ANNEXURE XIII

Questionnaire

Answers to the questionnaire are solicited from you on the basis of your experience in the organisation. These answers will be used for Ph.D. The researcher solemnly undertakes not to reveal the identity of the respondent.

Name of the Public Sector Enterprise.

Investment of the Public Sector Enterprise.

Authorised Share Capital of the Public Sector Enterprise.

Total number of Employees in the Public Sector Enterprise.

Form of Organisation of the Enterprise

- Department
- Statutory Corporation
- Company
- Any other form

Year of Incorporation of the enterprise

Name of the Administrative Ministry

1. Profile of the Board

1.1 Nature of the Board

a. Policy

b. Functional
c. Mixed

1.2 Size of the Board (Present strength)

1.3 Is any stipulation laid down by the Companies Act/Memorandum/Articles of Association regarding the size of the Board?

1.4 If yes, is it being adhered to?

1.5 If no, what are the reasons?

1.6 What is the minimum number of Directors on your Board?

1.7 What is the maximum number of Directors on your Board?

2. Nature of Composition of Board of Directors

2.1 Does the Board have

a. Full-time Directors from within the organisation (Functional Directors)

b. Part-time Directors

c. Representatives from the Government

d. Representatives from other enterprises

e. Worker/labour representatives

f. Non-official Directors (Professionals)

g. Politicians

h. Women Directors

i. Any other
2.2 How many Government Directors are there on the Board?

2.3 Are they from the
   a. Administrative Ministry
   b. Finance Ministry
   c. Department of Public Enterprises
   d. Any other

2.4 How many Functional Directors are there on the Board?

2.5 Do they represent major functional areas of the enterprise on the Board?

2.6 Are there Non-Official Directors on the Board?

2.7 If yes, for how long have they been on the Board?

2.8 If no, what are the reasons?

2.9 Has any directive been received by the enterprise from the Government regarding the appointment of Non-official Directors on the Board as per the New Industrial Policy of 1991?

2.10 Are there worker representatives on the Board?

2.11 If yes, for how long have they been on the Board?

2.12 If no, what are the reasons?

3. **Board of Management - Size and Functionalism**

3.1 Is the size of the Board of your enterprise commensurate with the authorised share capital of the enterprise?
3.2 Have any changes been brought about in the composition of Board in the past five years?

3.3 If yes, have there been any specific reasons for effecting the change?

3.4 If no, what are the reasons?

3.5 Is any stipulation laid down in the Memorandum or Articles of Association of your enterprise regarding the presence of any specific expertise of special relevance to your enterprise, on the Board?

3.6 How is the need for representation of any specific expertise identified?

3.7 Is the need perceived by
   a. The Chief Executive
   b. The entire board
   c. Director
   d. Any other

3.8 How frequently do changes take place in the size or composition of the Board?

3.9 Whenever the changes have taken place, have they been brought about by induction of
   a. Full - time Functional Directors
   b. Part - time Directors
   c. Non - Official Directors
   d. Government Directors
e. Any other

3.10 Is the change in the composition of the Board or its size necessitated due to
a. Increase in the investment of the company
b. Diversification of the activities
c. Dearth of expertise in any particular area
d. Any other.

3.11 Is the proposal for increasing the size or bringing about changes in the composition of the Board discussed at the Board meeting?

3.12 Is the proposal, after discussion, sent to the
a. Administrative Ministry
b. Ministry of Finance
c. Department of Public Enterprises
d. All the above

3.13 How long does it take for the clearing of the proposal sent by the enterprise?

3.14 Is the proposal on being cleared by the Ministry, referred to the PESB?

3.15 What is the time duration taken by the PESB to fill the position?
   a. Less than three months
   b. 3-6 months
c. 6-12 months
4. Tenure of Board Members

4.1 What is the normal average tenure of the Board members?
   a. 60 months and above
   b. 24-60 months
   c. 12-24 months
   d. Less than 12 months

4.2 Is the tenure
   a. Long
   b. Medium
   c. Adequate
   d. Inadequate

4.3 Do the Articles of Association of your enterprise provide or prescribe the terms of appointment?

4.4 If not, is it prescribed in their order of appointment?

4.5 Are there any vacancies on the Board?

4.6 For how long generally do the vacancies exist?

4.7 What are in general the reasons for the vacancies?
   a. Superannuation
   b. Resignation
c. Any other

4.8 Are there any provisions in the Articles of Association regarding termination of appointment of Board members?

4.9 Does the enterprise have any succession plan for the top management?

5. Remuneration

5.1 Are you satisfied with the present remuneration package in the public sector?

5.2 Do you perceive the need of being about any changes in the remuneration of board members?

5.3 Should the performance of the enterprise, achievement of MOU targets be linked with the remuneration?

6. Agenda/Meetings

6.1 How many Board meetings are to be held in a year as per the Articles of Association of the enterprise?

6.2 How frequently does the Board meet?

6.3 Who sets the agenda for the meeting?

6.4 What is the nature of items that form part of the agenda of the meeting?

   a. Personnel and Administration
   
   b. Planning
   
   c. Financial
   
   d. Production
6.5 What is the required quorum for the meeting?

6.6 Generally how long before the meeting are the necessary papers and documents made available to the Board members?

6.7 What is the normal duration of the Board meeting?

6.8 Can the number of meetings at any time exceed the statutorily fixed member?

6.9 What can be the grounds on which it can happen?

6.10 Is the occurrence of such meetings regular?

6.11 What is the nature of participation by Board members other than the Functional Directors at the meetings?

6.12 Can a Board member nominate anybody to represent him/her at the meeting?

6.13 How are the decisions taken at a Board meeting?
   a. By voting
   b. Through consensus
   c. Any other

7. Committees

7.1 Do the Articles of Association of your enterprise provide for the constitution of any Committees?
7.2 How many such Committees are there in your enterprise?

7.3 What is the nature of the Committees? Are they

a. Ad hoc Committees
b. Standing Committees
c. Sub Committees
d. Any other

7.4 Are any operating guidelines laid down for the functioning of Committees?

7.5 Are Part-time Directors, and Government Directors appointed members of any Committee?

7.6 Is there a Management Committee in the enterprise functioning below Board level?

7.7 Do the Articles of Association provide for the constitution of the Management Committee?

7.8 If no, how is it constituted?

7.9 Who constitutes the Management Committee?

7.10 What is the nature of the functions of the Management Committee?

8. Role of Government Directors

8.1 How many Government Directors are there on the Board?

8.2 What is their tenure?

8.3 How do you rate the overall contribution of Government Directors towards effective functioning of your enterprise?
a. Positive
b. Negative
c. Neutral

8.4 Do the Government Directors attend the meetings regularly?

8.5 Is their presence necessary for the conduct of Board meetings?

8.6 Do the proposals cleared by the Board in the presence of the Government Directors go to them again in the Ministry?

8.7 Does this speed up the processing of proposals in the Ministry?

8.8 Does the presence of the Government Directors facilitate better communication between the Board and the Government?

8.9 Are there instances where the Government Directors have taken a different view when a proposal came to them contrary to the one taken at a Board meeting?

8.10 The Government Directors being bureaucrats, does their involvement facilitate the moving forward of the enterprise with required speed and dynamism?

8.11 How do you rate the attitude of the Government Directors?

   a. Bureaucratic
   b. Inhibiting
   c. Facilitating
   d. Cooperating

9. Memorandum of Understanding
9.1 Has your enterprise signed the Memorandum of Understanding (MOU)?

9.2 If yes, since when?

9.3 Has there been any perceptible change brought about by the MOU in the operational autonomy and accountability in the enterprise?

9.4 Has there been any increase in the delegation of powers of the MOU signing enterprise?

9.5 The Satyapal Committee had recommended linking of incentives of employees in the enterprise with achievement of MOU targets. Has any scheme evolved in your enterprise?

9.6 Has the MOU system brought about any other significant change in the style of functioning of the enterprise?

10. Disinvestment

10.1 Has your enterprise gone in for disinvestment?

10.2 How many rounds of disinvestment have taken place?

10.3 Do you agree with the view that the procedure adopted for disinvestment till now has not been that effective?

10.4 What are your expectations from the Disinvestment Commission?