APPENDIX – 2
OPEN ENDED QUESTIONNAIRE

QUESTIONNAIRE FOR A STUDY ON THE LEARNING ORGANIZATIONS AND THEIR PRACTICES

1. Is your organization vision based? State the vision of your organization. What do you do to spread your vision in the company?

2. What do you consider to be your core competence? And how have you leveraged it in other areas?

3. What are the specific practices of your company in terms of manpower management?

4. What are the new approaches or methods you have adopted it the following areas?
   a) Manufacturing  c) Finance
   b) Marketing  d) Personnel/HRD
   e) R&D

5. Tell us about the training programs you conduct for your employees.
6. In what ways do you give autonomy and freedom to your employees.

7. What do you do to make your employees innovative?

8. How do you reward (beyond annual promotion) your staff for achieving something outstanding?

9. Do you have any mechanism of learning from your competitors? What are these mechanisms?

10. How do you spread knowledge from one part of your organization to another?

11. What are the top-level decision-making systems in your company?

12. What is your recruitment policy at different levels?
13. How have you adopted the concept of team building in your organization? What are the important teams you have in different areas?

14. What systems do you have in your organizations and how do you coordinate them?

15. What are your practices to develop positive attitudes/skills in your employees?

16. What is your source of getting information about your competitors and their strategies?

17. How do you monitor changes in environment?
   a) Political Changes   b) Economic Changes   c) Social Changes   d) Competitive Changes

18. Discuss your future plans about making your company a Learning Organization.

19. Discuss the steps you have already taken in making your organization into Learning Organization.
20. Which conventional solutions and approaches in different areas of business have you found obsolete?

21. What changes have you made in above areas to move your organization towards a Learning Organization?

22. How does your organization encourage openness to learn from others who are within and outside your organization?

23. Give your own suggestions for making your company more effective than it is at present.

24. Give some idea about your training programmes at different levels.

25. What changes do you see for your Company in next ten years?