APPENDIX

My name is S.Narasimhan and I am doing research under the guidance of Dr.T. Suganthalakshmi, Asst.Professor, Department of Management Studies, Anna University Regional Centre Coimbatore towards a Ph.D. in the Faculty of Management Sciences in Anna University Chennai.

**Aim of the Research**

The aim of the research is on the effective implementation of TQM for sustainable performance. And in doing so we wish to study the level of leadership and the customer focus by the organization.

This survey instruments intend to seek and measure the extent of these two parameters prevailing in the organization. The result can brought in some new concept in the implementation process

**Participants Approach**

Confidentiality will be maintained as the data will be analyzed as an aggregate. While respondents are encouraged to respond, participation is voluntary. It is important that each question is carefully answered.

In case if you have any queries regarding the study you are free to contact the following persons through mail as well as my handphone 91-9500277585

1. S.Narasimhan  puneessn@yahoo.com
Thank you very much for your participation.
1. Demographic Profile:

1. Gender  
   - [ ] Male  
   - [ ] Female

2. Age group  
   - [ ] 20-25  
   - [ ] 25-35  
   - [ ] 35-45  
   - [ ] Above 45

3. How long you are working in the present Organization?  
   - [ ] Less than 1 year  
   - [ ] 1 to 3 yrs  
   - [ ] 3 to 5 yrs  
   - [ ] 5 -10 yrs  
   - [ ] More than 10 yrs

4. What is your total experience?  
   - [ ] 0-5 yrs  
   - [ ] 5-10 yrs  
   - [ ] 10-15 yrs  
   - [ ] 15-20 yrs  
   - [ ] More Than 20yrs

5. What is your Educational qualification?  
   - [ ] ITI  
   - [ ] Diploma  
   - [ ] Degree  
   - [ ] Post Graduation

6. What is your job position?  
   - [ ] Front line supervisor/Executive  
   - [ ] Middle Level Managers/Section heads  
   - [ ] Senior management

7. Which functional area you are currently working  
   - [ ] Production and maintenance area  
   - [ ] Quality control and Quality system  
   - [ ] Research and Development  
   - [ ] Marketing /HR and other support functions
Part I- Leadership Questionnaire

1. I find it easy to carry out several complicated tasks at the same time
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

2. I encourage my team to participate when it comes to decision-making time and I try to implement their ideas and suggestions.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

3. I manage my time very efficiently.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

4. I encourage my employees to be creative about their job.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

5. I enjoy analyzing problems.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

6. I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

7. Counseling my employees to improve their performance or behavior is second nature to me.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

8. I closely monitor the schedule to ensure a task or project will be completed on time.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

9. Breaking large projects into small manageable tasks is second nature to me.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

10. When correcting mistakes, I do not worry about jeopardizing relationships.
   - Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree
1. I honor other people's boundaries.
   [ ] Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly disagree

2. I would ask the group members to follow standard rules and regulations.
   [ ] Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree

13. I would let some members have authority, which I could keep.
   [ ] Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree

14. I would trust the group members to exercise good judgment.
   [ ] Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree

**Part II - Customer Focus - An assessment**

1. To what extent your organization’s central focus is Customer
   [ ] Very High Extent [ ] High Extent [ ] Neutral [ ] Low Extent [ ] Very Low extent

2. Does your organization treat internal customer equal to external customer?
   [ ] Yes [ ] No [ ] To some extent

3. Does your organization do Customer Satisfaction survey?
   [ ] Yes [ ] No

4. To what extent you think customer requirements are captured during product development
   [ ] Very high extent [ ] High extent [ ] Neutral [ ] Low extent [ ] Very Low Extent

5. To what extent you think your customers have image about your organization
   [ ] Very High extent [ ] High Extent [ ] Neutral [ ] Low Extent [ ] Very Low Extent
6. To what extent you think your marketing management program skills give a competitive edge

☐ Very High Extent  ☐ High Extent  ☐ Neutral  ☐ Low extent
☐ Very Low extent

7. To what extent you think your interactions with your customers are valuable and useful

☐ Very High extent  ☐ High Extent  ☐ Neutral  ☐ Low Extent
☐ Very Low extent

8. We have “heros” who champion the customers.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

9. Customers say “You are special for us”.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

10. Most of our people provide high quality of service.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

11. We speak customers’ language inside the organization.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

12. Customer orientation is a key attitude.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

13. We work in a team to serve the customers.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

14. Any of our discussion normally revolves around customers.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree

15. Top management and front line staffs have common goal – customer focus.

☐ Strongly agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ Strongly disagree
16. We innovate many new ideas to satisfy our customers.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

17. Our culture encourages our customers to be frank with us.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

18. Our organization implements our ideas to serve customers.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

19. My immediate boss is my role model in serving customers.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

20. All in our talks, we talk about customers in a positive aspect only.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

21. I have been given training in knowledge attitude and skill that guides me to
    provide a satisfactory service to my customers.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

22. My personal objectives are set in accordance with customer satisfaction.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

23. Our customer needs are clearly identified.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

24. We get feedback from our customers.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

25. Top management spends more time with customers.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree

26. When it comes to help the customer, I am empowered to take decisions.
   □ Strongly agree □ Agree □ Neutral □ Disagree □ Strongly disagree
27. When my customer calls me for any problem I ensure it gets resolved

☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree

Thank you so much for your cooperation and patience....We have come to the end of this survey

This space is meant for you only.... If you wish to say anything more on the said topics we welcome your points ...
**GENERAL TQM OPINIONS**

This section deals with your opinion of Total Quality Management. The following statements are presented for your evaluation. Please circle the number of the response which best represents the level of agreement that indicates whether you:

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

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>DEGREE OF AGREEMENT</th>
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<tbody>
<tr>
<td>1. TQM is a management philosophy and practice to ensure effective and</td>
<td>1 2 3 4 5</td>
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<td>efficient use of all available</td>
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<td>2. TQM aims to make customer satisfaction as the focus of a business.</td>
<td>1 2 3 4 5</td>
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<td>3. Teamwork and participation are important for achieving a continuous</td>
<td>1 2 3 4 5</td>
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<tr>
<td>improvement culture.</td>
<td></td>
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<td>4. Training and education are vital elements with respect to TQM</td>
<td>1 2 3 4 5</td>
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<tr>
<td>implementation.</td>
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<td>5. Statistical techniques (such as Statistical Process Control, Design</td>
<td>1 2 3 4 5</td>
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<td>of Experiments, etc.) are important to ensure consistency of product and</td>
<td></td>
</tr>
<tr>
<td>process</td>
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<td>6. Supplier involvement is vital in supporting quality improvement.</td>
<td>1 2 3 4 5</td>
</tr>
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<td>7. Management leadership, commitment and support determine the success</td>
<td>1 2 3 4 5</td>
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<td>of new change initiatives.</td>
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<td>8. Management must provide adequate resources in every aspect of the</td>
<td>1 2 3 4 5</td>
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<td>business.</td>
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<td>9. A work environment, which is conducive for improvement, is created</td>
<td>1 2 3 4 5</td>
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<td>through management-worker partnerships.</td>
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<td>10. Initiatives such as Kaizen, suggestion schemes, quality circles,</td>
<td>1 2 3 4 5</td>
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<td>etc. will motivate employees to participate in quality improvement.</td>
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TOTAL QUALITY MANAGEMENT PRACTICES

This section attempts to determine the level of TQM implementation of manufacturing companies in Coimbatore. Please circle each statement listed below and the extent practices in your organization. Please use the following scales:

PRACTICE (The extent or degree of practice in your organization):

<table>
<thead>
<tr>
<th>FACT</th>
<th>PRACTICE</th>
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<tbody>
<tr>
<td><strong>F1. Management Leadership</strong></td>
<td></td>
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<tr>
<td>1. Top management ensures that every employee and business objectives knows the company’s mission.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>2. Top management strongly promotes staff and improvement activities. involvement in quality management.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>3. Managers and supervisors empower employees.</td>
<td>1 2 3 4 5</td>
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<td>4. Communication links are established between</td>
<td>1 2 3 4 5</td>
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<tr>
<td>5. Top management takes care of employee well being (e.g. welfare, health and safety provision, etc.).</td>
<td>1 2 3 4 5</td>
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<tr>
<td>6. Company fulfils its social responsibilities (such as environment friendly operation, charity to school, etc).</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td><strong>F2. Resource Management</strong></td>
<td></td>
</tr>
<tr>
<td>1. Human resource ability considered in improvement</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Employees are given information and training they effectively.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>3. Employees are given tools they need to do the job</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Sufficient financial resources provided to support improvement activities.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Company manages its material resources effectively.</td>
<td>1 2 3 4 5</td>
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<tr>
<td><strong>F3. Measurement and Feedback</strong></td>
<td></td>
</tr>
<tr>
<td>1. Customer satisfaction level are measured and monitored.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Information on quality and customers are collected and analyzed.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>FACT</td>
<td>PRACTICE</td>
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<tr>
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<tr>
<td>3. Information on operational and financial performances are collected and analyzed.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Employees’ views are listened to and acted upon.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Employee performance are measured and recognized.</td>
<td>1 2 3 4 5</td>
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</tbody>
</table>

**F4. Continuous Improvement**

1. There is a quality improvement coordinating body committee). (e.g. quality steering | 1 2 3 4 5 |
2. Improvement teams are active in all departments. | 1 2 3 4 5 |
3. Quality improvement tools and techniques are | 1 2 3 4 5 |
4. The company practices continuous improvement of and processes. all its products, services, | 1 2 3 4 5 |

**F5. Supplier Quality Management**

1. Suppliers are selected on the basis of quality aspects. | 1 2 3 4 5 |
2. Company ensures that suppliers can maintain high meeting quality specifications. technical standards | 1 2 3 4 5 |
3. Company regularly conducts suppliers’ quality | 1 2 3 4 5 |
4. Company works closely with suppliers toward long term partnership and improvement. | 1 2 3 4 5 |
5. Suppliers provide relevant quality records and data. | 1 2 3 4 5 |

**F6. Systems and Processes**

1. Systems and procedures for quality assurances are | 1 2 3 4 5 |
2. Internal data collection system is established. | 1 2 3 4 5 |
3. Market information and feedback system is | 1 2 3 4 5 |
4. The employees involved in different processes | 1 2 3 4 5 |

**F7. Education and Training**

1. Top management always updates their knowledge. | 1 2 3 4 5 |
2. Employees are trained for job related skills. | 1 2 3 4 5 |
3. Employees are trained on total quality concepts. | 1 2 3 4 5 |
4. Continuous learning is provided through education | 1 2 3 4 5 |

**F8. Work Environment and Culture**

1. A pleasant environment exists in all working areas. | 1 2 3 4 5 |
2. Positive values such as trust, honesty, hardworking, management. are fostered by | 1 2 3 4 5 |
3. Teamwork and involvement are normal practices in | 1 2 3 4 5 |
4. The company adopts ‘Employee satisfaction’ initiatives (such as suggestion schemes, profit sharing, etc.). | 1 2 3 4 5 |