Annexure 4

QUESTIONNAIRE

1. Name of the Organization / Address

2. Type of Business

3. Please indicate the number of employees in your organization.
   A) Less than 100 ( )
   B) 101 to 500 ( )
   C) 501 to 1000 ( )
   D) 1001 to 2000 ( )
   E) 2001 to 3000 ( )
   F) More than 3000 ( )

4. Please indicate the approximate annual turnover in Crores (Rs.) for the year 2002-2003.
   A) Upto 1 crore ( )
   B) 1 to 5 crores ( )
   C) 5 to 25 cores ( )
   D) 25 to 50 crores ( )
   E) 50 to 100 crores ( )
   F) 100 crores & above ( )

5. Does the Company have Exports sales?
   Yes / No

6. If yes, please indicate Export Sales turnover ..........

7. Is Quality improvement activity a “centralized” or a “decentralized” activity?

7A. How many persons are involved in “co-ordination” of Quality Improvement activities?

8. Details of Quality Improvements carried out:
   a) Past year --- Product Improvements + Process improvements = Total improvements
   b) Current year --- Product Improvements + Process improvements = Total improvements
   c) Planned for future -- Product Improvements + Process improvements = Total improvements
9. **Details of the Improvements:**

<table>
<thead>
<tr>
<th>Improvement /Cost Reduction Projects</th>
<th>Period of Implementation</th>
<th>No. of persons involved (Mention function of people involved)</th>
<th>Targeted Results</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

**Please give Status on Quality Improvement Programmes:**
Indicate actual status with reference to a planned schedule by selecting appropriate rating between zero to 100. (Zero means – No progress. 100 means progress as per schedule)

9A. **Please give Status on Cost Reduction Programmes:**
Indicate actual status with reference to a planned schedule by selecting appropriate rating between zero to 100. (Zero means – No progress. 100 means progress as per schedule)

10. Inventory reduction is one of the important objectives for a today’s management. Please specify achievements as under:

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Inventory with Vendors (Crores)</td>
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<tr>
<td>Average Inventory in Stores (Crores)</td>
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<tr>
<td>Average Inventory on Production line (Crores)</td>
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<tr>
<td>Average Finished goods inventory (Crores)</td>
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</tbody>
</table>

11. **Please indicate Effect of Quality Improvement and Cost Reduction Programmes on Quality Standards:**
Indicate actual status with reference to a targeted performance schedule (i.e. change over existing level) by selecting appropriate rating between zero to
100. (Zero means No effect on Quality Standards. 100 means Full effect on quality standards as per schedule).

12. **Please indicate Effect of Quality Improvement and Cost Reduction Programmes on Production Economics:** (e.g. Through-put, Inventory and Operating Expenses)
   Indicate actual status with reference to a targeted performance schedule (i.e. change over existing level) by selecting appropriate rating between zero to 100. (Zero means no effect on production economics, 100 means full effect on production economics as per schedule)

13. **Please indicate Effect of Quality Improvement and Cost Reduction Programmes on Customer Satisfaction:**
   Indicate actual status with reference to targeted customer satisfaction schedule (i.e. change over existing level) by selecting appropriate rating between zero to 100. (Zero means no effect on customer satisfaction, 100 means full customer satisfaction as per schedule)

14. **Please give details of Cost of Poor Quality:**
   Indicate actual status of cost of quality as a percentage of turnover by selecting appropriate rating between zero to 100. (Zero means cost of quality is nil 100 is cost of quality equals to turn-over)

15. **Please give Status on Implementation of Solutions for Cost of Quality:**
   Indicate actual status of implementation of solutions for cost of quality by selecting appropriate rating between zero to 100 (zero means no implementation, 100 means complete implementation as per schedule)
16. **Please indicate status of Inability / Problems in Achieving Targets for Improvements:**
Indicate actual status of problems yet to be resolved in achieving targets by selecting appropriate rating between zero to 100 (zero means no problems exist. 100 means problems not resolved at all) 

17. **Please indicate status of Solutions for Inability / Problems in Achieving Targets for Improvements:**
Indicate actual status of solutions to the problems in achieving targets for improvements by selecting appropriate rating between zero to 100 (zero means no solutions found. 100 means all solutions found)

18. **Please indicate Status of Inability / Problems in Achieving Targets for Cost Reduction:**
Indicate actual status of problems yet to be resolved in achieving targets by selecting appropriate rating between zero to 100 (zero means no problems exist. 100 means problems not resolved at all)

19. **Please indicate status of Solutions for Inability / Problems in Achieving Targets for Cost Reduction:**
Indicate actual status of solutions to the problems in achieving targets for cost reduction by selecting appropriate rating between zero to 100 (zero means no solutions found. 100 means all solutions found)

20. **Please indicate Status on Strategic Plans for Quality Improvement and Cost Reduction:**
Indicate actual status of Strategic plans by selecting appropriate rating between zero to 100 (zero means no strategic plans. 100 means strategic plans are in place)
21. **Please give details of Benchmarking Practice as a Tool for Continuous Improvement:**
Indicate actual status of benchmarking practice by selecting appropriate rating between zero to 100. (Zero means no benchmarking practice. 100 means full benchmarking practice)

22. **Please give details of Work Environment conducive for Creative Work:**
Indicate actual status of availability of proper work environment by selecting appropriate rating between zero to 100. (Zero means no work environment is available conducive for creativity. 100 means completely satisfactory work environment)

23. **Empowerment of Employees: Give Status**
Indicate actual status of extent of empowerment of employees by selecting appropriate rating between zero to 100 (zero means no empowerment. 100 means full empowerment)

24. **Please give details on the Involvement of Everyone – Team Work:**
Indicate actual status of extent of involvement of everyone / team work by selecting appropriate rating between zero to 100 (zero means no involvement / teamwork. 100 means complete involvement of all / teamwork)

25. **Please indicate status on Commitment for Continuous Improvement:**
Indicate actual status of organization’s commitment for continuous improvement by selecting appropriate rating between zero to 100. (zero means to commitment. 100 means full commitment)

26. **How far the Organization Honours its Own Commitment for Continuous Improvement: (Walk the Talk)**
Indicate actual status of extent of honouring own commitment for continuous improvement by selecting appropriate rating between zero to 100. (Zero
means dishonouring of commitment for continuous improvement. 100 means honouring of commitment in totality)

27. **Do you practice “Poka Yoke” ? (Fool-Proofing)**
Indicate actual status of extent of practicing Poka Yoke by selecting appropriate rating between zero to 100. (Zero means Poka Yoke not in practice. 100 means Poka Yoke in full practice)

Indicate actual status of extent of practicing S.P.C. by selecting appropriate rating between zero to 100 (Zero means S.P.C. not being practiced. 100 means S.P.C. in full practice)

29. **Do you practice Failure Mode Effect Analysis in Design and / or in Process ? (F.M.E.A.)**
Indicate actual status of extent of practicing FMEA by selecting appropriate rating between zero to 100 (Zero means FMEA not in practice. 100 means FMEA in Full Practice)

30. **Do you Practice Just in Time Philosophy (J.I.T.) ?**
Indicate actual status of extent of practicing J.I.T. by selected appropriate rating between zero to 100 (zero means J.I.T. not in practice. 100 means J.I.T. in full practice)

31. **Do you follow Six Sigma Methodology in your Business Processes ?**
Indicate actual status of extent of following Six Sigma methodology by selecting appropriate rating between zero to 100 (Zero means Six Sigma not in practice. 100 means Six Sigma in full practice)

32. **Do you follow Kaizen practice in your organization ?**
Indicate actual status of extent of practicing Kaizen by selecting appropriate rating between zero to 100 (zero means Kaizen is not in practice. 100 means Kaizen in full practice)
33. **Do you practice Suggestion Scheme in your Organization?**
Indicate actual status of extent of practicing Suggestion Scheme by selecting appropriate rating between zero to 100 (zero means Suggestion Scheme is not in practice. 100 means suggestion scheme in full practice)  

34. **Do you practice Quality Circles in your Organization?**
Indicate actual status of extent of practicing Quality Circles by selecting appropriate rating between zero to 100 (zero means Quality Circles is not in practice. 100 means Quality Circles is in full practice)  

35. **Is your Organization Structure conducive for Quality Culture?**
Indicate actual status of extent to which the organization structure is a Process Organization i.e. conducive for quality culture by selecting appropriate rating between zero to 100. (Zero means the organization structure is not conducive for quality culture. 100 means the organizational structure is fully conducive for quality culture)  

36. **Does your organization maintain customer focus in carrying out various activities / processes?**
Indicate actual status of extent of customer focus maintained in carrying out Value Added activities by selecting appropriate rating between zero to 100. (Zero means absence of customer focus. 100 means all activities are customer focused)  

37. **Does your organization resort to cost cutting through V.R.S. (Voluntary Retirement Scheme)?**
Indicate actual status of extent of retrenchment of employees by selecting appropriate rating between zero to 100. (zero is no retrenchment 100 means heavy retrenchment for cost cutting)  

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Persons opted for V.R.S.</th>
<th>Average Years of Service put</th>
<th>Specialized Training given</th>
<th>How these functions are carried on now?</th>
</tr>
</thead>
</table>
38. **Does your organization foster the habit of Data Generation and Recording Observations?**

Indicate actual status of extent of Data Generation and recording habit amongst employees by selecting appropriate rating between zero to 100. (Zero is habit of data generation / recording does not exist. 100 means habit of everyone concerned is to generate data and record observations on regular basis)

39. **What is the gap between your organization and the global best practice considering overall business performance?**

Indicate actual status of extent of gap to excel global competence by selecting appropriate rating between zero to 100. (zero is widest gap i.e. beyond measurement. 100 means nil gap)

40. **What is the effect of improvement and cost reduction projects on Profitability?**

Indicate actual status of extent of effect on profitability by selecting appropriate rating between zero to 100 (zero is no profit. 100 is profit beyond 30%)

41. **How is the Organizational Response to Customers?**

Indicate actual status of the extent of response to customers by selecting appropriate rating between zero to 100. (Zero is no response. 100 is exceptionally good response)

42. **How much time is spent by Sr. Executives in a day-to-day meetings?**

Indicate actual status of the extent of time spent in meetings by selecting appropriate rating between zero to 100 (Zero is time spent in meetings for less than 1 hour. 100 is for more than 5 hrs meeting time in day)

43. **Do the executives possess Development attitude in day to day working?**

Indicate actual status of extent of Development activities carried out by selecting appropriate rating between zero to 100 (zero is no development
carried out but only maintenance (routine) work. 100 is for those who spend up 50% or more of their time on development activities)  

44. **Do the executives possess Maintenance Attitude in day to day working?**
Indicate actual status of extent of Maintenance work (i.e. routine work) carried out by selecting appropriate rating between Zero to 100. (Zero means maintenance attitude is absent. 100 is for those having 50% or more time spent on Maintenance activities)

45. **Does the organization carry on most of activities in unplanned Fire-Fighting manner?**
Indicate actual status of extent of Fire-Fighting activities done on a day to day basis by selecting appropriate rating between zero to 100 (Zero is no fire fighting. 100 is everything unplanned)

46. **Are employees in your organization satisfied (Job Satisfaction)?**
Indicate actual level of satisfaction be selecting appropriate rating between zero to 100 (zero is no satisfaction while 100 is full satisfaction)

47. **Does your organization plan Future Strategy?**
Indicate actual status of extent of strategic planning for future by selecting appropriate rating between zero and 100. (Zero to 20 – Poor Planning and Poor execution, 21 – 50 Planned but not finalized, 51 onwards – well planned strategy and excellent execution)

48. **Does your organization practice 5-S concept?**
Indicate actual status of extent of implementation of 5-S concept by appropriately selecting rating between zero and 100. (Zero is no practice of 5-S concept. 100 is full and regular implementation of 5-S practice)