 4. To a small extent
- 5. To a very small extent

1 2 3 4 5

Q.23

Corporate executives and their staff often make policy decisions which may affect your division in areas such as choice of long versus short term risks, product diversification, market expansion, management development programmes, etc.

In making such decisions or taking actions in such areas, to what extent do corporate management try to respond to your division's needs and to avoid creating problems or complications.

(Circle the appropriate number)

- 1. To a very great extent
- 2. To a large extent
- 3. To a moderate extent
- 4. To a small extent
- 5. To a very small extent

1 2 3 4 5

Q.24

We are interested in having a better understanding of the team spirit that exists between divisional and corporate personnels. Please circle the appropriate number to describe such team spirit.

- 1. To a very great extent
- 2. To a large extent
- 3. To a moderate extent
- 4. To a small extent
- 5. To a very small extent

- 1. To what extent do you feel that corporate and divisional personnels belong to a team that works together ?

1 2 3 4 5

- 2. To what extent do you feel that corporate staff tends to be too much of a watch-dog and is trying to get ahead at the expense of divisional personnels ?

1 2 3 4 5

3. From what you know and heard, to what extent do you feel that corporate executives and their staff are useful when it comes to sticking together and helping divisional people out ?

1 2 3 4 5

Q.25

We are interested in looking at the success of your corporate office as a leader to your division. Please circle the appropriate number to indicate how it fares in some important leadership areas.

1. To a very great extent 2. To a large extent 3. To a moderate extent 4. To a small extent 5. To a very small extent

1. To what extent do corporate executives encourage you to approach them for advice and assistance ?

1 2 3 4 5

2. To what extent do you feel that corporate executives are useful as a source for advice and assistance ?

1 2 3 4 5

3. To what extent do you feel that corporate executives are receptive to your ideas and suggestions ?

1 2 3 4 5

4. To what extent do you feel that corporate executives are keen to know the problems and difficulties that your division encounters ?

1 2 3 4 5

5. To what extent do you feel that corporate executives are conscious of their responsibilities to your division ?

1 2 3 4 5

6. To what extent do you feel that corporate executives have successfully discharged their responsibilities to your division ?

1 2 3 4 5

7. How accessible are corporate executives when you wish to contact them for advice and assistance ?

- 1. I could get to see all corporate executives and none requires prior appointment.
- 2. I could get to see all corporate executives but some require prior appointment.
- 3. I could get to see all corporate executives and all require prior appointment.
- 4. I could only get to see the less senior corporate executives and none requires prior appointment.
- 5. I could only get to see the less senior corporate executives but some require prior appointment.

1 2 3 4 5

Q.26

Most large organisations have numerous standard operating procedures ranging from written rules prescribing steps to be taken in accomplishing a task to standard methods for organising and transmitting information. For example, a credit manager may follow a well-defined sequence of "tests" in passing on a new account. On the other hand, a man in basic research may be faced with a number of unique problems for which there are no established procedures. Please circle the appropriate percentage on the scale below which best indicates the relative proportion of the work in your job for which rules and procedures have been prescribed.

No established rules or procedures for any activities

Established rules and procedures for all activities

0% 20% 40% 60% 80% 100%

In addition, please circle the appropriate number to indicate the relative specificity or generality of such rules and procedures as prescribed for you.

- 1. Very detailed and comprehensive rules and procedures have been prescribed.
- 2. Quite detailed and comprehensive rules and procedures have been prescribed.
- 3. A balanced mix of detailed (& comprehensive) and general (& broad) rules and procedures have been prescribed.
- 4. Quite general and broad rules and procedures have been prescribed.
- 5. Very general and broad rules and procedures have been prescribed.

1 2 3 4 5

Q.27

Referring to those rules - which include productivity norms as well as explicit rules that detail specific performances - that have been prescribed for you, please indicate how much influence you feel is actually exerted by yourself and by each of the following levels in its formulation. (Circle the appropriate number)

- 1. Little or no influence
- 2. Some
- 3. Quite a bit
- 4. A great deal
- 5. A very great deal of influence

1. Corporate chief executive	1	2	3	4	5
2. Corporate executives 1 level below corporate chief executive	1	2	3	4	5
3. Your group executive directors and their staff	1	2	3	4	5
4. Divisional general manager	1	2	3	4	5
5. Persons 1 level below divisional general manager	1	2	3	4	5
6. Persons 2 levels below divisional general manager	1	2	3	4	5
7. By yourself	1	2	3	4	5

We are also interested in how much influence you feel should be exerted by yourself and by each of the following levels in the formulation of those rules that have been prescribed for you.
(Circle the appropriate number)

- | | | | | | |
|---|---|---|---|---|---|
| 1. Corporate chief executive | 1 | 2 | 3 | 4 | 5 |
| 2. Corporate executives 1 level below corporate chief executive | 1 | 2 | 3 | 4 | 5 |
| 3. Your group executive directors and their staff | 1 | 2 | 3 | 4 | 5 |
| 4. Divisional general manager | 1 | 2 | 3 | 4 | 5 |
| 5. Persons 1 level below divisional general manager | 1 | 2 | 3 | 4 | 5 |
| 6. Persons 2 levels below divisional general manager | 1 | 2 | 3 | 4 | 5 |
| 7. By yourself | 1 | 2 | 3 | 4 | 5 |

Q.28

From your experience of those rules and procedures that have been prescribed for you, please indicate how satisfied you are with them.
(Circle the appropriate number)

1. Completely satisfied 2. Quite satisfied 3. Just about satisfied
4. A little dissatisfied 5. Completely dissatisfied

- | | | | | | |
|---|---|---|---|---|---|
| 1. Overall satisfaction with prescribed rules and procedures | 1 | 2 | 3 | 4 | 5 |
| 2. Satisfaction with detailed and comprehensive rules and procedures (circle if applicable) | 1 | 2 | 3 | 4 | 5 |
| 3. Satisfaction with general and broad rules and procedures (circle if applicable) | 1 | 2 | 3 | 4 | 5 |

Q.29

Listed below are some typical areas where business firms may experience competition. However, the level of competition experienced and the relative importance of each area in affecting profitability would, of course, vary with different firms. We are interested in studying the competition that your division has experienced and the resultant effects on its profitability.

In column I, please indicate the relative level of competition, within each area, that your division has experienced over the past 3 years. (Enter the appropriate number according to the following scale)

- 1. Very low level of competition experienced.
- 2. Quite low " " " "
- 3. Moderate " " " "
- 4. Quite high " " " "
- 5. Very high " " " "

In column II, please indicate the relative level of competition, within each area, that is expected by your division over the next coming 3 years. (Enter the appropriate number according to the following scale)

- 1. Very low level of competition expected.
- 2. Quite low " " " "
- 3. Moderate " " " "
- 4. Quite high " " " "
- 5. Very high " " " "

In column III, please indicate, from your past experience of the competition that has been encountered by your division, the relative importance of each competition-area in affecting your division's profitability. (Enter the appropriate number according to the following scale)

- 1. Very important in affecting profitability.
- 2. Quite important " "
- 3. Mildly important " "
- 4. Quite unimportant " "
- 5. Completely unimportant " "
- 0. Impossible to tell whether it had a direct effect.

<u>Competition-areas</u>	<u>I Competition Experienced</u>	<u>II Competition Expected</u>	<u>III Relative Importance</u>
1. Price Competition
2. Marketing Competition			
- in promotion of products
- for channels of distribution
- in providing service to customers
3. Product Competition			
- in product quality
- in product range
- in timeliness of delivery
4. Resource competition			
- in funds acquisition
- in raw material acquisition
- in manpower acquisition
5. Image Competition (in projecting a superior image)			
- to customers
- to suppliers
- to employees/trade unions
- to stockholders/potential investors
- to financial institutions
- to government
- to the general public

Q.30

Over the past decade, much technological advancement has been made and has enabled many business firms to introduce new manufacturing processes and/or products. We would like to study how such technological advancement has affected your division.

In column I, please indicate the rapidity which your division's manufacturing processes and products have changed over the past 10 years. (Enter the appropriate number according to the following scale)

- 1. Very rapid changes 2. Quite rapid changes
- 3. Moderate changes 3. Quite slow changes
- 5. Very slow changes

In column II, from your past experience of the changes that has been made in your division's manufacturing processes and products, please indicate how important such changes are in affecting your division's profitability. (Enter the appropriate number according to the following scale)

- 1. Very important in affecting profitability.
- 2. Quite important " "
- 3. Mildly important " "
- 4. Quite unimportant " "
- 5. Completely unimportant " "

	I	II
	<u>Rapidity</u>	<u>Importance</u>
	<u>of Change</u>	<u>of Change</u>
1. Manufacturing processes
2. Products

5. Development of new products
6. The forecasting of technological changes relevant to the division's products and the processes by which they are manufactured
7. Choice of marketing strategies
8. The forecasting of sales, market share, size of the industry and market trend
9. The hiring and dismissal of senior personnel
10. Management or executive development

Q.32

In evaluating and considering the potentialities of a new idea for your division (e.g. development of a new product or expansion of operations for existing products), there are many considerations which corporate office should be concerned. We recognise, while all of these concerns are important, that certain concerns should be most important to corporate office. In order to learn which are most important, we would like you to rank the 25 criteria listed below as follows:

- a. Place a "1" by the seven criteria which you believe should be of most concern to your corporate office.
- b. Place a "2" by the next seven criteria which you believe should be of second most concern to your corporate office.

Criteria:

- (1) The manufacturing costs associated with products resulting from the proposed idea.
- (2) Competition's response to products resulting from the proposed idea.
- (3) The return on investment which might result from the new idea.
- (4) The technical processing problems which might result from the proposed idea.

- (5) The degree to which products resulting from the proposed idea will require continuing research and engineering efforts.
- (6) The cost of obtaining the range of technical skills required to develop products from the proposed idea.
- (7) The effect that committing funds to the proposed idea might ultimately have on the market price of the company/division's stock.
- (8) The capability of the sales organisation to sell the products resulting from the proposed idea.
- (9) The technical capability of the research staff to conduct research on the proposed idea.
-(10) The amount of capital required to develop and/or commercialise the new idea and the difficulty in securing the required funds.
-(11) The effect of products resulting from the proposed idea on the sales of existing division products.
-(12) The effect of products resulting from the proposed idea on the sales of products of other sister divisions.
-(13) The nature of plant facilities/materials which would be required for implementing the proposed idea.
-(14) The problems of meeting delivery schedules on products resulting from the proposed idea.
-(15) The effect of the proposed idea on divisional sales growth and profitability.
-(16) Securing the approval and support of senior corporate/divisional members to the proposed idea.
-(17) The ecological and environmental considerations associated with the production and distribution of products resulting from the proposed idea.
-(18) The price and volume at which a product coming from the proposed idea could be sold.
-(19) The difficulty associated with new manning arrangements for producing the products resulting from the proposed idea.
-(20) The extent and nature which senior corporate members are to be informed on how the new idea is developing and progressing.
-(21) The difficulty of maintaining quality standards on products stemming from the proposed idea.
-(22) The degree to which particular customer needs may be satisfied or altered by products resulting from the proposed idea.

-(23) The difficulty of economically securing materials required to manufacture products resulting from the proposed idea.
-(24) The amount of working capital required to support receivables and inventories associated with products resulting from the proposed idea.
-(25) The amount of engineering time required by particular applications which might result from the proposed idea.

Q.33

In the course of discharging your work duties, you may have built up various opinions about the work itself, about the kind of environment or circumstances within which you are required to undertake your work, or even about the people with whom you have to work with. We are interested in such opinions in order that we may come to grips with the precise nature of your work. To obtain information of such opinions, we have formulated various statements about the nature of work in general. Please read through these statements and indicate against each of them the extent which you agree or disagree that they are representative of your opinions about your work.

1. Strongly agree 2. Agree 3. Neither agree nor disagree
 4. Disagree 5. Strongly disagree

1. I have enough time to complete my work	1	2	3	4	5
2. I have to do things that should be done differently	1	2	3	4	5
3. I am able to act the same regardless of the group I am with	1	2	3	4	5
4. I work under incompatible policies and guidelines	1	2	3	4	5
5. I receive assignments without the manpower to complete them	1	2	3	4	5
6. I have to buck a rule or policy in order to carry out an assignment	1	2	3	4	5
7. I have just the right amount of work to do	1	2	3	4	5
8. I receive incompatible requests from two or more people	1	2	3	4	5
9. I do things that are apt to be accepted by one person and not accepted by another	1	2	3	4	5
10. I receive assignments without adequate resources and materials to execute them	1	2	3	4	5
11. I work on unnecessary things	1	2	3	4	5
12. I feel certain about how much authority I have	1	2	3	4	5
13. I have clear, planned goals and objectives for my job	1	2	3	4	5

- | | | | | | |
|---|---|---|---|---|---|
| 14. I have a lack of guidelines to help me | 1 | 2 | 3 | 4 | 5 |
| 15. I know that I have divided my time properly | 1 | 2 | 3 | 4 | 5 |
| 16. I know what my responsibilities are | 1 | 2 | 3 | 4 | 5 |
| 17. I have to "feel my way" in performing my duties | 1 | 2 | 3 | 4 | 5 |
| 18. I know exactly what is expected of me | 1 | 2 | 3 | 4 | 5 |
| 19. I am told how well I am doing my job | 1 | 2 | 3 | 4 | 5 |
| 20. I receive a clear explanation of what has to be done | 1 | 2 | 3 | 4 | 5 |
| 21. I have to work under vague directives or orders | 1 | 2 | 3 | 4 | 5 |
| 22. I do not know if my work will be acceptable to my superiors | 1 | 2 | 3 | 4 | 5 |

APPENDIX 12: NOCAM QUESTIONNAIRE FOR CORPORATE/GROUP MANAGEMENT

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

Research Topic

MULTI-DIVISIONAL MANAGEMENT

Questionnaire for completion by:

- Corporate Chief Executive
- Corporate Executives 1 level below Corporate Chief Executive

N.B. Scales for Questions 7, 9, 12, 15, 18, 23 (III), 24 have been reversed and adjusted in the direction as stated in their respective tables.

QUESTIONNAIRE NO. _____

COMPANY NAME
(please print) _____COMPANY ADDRESS
(please print) _____

TELEPHONE NO. _____

QUESTIONNAIRE FILLED BY _____

POSITION TITLE _____

Q.1

Please circle the number opposite the classification which most closely describes your organisation.

More than one of those listed below.	01
STANDARD INDUSTRIAL CLASSIFICATION	
Agriculture, Forestry, Fishing.	02
Mining and Quarrying.	03
Food, Drink, Tobacco.	04
Coal and Petroleum Products.	05
Chemical and Allied Industries.	06
Metal Manufacture.	07
Mechanical Engineering.	08
Instrument Engineering.	09
Electrical Engineering.	10
Shipbuilding and Marine Engineering.	11
Vehicles.	12
Metal Goods not elsewhere specified.	13
Textiles.	14
Leather, Leather Goods and Furs.	15
Clothing and Footwear.	16
Bricks, Pottery, Glass, Cement.	17
Timber, Furniture, etc.	18
Paper, Printing and Publishing.	19
Other Manufacturing Industries.	20
Construction.	21

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

Research Topic

MULTI-DIVISIONAL MANAGEMENT

Questionnaire for completion by:

- Group Executive Directors

NAME OF GROUP _____
 (please print)

ADDRESS OF GROUP _____
 (please print)

TELEPHONE NO. _____

QUESTIONNAIRE FILLED BY _____

POSITION TITLE _____

Q.1

Please circle the number opposite the classification which most closely describes your group of divisions.

More than one of those listed below.	01
STANDARD INDUSTRIAL CLASSIFICATION	
Agriculture, Forestry, Fishing.	02
Mining and Quarrying.	03
Food, Drink, Tobacco.	04
Coal and Petroleum Products.	05
Chemical and Allied Industries.	06
Metal Manufacture.	07
Mechanical Engineering.	08
Instrument Engineering.	09
Electrical Engineering.	10
Shipbuilding and Marine Engineering.	11
Vehicles.	12
Metal Goods not elsewhere specified.	13
Textiles.	14
Leather, Leather Goods and Furs.	15
Clothing and Footwear.	16
Bricks, Pottery, Glass, Cement.	17
Timber, Furniture, etc.	18
Paper, Printing and Publishing.	19
Other Manufacturing Industries.	20
Construction.	21

Buying Division _____
 (please print)
 Address _____

NOTE: The continuing question of 5 and 6 should be answered with these two major divisions in mind.

Q.5

Please select two different years within the last 10 years (1966 to 1975) where the selling division had sold the highest and the lowest amount of its products to the buying division. List the years concerned and against an overall sales volume of 100%, please indicate the percentage that was sold to the buying division. (Circle the appropriate percentage for each of the two years)

	<u>YEAR</u>	<u>PERCENT OF TOTAL SALES FOR YEAR</u>
HIGHEST	10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
LOWEST	10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Q.6

Referring to the two years mentioned in Q.5, please indicate what percentage of the buying division's total purchases were bought from the selling division. (Circle the appropriate percentage for each of the two years)

<u>YEAR</u>	<u>PERCENT OF TOTAL PURCHASES FOR YEAR</u>
.....	10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
.....	10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Throughout the rest of the questionnaire, certain terms would be used regularly. The understanding of these terms is essential for you to be able to complete the questionnaire and they are therefore explained below.

1. CORPORATE OFFICE

A collective term referring to all executives above the managing director/general manager of the division under study. Specifically, it refers to :-

- the Corporate Chief Executive (head of the whole organisation),
- the Corporate Executives 1 level below corporate chief executive (those who head different functions at head office and who operate in support of the corporate chief executive),
- and where applicable, the Group Executive Directors (those responsible for administering the particular group of divisions, amongst other groups, which the division under study belongs).

2. DIVISIONAL OFFICE

A collective term referring to all executives responsible for the management of the division under study. Specifically, it refers to :-

- the Managing Director/General Manager (head of the division under study),
- Persons 1 level below divisional general manager/Functional Managers (those responsible for managing the different functional departments within the division under study),
- Persons 2 levels below divisional general manager/Middle Managers (those who assist the functional managers in the management of their respective functional departments),
- and, Persons 3 levels below divisional general manager/First Line Supervisors (those supervising smaller groups of employees over the performance of particular tasks).

3. DIVISION

A loose term used in all questions to remind respondents that answers given should pertain directly to the division under study.

4. DIVISION UNDER STUDY

This refers to the
.....

and addressed at
.....
.....

Q.7

You are asked to indicate how desirable in your opinion each of the following approaches are in managing divisions. (Circle the appropriate number)

- 1. Very desirable 2. Desirable 3. Neither desirable nor undesirable
- 4. Undesirable 5. Completely undesirable

1. The major area of joint decision making between the corporate office and its divisions should be restricted to financial planning e.g. divisional profit contributions and approval of capital and major expense projects.

1 2 3 4 5

2. The corporate office should be more than just a rubber stamp agency for proposals submitted by the operating divisions. It should take a limited but active interest in divisional operations and management development.

1 2 3 4 5

3. There is a real need for intimate understanding of divisional operations. Corporate staff tend to be generalists, not specialists, and it is difficult for them to work effectively with divisional people. It is best, then, to rely on formal control systems as eyes and ears of corporate management.

1 2 3 4 5

4. There should be a short line of communication and rapid decision making between corporate and divisional levels. Any corporate staff must be confined mainly to providing specialized services in industrial relations, legal matters, design of information systems and interpreting divisions' financial reports.

1 2 3 4 5

5. The corporate office must commit to active leadership in employing those resources placed at the disposal of its divisions rather than simply following a holding company philosophy. Corporate staff must search out and develop solutions to problems with divisional people.

1 2 3 4 5

5. The corporate office must commit to active leadership in employing those resources placed at the disposal of its divisions rather than simply following a holding company philosophy. Corporate staff must search out and develop solutions to problems with divisional people.

1 2 3 4 5

Q.8

Listed below are goals which might be typical of any business unit.

In column I, (a) place "A" opposite those items which currently represent important goals for your division and which either have been stated in measurable terms and/or formally committed to divisional personnel.

(b) place "B" opposite those items which, while they have not been formally stated as divisional goals, are generally viewed as implicit, broad objectives which guide management actions.

(c) place "C" opposite those items which are relatively unimportant as broad guidelines for divisional action.

In column II, rank those goals that you have rated as "A" or "B" according to the relative importance assigned to each goal by the division as a whole at this time. Place a "1" opposite the most important goal, a "2" opposite the next most important goal, a "3" opposite the third most important goal, etc until all the "A" and "B" goals have been ranked.

	I	II
	<u>Relevance to</u>	<u>Relative</u>
	<u>Division</u>	<u>Importance</u>
1. Return on invested funds
2. Product diversification into related areas
3. Profit mix desired among existing or potential product lines
4. Rate of new product introduction
5. Market share for various products
6. Product improvement
7. Cost reduction

- 8. Inventory control
- 9. Sales volume
- 10. % growth in sales
- 11. Absolute level of profits
- 12. % profit growth
- 13. Profit margin on sales
- 14. Product diversification into
unrelated areas
- 15. Geographic expansion of product sales
- 16. Maintenance of particular customer
relationships
- 17. Development and motivation of
personnels
- 18. Image projected by division to customers
and general public
- 19. Expansion of plant
- 20. Maintenance of unique divisional skills
- 21. Level of fixed costs

Q.9

Listed below are seven statements describing the state of the relationship between corporate office and your division. Please tick the one statement which you feel best describes this relationship. .

- 1. Excellent - full cooperation and mutual understanding is achieved. Each group fulfills the expectations that the other has for it
- 2. Almost full cooperation and mutual understanding is achieved
- 3. Somewhat better than average relations
- 4. Average - sound enough to get by, even though there are some problems of achieving cooperation and understanding
- 5. Somewhat less than average relations

- 6. Only a limited amount of cooperation and mutual understanding
 7. Couldn't be worse - poor relations, serious problems exist which are not been solved

Q.10

If you consider ideal performance or desired state for your division as 100%, what percentage value would you assign to its actual performance over the last five years on each of the following areas? (Circle the appropriate percentage for each area)

- 1. Return on investment 20% 40% 60% 80% 100%
- 2. Sales 20% 40% 60% 80% 100%
- 3. Profit 20% 40% 60% 80% 100%
- 4. Market share 20% 40% 60% 80% 100%
- 5. Management development 20% 40% 60% 80% 100%
- 6. Social responsibility 20% 40% 60% 80% 100%
- 7. Ability to attract and retain high level manpower 20% 40% 60% 80% 100%
- 8. Satisfaction and morale of employees 20% 40% 60% 80% 100%
- 9. Quality of firm's products 20% 40% 60% 80% 100%
- 10. Service to customers 20% 40% 60% 80% 100%
- 11. Rating its competitors would be expected to give the firm for its overall performance 20% 40% 60% 80% 100%
- 12. Relative size of investment vis-a-vis other sister divisions (Take 100% as representing the division with the highest investment) 20% 40% 60% 80% 100%

13. Relative contribution to the organisation's total profits (Take 100% as representing the the total profits) 20% 40% 60% 80% 100%

14. Relative growth of division vis-a-vis the growth of sister divisions (Take 100% as representing the division with the fastest profit growth) 20% 40% 60% 80% 100%

15. Future commercial prospect and viability (Take 100% as representing the desired level of prospect and viability) 20% 40% 60% 80% 100%

Q.11

If 100% represent the idea quality and quantity of information that your division's management would like to receive from corporate headquarters, how would you rate headquarters in terms of what it provides? (Circle the appropriate percentage)

20% 40% 60% 80% 100%

Q.12

In general, how prompt is the corporate headquarters in reacting to requests from your division in the following areas? (Circle the appropriate number)

- 1. Always very prompt 2. Very prompt 3. Sometimes very prompt
- 4. Prompt 5. Seldom prompt

1. Requests for funds on new capital projects. 1 2 3 4 5

2. Approval for starting new commercial or production activities. 1 2 3 4 5

3. Request for non-routine information. 1 2 3 4 5

4. Approval for major revision of current commercial or production practices. 1 2 3 4 5

5. Request for centralised services. 1 2 3 4 5

Q.15

When the divisional management ask your corporate office to respond to their needs i.e. funds and authority to embark on new ventures or operational activities, how much do you believe they tend to overstate their ends or urgency of their needs. (Circle the appropriate number)

1. Always overstates 2. Usually overstates 3. Sometimes overstates
4. Seldom overstates 5. Never overstates

1 2 3 4 5

Q.16

We are interested in finding out the decision-makers of various divisional policies. Please indicate who they are for different policy areas. (Circle the appropriate number)

1. Locus of Decision Making (Major Policies)

- (a) Corporate executive committee with the help of
divisional general manager 1
(b) Top level corporate executive committee 2
(c) Corporate chief executive only 3

2. Locus of Decision Making (Sales Policies)

- (a) Divisional general manager with the help of the
sales manager 1
(b) Corporate executive committee with the help of the
divisional general manager 2
(c) Corporate chief executive with the help of the
corporate executive committee 3

3. Locus of Decision Making (Product Mix)

- (a) Divisional general manager with the help of the
production/marketing manager 1
(b) Corporate executive committee with the help of the
divisional general manager 2
(c) Corporate chief executive with the help of the
corporate executive committee 3

4. Locus of Decision Making (Quality Standard Setting in Production)

- (a) Divisional general manager with the help of the
production/quality control manager 1
(b) Corporate executive committee with the help of the

- divisional general manager 2
- (c)Corporate chief executive with the help of the
corporate executive committee 3
- 5. Locus of Decision Making (Manpower Policies)
 - (a)Divisional general manager with the help of the
personnel manager 1
 - (b)Corporate executive committee with the help of the
divisional general manager 2
 - (c)Corporate chief executive with the help of the
corporate executive committee 3
- 6. Locus of Decision Making (Selection of Executive Personnel)
 - (a)Divisional general manager only 1
 - (b)Corporate executive committee with the help of the
divisional manager 2
 - (c)Corporate chief executive with the help of the
corporate executive committee 3
- 7. Locus of Decision Making (Long Range Planning)
 - (a)Divisional general manager with the help of
managers from all functional areas 1
 - (b)Corporate executive committee with the help of the
divisional general manager 2
 - (c)Corporate chief executive with the help of the
corporate executive committee 3
- 8. Locus of Decision Making (Executive Performance Appraisal Systems)
 - (a)Divisional general manager only 1
 - (b)Corporate executive committee with the help of the
divisional general manager 2
 - (c)Corporate chief executive with the help of the
corporate executive committee 3
- 9. Locus of Decision Making (Efficiency Standard Setting in Production)
 - (a)Divisional general manager with the help of the
production/engineering manager 1
 - (b)Corporate executive committee with the help of the
divisional general manager 2
 - (c)Corporate chief executive with the help of the
corporate executive committee 3

10. The Degree of Informational Sharing

- (a) Considerable - general memos on all major aspects of company's operations i.e. pertaining to both corporate and divisional affairs 1
- (b) Fair - special reports on company affairs distributed to divisional general manager and functional managers 2
- (c) Little - all information on company affairs kept secret from everybody except corporate executives and divisional general manager 3

Q.17

Listed below are various functions that may be performed by corporate personnels for the division.

In column I, please tick those which have been performed for your division.

In column II, please indicate the nature of involvement by corporate personnels against those functions which you have just ticked.

- (a) place a "P" opposite those items where corporate involvement is of a policy setting nature i.e. setting policies, advising, providing basic approaches.
- (b) place a "O" opposite those items where corporate involvement is of an active and operating kind e.g. actually carrying out some purchasing activities for the division.

	I	II
	<u>Areas of Involvement</u>	<u>Nature of Involvement</u>
1. Financial / control
2. Longe range planning
3. Legal
4. Industrial relations
5. Operations research
6. Marketing
7. Manufacturing / industrial engineering
8. Planning and scheduling of output
9. Purchasing
10. Engineering (other than industrial) e.g. electronic data processing
11. Research and development

Q.18

Listed below are various management systems that your division may have or subscribe to.

In column I, please tick those which your division may have. Add any others which had not been listed.

In column II, please indicate the origin of the systems which you have just ticked.

(a) place a "C" opposite those that were introduced by the corporate office.

(b) place a "D" opposite those that were introduced by your division.

(c) place a "O" opposite those that were introduced by other sister division.

In column III, please indicate how satisfied you are with those systems that you have just ticked. (Enter the appropriate number according to the following code)

- 1. Completely satisfied
- 2. Quite satisfied
- 3. Just about satisfied
- 4. A little dissatisfied
- 5. Completely dissatisfied

	<u>I</u> <u>Type</u>	<u>II</u> <u>Origin</u>	<u>III</u> <u>Satisfaction</u>
PAPER SYSTEMS			
1. Five-year planning system
2. Annual budgeting system
3. Quarterly budget forecast
4. Monthly budget review
5. Monthly operating reports
6. Approval system for major capital and expense items
7. Cash management system
8. Formal goal setting, performance evaluation and incentive compensation system
9. Approval system for hiring, replacement and salary changes of key division personnel
thers: _____
_____
_____
_____
_____

COMMITTEES, TASK FORCES, FORMAL MEETINGS

10. Annual meeting between corporate and divisional general managers
11. Group management committees
12. Technical evaluation board for capital projects
13. Permanent cross-divisional committees
14. Line management task forces
15. Ad-hoc cross-divisional meetings for functional managers
Others: _____
_____
_____
_____
_____

Q.19

Listed below are different approaches to setting divisional objectives.

In column I, please tick the approach that best describes the manner which the objectives are set for your division.

In column II, you are asked to shift from what actually happens to what you believe to be a more desirable approach to setting objectives for your division. Please tick the more desirable approach.

	I	II
	<u>Actual</u>	<u>Desirable</u>
	<u>Approach</u>	<u>Approach</u>
1. Objectives are announced with no opportunity to raise questions or give comments
2. Objectives are announced and explained and an opportunity is then given to ask questions
3. Objectives are drawn up, but are discussed with the divisional general manager and sometimes modified before being issued
4. Specific alternative objectives are drawn up by corporate office and divisional management are asked to discuss them and indicate the one they think best

5. Broad plans and problems of the company as a whole are presented to the divisional management involved and the objectives felt to be best are then set jointly by the corporate and divisional management through group participation and discussion

.....

0.20

We are interested in looking at the relative status positions of different persons in your organisation. Place a "1" opposite the level of organisation members which you believe commands the most status in your organisation, a "2" opposite the level which commands the next most status in your organisation, a "3" opposite the level which commands the third most status, etc until all the levels have been ranked.

- 1. Corporate chief executive
- 2. Corporate executives 1 level below corporate chief executive
- 3. Your group executive directors and their staff
- 4. Divisional general manager
- 5. Persons 1 level below divisional general manager
- 6. Persons 2 levels below divisional general manager
- 7. Persons 3 levels below divisional general manager

Q.21

Listed below are different ways which disagreements and differences between corporate and divisional office can be handled.

In column I, please tick the particular way which best describes the manner in which disagreements between your division and corporate office are handled.

In column II, you are asked to shift from what actually happens to what you believe to be a more desirable way to handle disagreements between your division and corporate office. Please tick the more desirable way.

	I	II
	<u>Actual</u>	<u>Desirable</u>
	<u>Way</u>	<u>Way</u>
1. Disagreements are almost always avoided, denied or suppressed.
2. Disagreements are often avoided, denied or suppressed.
3. Sometimes disagreements are avoided or suppressed, sometimes they are acknowledged as part of the job and are discussed when they arise.
4. Disagreements are usually acknowledged as part of the job and are discussed when they arise.
5. Disagreements are almost always acknowledged as part of the job and are discussed when they arise.

Q.22

Most large organisations have numerous standard operating procedures ranging from written rules prescribing steps to be taken in accomplishing a task to standard methods for organising and transmitting information. In addition, such procedures and rules may be laid down in varying depths of specificity or generality, depending on the extent which the organisation believes its members' behavior should be circumscribed to conform to certain ideal patterns. For example, a credit manager may be provided with a well-defined sequence of "tests" in passing on a new account. Alternatively, he may be seen as a self-motivator who is immensely dedicated to the firm and thus, is allowed to rely on his own initiative, experience

and discretion rather than on any specific sequence of "tests".

In column I, please indicate how important you regard the role of rules for controlling the behavior of different members within your division. (Enter the appropriate number according to the following scale)

1. Very important
2. Quite important
3. Mildly important
4. Quite unimportant
5. Completely unimportant

In column II, please indicate how specific or general rules are actually being prescribed for different members within your division. (Enter the appropriate number according to the following scale)

1. Very detailed and comprehensive rules and procedures are being prescribed.
2. Quite detailed and comprehensive rules and procedures are being prescribed.
3. A balanced mix of detailed(& comprehensive) and general(& broad) rules and procedures are being prescribed.
4. Quite general and broad rules and procedures are being prescribed.
5. Very general and broad rules and procedures are being prescribed.

In column III, please indicate how specific or general rules should be prescribed for different members within your division. (Enter the appropriate number according to the following scale)

1. Very detailed and comprehensive rules and procedures should be prescribed.
2. Quite detailed and comprehensive rules and procedures should be prescribed.
3. A balanced mix of detailed(& comprehensive) and general(& broad) rules and procedures should be prescribed.
4. Quite general and broad rules and procedures should be prescribed.
5. Very general and broad rules and procedures should be prescribed.

	<u>I</u> <u>Importance</u> <u>of Rules</u>	<u>II</u> <u>Actual</u> <u>Type</u>	<u>III</u> <u>Ideal</u> <u>Type</u>
1. Divisional general manager
2. Persons 1 level below divisional general manager
3. Persons 2 levels below divisional general manager
4. Persons 3 levels below divisional general manager
5. Persons 4 levels below divisional general manager

Q.23

Listed below are some typical areas where business firms may experience competition. However, the level of competition experienced and the relative importance of each area in affecting profitability would, of course, vary with different firms. We are interested in studying the competition that your division has experienced and the resultant effects on its profitability.

In column I, please indicate the relative level of competition, within each area, that your division has experienced over the past 3 years. (Enter the appropriate number according to the following scale)

1. Very low level of competition experienced.
2. Quite low " " " "
3. Moderate " " " "
4. Quite high " " " "
5. Very high " " " "

In column II, please indicate the relative level of competition, within each area, that is expected by your division over the next coming 3 years. (Enter the appropriate number according to the following scale)

1. Very low level of competition expected.
2. Quite low " " " "
3. Moderate " " " "
4. Quite high " " " "
5. Very high " " " "

In column III, please indicate, from your past experience of the competition that has been encountered by your division, the relative importance of each competition-area in affecting your division's profitability. (Enter the appropriate number according to the following scale)

1. Very important in affecting profitability.
2. Quite important " "
3. Mildly important " "
4. Quite unimportant " "
5. Completely unimportant " "
0. Impossible to tell whether it had a direct effect.

<u>Competition-areas</u>	I <u>Competition</u> <u>Experienced</u>	II <u>Competition</u> <u>Expected</u>	III <u>Relative</u> <u>Importance</u>
. Price Competition
. Marketing Competition			
- in promotion of products
- for channels of distribution
- in providing service to customers
. Product Competition			
- in product quality
- in product range
- in timeliness of delivery
. Resource competition			
- in funds acquisition
- in raw material acquisition
- in manpower acquisition
. Image Competition (in projecting a superior image)			
- to customers
- to suppliers
- to employees/trade unions
- to stockholders/potential investors
- to financial institutions
- to government
- to the general public

- 5. Development of new products
- 6. The forecasting of technological changes relevant to the division's products and the processes by which they are manufactured
- 7. Choice of marketing strategies
- 8. The forecasting of sales, market share, size of the industry and market trend
- 9. The hiring and dismissal of senior personnel
- 10. Management or executive development..... ..

Q.26

In evaluating and considering the potentialities of a new idea for your division (e.g. development of a new product or expansion of operations for existing products), there are many considerations which corporate office must be concerned. We recognise, while all of these concerns are important, that certain concerns will be most important to corporate office. In order to learn which are most important, we would like you to rank the 25 criteria listed below as follows:

- a. Place a "1" by the seven criteria which are of most concern to your corporate office.
- b. Place a "2" by the next seven criteria which are of second most concern to your corporate office.

riteria:

- (1) The manufacturing costs associated with products resulting from the proposed idea.
- (2) Competition's response to products resulting from the proposed idea.
- (3) The return on investment which might result from the new idea.
- (4) The technical processing problems which might result from the proposed idea.

- (5) The degree to which products resulting from the proposed idea will require continuing research and engineering efforts.
- (6) The cost of obtaining the range of technical skills required to develop products from the proposed idea.
- (7) The effect that committing funds to the proposed idea might ultimately have on the market price of the company/division's stock.
- (8) The capability of the sales organisation to sell the products resulting from the proposed idea.
- (9) The technical capability of the research staff to conduct research on the proposed idea.
-(10) The amount of capital required to develop and/or commercialise the new idea and the difficulty in securing the required funds.
-(11) The effect of products resulting from the proposed idea on the sales of existing division products.
-(12) The effect of products resulting from the proposed idea on the sales of products of other sister divisions.
-(13) The nature of plant facilities which would be required for implementing the proposed idea.
-(14) The problems of meeting delivery schedules on products resulting from the proposed idea.
-(15) The effect of the proposed idea on divisional sales growth and profitability.
-(16) Securing the approval and support of other senior corporate/divisional members to the proposed idea.
-(17) The ecological and environmental considerations associated with the production and distribution of products resulting from the the proposed idea.
-(18) The price and volume at which a product coming from the proposed idea could be sold.
-(19) The difficulty associated with new manning arrangements for producing the products resulting from the proposed idea.
-(20) The extent and nature which senior corporate members are to be informed on how the new idea is developing and progressing.
-(21) The difficulty of maintaining quality standards on products stemming from the proposed idea.
-(22) The degree to which particular customer needs may be satisfied or altered by products resulting from the proposed idea.

-(23) The difficulty of economically securing materials required to manufacture products resulting from the proposed idea.
-(24) The amount of working capital required to support receivables and inventories associated with products resulting from the proposed idea.
-(25) The amount of engineering time required by particular applications which might result from the proposed idea.

APPENDIX 13: INSTRUCTION MANUAL FOR THE EXPECTATIONS ANALYSIS FORMS

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

INSTRUCTION MANUAL

FOR THE

EXPECTATIONS ANALYSIS FORMS

In the course of carrying out your work, you hold certain expectations of your superiors, subordinates and/or peer colleagues. We would like to study in more detail the expectations that you hold of others (ACTUAL EXPECTATIONS) and also those that you perceive others to hold of you (PERCEIVED EXPECTATIONS).

Attached are sets of blue and pink forms, each headed by the name of a colleague in your organisation who is in my research group. Each set has listed key areas where expectations may be held.

BLUE FORMS (ACTUAL EXPECTATIONS)

Whilst thinking about the expectations which you actually hold of your colleague named on the blue form, please take into consideration both:

(a) those expectations you hold which have a direct connection with your own work

and

(b) those expectations you hold which, although they have no direct connection with your own work, you expect the named colleague to fulfill because they have a direct connection with the work of others.

In column A, please tick the appropriate part, (a) and/or (b), of each key area where you hold actual expectations of the named colleague. Examples:

- i. if you expect the named colleague to undertake, or assist in, some planning activities for yourself, then this expectation which has a direct connection with your own work should be ticked under "1(a) Planning - OWN"
- ii. if you expect the named colleague to undertake, or assist in, some planning activities for himself or for others, then this expectation which has a direct connection with the work of others should be ticked under "1(b) Planning - OTHERS"

(Please refer to the attached definition list for a more detailed explanation of each key expectation area)

In column B, please indicate the proportion of your total actual expectations of the named colleague which are concentrated within each part of the key areas that you have just ticked. (Please circle the appropriate number according to the following scale)

- 1. Very small proportion 2. Quite small proportion
- 3. Moderate proportion 4. Quite large proportion
- 5. Very large proportion

In column C, please indicate the relative importance of your expectations, within each part of the key areas that you have just ticked, in affecting the performance of your work ^(OWN) or work of others (OTHERS). (Please circle the appropriate number according to the following scale)

- 1. Very important 2. Quite important
- 3. Mildly important 4. Quite unimportant
- 5. Completely unimportant

In column D, please indicate the level at which your expectations, within each part of the key areas that you have just ticked, are currently being satisfied. (Please circle the appropriate number according to the following scale)

- 1. Completely satisfied 2. Quite completely satisfied
- 3. Moderately satisfied 4. Not quite satisfied
- 5. Not satisfied at all

PINK FORMS (PERCEIVED EXPECTATIONS)

Whilst thinking about the expectations which you perceive your colleague named on the pink form to hold of you, please take into consideration:

(a) those expectations which have a direct connection with the work of the named colleague

and

(b) those expectations which have no direct connection with the work of your named colleague but, which, you perceive him to expect you to fulfill because those expectations have a direct connection with the work of others.

In column E, please tick the appropriate part, (a) and/or (b), of each key area where you perceive the named colleague to hold expectations of you. Examples:

- i. if you perceive the named colleague to expect you to undertake, or assist in, some planning activities for himself, then this expectation which has a direct connection with his work should be ticked under "1(a) Planning - HIS"
 - ii. if you perceive the named colleague to expect you to undertake, or assist in, some planning activities for yourself or for others, then this expectation which has a direct connection with the work of others should be ticked under "1(b) Planning - OTHERS"
- (Please refer to the attached definition list for a more detailed explanation of each key expectation area)

In column F, please indicate the proportion of the named colleague's total expectations of you which are concentrated within each part of the key areas that you have just ticked. (Please circle the appropriate number according to the following scale)

- 1. Very small proportion 2. Quite small proportion
- 3. Moderate proportion 4. Quite large proportion
- 5. Very large proportion

In column G, please indicate the relative importance of the named colleague's expectations of you, within each part of the key areas that you have just ticked, in affecting the performance of his work (HIS) or work of others (OTHERS). (Please circle the appropriate number according to the following scale)

- 1. Very important 2. Quite important
- 3. Mildly important 4. Quite unimportant
- 5. Completely unimportant

In column H, please indicate the level which you think you are meeting the named colleague's expectations of you within each part of the key areas that you have just ticked. (Please circle the appropriate number according to the following scale)

- 1. Completely met 2. Quite completely met
- 3. Moderately met 4. Not quite met
- 5. Not met at all

DEFINITION OF KEY EXPECTATION AREAS

In an attempt to achieve consistency in the meaning that is attached to each key expectation area, broad definitions for the different key expectation areas are provided below. The definitions provided are applicable in both Actual and Perceived situations.

1. Planning - To undertake, or assist in, the systematic selection of objectives and in the development of policies, programmes and procedures for achieving them.
2. Forecasting and adaptation - To undertake, or assist in, a conscious effort toward anticipating the technological, economic, political and social climate in order to make the future organisational environment less uncertain and to provide a framework for managerial decisions which will make the best of situations as they arise.
3. Identifying and capitalising on new ventures - Alone or with others, searching for, recognising, and taking advantage of, any new and commercially viable opportunities.
4. Directing - To determine and organise the behaviour and actions of organisational members.
5. Responding - To be conscious of, and receptive to, the behaviour, opinions and needs of organisational members.
6. Representing - On behalf of organisational members, to express and explain their behaviour, opinions and needs when these are different from those held to be organisationally normal.
7. Policy formulation - To undertake, or assist in, the design of company-wide, division-wide, and/or functional norms and rules.
8. Policy implementation - To undertake, or assist in, the execution and enforcement of established company-wide, division-wide, and/or functional norms and rules.

9. Financial and budgetary control - To undertake, or assist in, the design, execution and enforcement of all appropriate financial plans.
0. Delegation - To ensure a proper and fair distribution of responsibilities and tasks to appropriate members of the organisation.
1. Authority - To accord adequate institutionalized power and status for executing delegated responsibilities and tasks.
2. Accountability - To ensure that institutionalized power and status have effectively been employed and delegated responsibilities have efficiently been carried out.
3. Functions and duties definition - To set down and explain the nature and limits of individual responsibilities and tasks.
4. Coordination - To ensure and integrate the efficient and timely conduct of different individual activities and programmes.
5. Support and cooperation - To provide all informational, material and moral assistance and encouragement.
6. Consultation - To obtain managerial and technical opinions before designing and embarking on any activities or programmes.
7. Conflict identification and resolution - To identify, or assist in the identification of, areas of and causes of conflict and to develop mechanisms for eliminating any differences which are organisationally dysfunctional.
8. Advice and guidance - To provide managerial and technical opinions and suggestions for improving job performance.
9. Standard and target setting - To provide quality and efficiency benchmarks for guiding job performance.
0. Performance appraisal - To undertake, or assist in, the design and implementation of mechanisms for an equitable assessment of individual job performance.

21. Information requirements - To determine the areas and types of information required and to ensure that it is being promptly provided.
22. External relations - To maintain, or assist in the development of, a harmonious relationship with relevant environmental agents such as government agencies, suppliers, customers, financial institutions, etc.
23. Industrial relations - To maintain, or assist in the development of, a harmonious relationship with all employees.
24. Motivation - To provide the appropriate organisational climate, security and opportunity for growth and development.
25. Development and training - To provide the appropriate programmes, systems and facilities for development and training.
26. Identification and specification of technical/administrative job content - To determine, or assist in the determination and outlining of appropriate technical/administrative task requirements.
27. Design and establishment of technical/administrative processes and procedures - To undertake, or assist in, the development and implementation of processes and procedures for conducting the required technical/administrative tasks.
28. Monitoring of technical/administrative task progress - To undertake, or assist in, the supervision of the performance of required technical/administrative tasks in order to ensure their timely conduct and progress.
29. Inspection of technical/administrative task quality - To ensure, or assist in ensuring, that technical/administrative task accomplishments have attained appropriate standards.

APPENDIX 14: EXPECTATIONS ANALYSIS FORMS

DURHAM UNIVERSITY BUSINESS SCHOOL

DOCTORAL PROGRAMME

EXPECTATIONS ANALYSIS FORMS

KEY EXPECTATION AREAS

- 28(a) Monitoring of technical/
administrative task progress - OWN
- (b) Monitoring of technical/
administrative task progress - OTHERS
- 29(a) Inspection of technical/
administrative task quality - OWN
- (b) Inspection of technical/
administrative task quality - OTHERS

A RELEVANT AREA/PART	B RELATIVE PROPORTION	C RELATIVE IMPORTANCE	D LEVEL WHICH HAVE BEEN SATISFIED
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
-----	-----	-----	-----
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
-----	-----	-----	-----
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
-----	-----	-----	-----

KEY EXPECTATION AREAS

- 28(a) Monitoring of technical/
administrative task progress - HIS
- (b) Monitoring of technical/
administrative task progress - OTHERS
- 29(a) Inspection of technical/
administrative task quality - HIS
- (b) Inspection of technical/
administrative task quality - OTHERS

E RELEVANT AREA/PART	F RELATIVE PROPORTION	G RELATIVE IMPORTANCE	H LEVEL WHICH HAVE BEEN MET
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
---	---	---	---
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
---	---	---	---
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
---	---	---	---
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
---	---	---	---

APPENDIX 15 : SOURCE PROGRAMME FOR IFAME : ROUTINE I

```
REAL DATA(319)
REAL MEAN,SUM
INTEGER N,NA,IND(30)
NREC=0
READ(5,4)N,MISS,(IND(I),I=1,N)
4  FORMAT(2I3,/,20I4,/,20I4)
100 READ(1,10,END=99)DATA
NREC=NREC+1
10  FORMAT(15X,61F1.0,/,6X,73F1.0,/,6X,67F1.0,/,6X,65F1.0,
*/,6X,53F1.0)
MEAN=0.0
NA=0
SUM=0.0
DO 11 I=1,N
IF(DATA(IND(I)).LT.1.OR.DATA(IND(I)).GT.MISS) GOTO 11
SUM=SUM+DATA(IND(I))
NA=NA+1
11  CONTINUE
IF(NA.EQ.0) GOTO 12
MEAN=SUM/FLOAT(NA)
12  WRITE(3,31)(IND(I),I=1,N)
31  FORMAT(' COL ',30I4)
WRITE(3,32)(DATA(IND(I)),I=1,N)
32  FORMAT(' DATA ',30F4.0)
WRITE(3,30)NA,SUM,MEAN
30  FORMAT(I3,2F10.3)
GOTO 100
99  WRITE(6,9)NREC
9   FORMAT(I8,'CASES PROCESSED')
STOP
END
```

APPENDIX 16 : SOURCE PROGRAMME FOR IFAME : ROUTINE II

```

REAL DATA(348)
REAL MEAN,SUM
INTEGER N,NA,IND(30)
NREC=0
READ(5,4)N,MISS,(IND(I),I=1,N)
4  FORMAT(2I3,/,20I4,/,20I4)
100 READ(1,10,END=99)DATA
NREC=NREC+1
10  FORMAT(15X,58F1.0,/,15X,58F1.0,/,15X,58F1.0,/,15X,58F1.0,
*/,15X,58F1.0,/,15X,58F1.0)
MEAN=0.0
NA=0
SUM=0.0
DO 11 I=1,N
IF(DATA(IND(I)).LT.1.OR,DATA(IND(I)).GT.MISS) GOTO 11
SUM=SUM+DATA(IND(I))
NA=NA+1
11  CONTINUE
IF(NA.EQ.0) GOTO 12
12  WRITE(3,31)(IND(I),I=1,N)
31  FORMAT(' COL ',30I4)
WRITE(3,32)(DATA(IND(I)),I=1,N)
32  FORMAT(' DATA ',30F4.0)
WRITE(3,30)NA,SUM,MEAN
30  FORMAT(I3,2F10.3)
GOTO 100
99  WRITE(6,9)NREC
9   FORMAT(I8,'CASES PROCESSED')
STOP
END

```

APPENDIX 17: POSITION TITLES OF RESEARCH RESPONDENTS
FROM FIRMS ALPHA, BETA AND SIGMA

CORPORATE

DIVISIONAL

FIRM ALPHA

- | | |
|--------------------------------------|------------------------|
| 1. Chairman | 1. Managing Director |
| 2. Managing Director | 2. Chief Accountant |
| 3. Financial Director | 3. Sales Director |
| 4. External Affairs Director | 4. Production Director |
| 5. Group Managing Director | 5. Technical Manager |
| 6. Group Deputy Managing
Director | |
| 7. Special Director, Production | |
| 8. Special Director, Market Research | |

FIRM BETA

- | | |
|--|--|
| 1. Executive Assistant to
Managing Director | 1. Managing Director |
| 2. Head of International
Department | 2. Special Projects Director |
| 3. Group Chairman | 3. Director of Process Plant and
Engineering Products |
| 4. Group Sales and Marketing
Director | 4. Commercial-cum-Administration
Director |
| 5. Group Personnel and
Manpower Development
Director | |

FIRM SIGMA

- | | |
|-------------------------------|--------------------------------|
| 1. Technical Director | 1. Managing Director |
| 2. Commercial Director | 2. Commercial Director |
| 3. Group Financial Controller | 3. Product Group Manager |
| 4. Group Chief Engineer | 4. Head of Consumer Planning |
| | 5. Plant Director |
| | 6. Production Manager |
| | 7. Materials Manager |
| | 8. Engineering Manager |
| | 9. Management Services Manager |

PART FOUR

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