North Maharashtra University

Interview Schedule for the Degree of Ph.D. under the Faculty of Management


<table>
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<tr>
<th>Researcher</th>
<th>Research Guide</th>
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<tr>
<td>Richa A. Modiyani</td>
<td>Dr. R. H. Gupta</td>
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(The following information will be kept confidential & will be used for Research only)

**GENERAL INFORMATION**

1. Age:- ________

2. Gender:- Male/ Female

3. Caste:- ____________

4. Educational level:- ________

5. How long at your family business?
   - a. Below 10 years
   - b. 10 years to 20 years
   - c. 21 years to 30 years
   - d. 31 years & above

6. In which year was your family business started? ________
1. **How was your family business originated?**
   a. Establish the business ☐
   b. Took over existing business ☐
   c. Merger & Acquisitions ☐
   d. Other ☐

2. **What was the source of business funds?**
   a. Retained Earnings ☐
   b. Bank Loan & Overdraft ☐
   c. Loans from family members ☐
   d. Other sources ☐

3. **How long you are having your family business?**
   a. More than 10 years ☐
   b. More than 20 years ☐
   c. More than 30 years ☐
   d. More than 50 years ☐

4. **How many generations have continued with the same family business?**
   a. 1 ☐
   b. 2 ☐
   c. 3 ☐
   d. 4+ more ☐

5. **Which generation(s) do the current owners represent?**
   a. Founding generation ☐
   b. 2nd generation ☐
   c. 3rd generation ☐
   d. 4th generation or more ☐

6. **How is the family business organized?**
   a. Sole proprietorship ☐
   b. Partnership ☐
   c. Private Corporation ☐
   d. Limited Liability Company ☐

7. **What is the nature of your business?**
   a. Retail ☐
   b. Wholesale ☐
   c. Manufacturing ☐
   d. Retail & Wholesale ☐

8. **How many people does your business currently employ?**
   a. 01-05 ☐
   b. 06-10 ☐
   c. 11-15 ☐
   d. None ☐
9. Where do you get important information to run the business?
   a. Family networks
   b. Friends
   c. Customers
   d. Newspapers & Media

10. How often do you hold family meetings to discuss the business?
   a. Daily
   b. Once in a week
   c. Fortnightly
   d. Once in a month

11. When starting up/ taking over the business which factor was important for you?
   a. Opportunity to gain wealth
   b. Good business idea
   c. To carry on the family business
   d. To make a living

12. What are the characteristics of your family business?
   a. Dominant ownership & management of family
   b. Family involvement
   c. Potential generational transfer
   d. Other

13. Which of the following will enable better performance of organization?
   a. Sound planning & strategy
   b. Research & development
   c. Marketing & promotion
   d. Better employee strength

14. How is your business involved in the community?
   a. Shelter for poor
   b. Donations
   c. Help to Education
   d. Nothing

15. What kind of support do you get from your community?
   a. Financial
   b. Social
   c. Political
   d. No support

16. What are the strengths of your family business?
   a. Inborn Business qualities
   b. Self confidence
   c. Support from family members
   d. Support from community
17. What is the percentage of business growth expected in the next 5 years?
   a. 1% - 5%  
   b. 6% - 25%  
   c. 26% - 49%  
   d. Above 50%

18. Which of the following is the weakness of your family business?
   a. Lack of knowledge  
   b. Lack of Finance  
   c. Lack of support & co-ordination  
   d. No weakness

19. How would you rate the organizational or planning skills in your business?
   a. Excellent  
   b. Good  
   c. Fair  
   d. Needs improvement

20. How do the family members develop managerial skills?
   a. From Ancestors  
   b. Professional Education  
   c. Through Experience  
   d. Through Learning & Earning

21. How does your use of technology measure against your main competitors?
   a. We are a way ahead of them  
   b. We are neck to neck with them  
   c. They are slightly ahead of us  
   d. They are far more ahead of us

22. What are the financial risks that your business faces?
   a. Huge capital investment  
   b. Lower ROI  
   c. No bank loan options available  
   d. No risk

23. What kind of issues are the most challenging to family business entrepreneurship?
   a. Financial risk  
   b. Absence of a suitable successor  
   c. Competition  
   d. Change in business conditions

24. Which of the following factors maximize the value of your family business?
   a. Sales Growth  
   b. Profit Improvement  
   c. Goodwill  
   d. Customer Retention
25. What are your thoughts about the role of your children with regard to business ownership transition?

a. We have no children in the business. 

b. We will not transfer ownership to our children. 

c. We will only transfer ownership to children who are active in the business. 

d. We will transfer the business to all children equally regardless of active participation in business. 

26. Please describe your preference in making important business decisions.

a. I make them solely. 

b. I seek input from family members. 

c. I seek input from outside advisors. 

d. I delegate the decision to the top management. 

Strongly Agree= 1; Agree= 2; Can’t Say = 3; Disagree= 4; Strongly Disagree= 5

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<th>Questions</th>
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<td>1 In Sindhi community, the Business skills are different from other business community.</td>
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<td>2 In Sindhi Community, the businessmen are self-reliant to finance their business.</td>
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<td>3 Sindhi businessmen are extremely enterprising and of adjusting nature.</td>
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<td>4 Sindhi Community plays an important role in the development of business in Jalgaon District.</td>
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<td>5 Family members possess wide spectrum of knowledge &amp; are professional, competent &amp; responsive.</td>
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<td>6 Family members understand the specific needs of customers are treated with dignity and respect.</td>
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<td>7 Customers are explained about the product &amp; services thoroughly.</td>
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<td>8 The customers &amp; creditors would be loyal to you even if the senior members are not connected to the business.</td>
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<td>9 Existence of business plan with a clear vision for the future growth of the business exists which is commonly shared by all the family members.</td>
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<td>10 All family members agree with the goals, plans &amp; policies of the business which are fair to all.</td>
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<td>11 Senior generation&amp; younger family members both are involved in the business policy/decision making.</td>
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<td>12 Eldest family member(s) has (ve) absolute &amp; final authority on business matters.</td>
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<td>13</td>
<td>Personal issues affect business decisions.</td>
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<td>14</td>
<td>Ownership &amp; management are separate in our business.</td>
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<td>15</td>
<td>Family members regularly upgrade their business skills.</td>
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<td>Performance appraisal is done for the family members.</td>
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<td>17</td>
<td>Roles &amp; responsibilities of incoming family members are clearly defined.</td>
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<td>Members in the family trust each other’s motives.</td>
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<td>Ideas for vertical/ horizontal expansion are encouraged from the family members.</td>
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<td>Family businesses make a big impact through philanthropy.</td>
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<td>21</td>
<td>Expansion in size from generation to generation is a big issue.</td>
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<td>Our employees are motivated to be involved in the business process.</td>
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<td>The business leader is good at delegating authority.</td>
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<td>24</td>
<td>The family business leader delegates the easier tasks to family members and the difficult ones to non-family members.</td>
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<td>Communication gaps arise due to age/personal matters of the family members.</td>
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<td>Business management clearly communicates what is expected from employees.</td>
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<td>Conflicts are settled out by elder members of family.</td>
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<td>Family conflicts are resolved by the family, and do not influence business operations or decisions.</td>
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<td>Clear succession plan exists.</td>
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<td>Next generation is well groomed to take up the business responsibility &amp; has ability to support family business.</td>
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<td>The younger generation of our family seems to be acquiring strong values from the older generations.</td>
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<td>We have clear policies about how family members can become employed in the business, which are understood and followed.</td>
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<td>Family members are given opportunities to learn about the family’s business interests.</td>
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<td>Family members are expected to work elsewhere before they join family business.</td>
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<td>35</td>
<td>Women have equal opportunities to participate in the business.</td>
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**Name of Owner:** - ________________________________ ____________

**Name of Business:** - ________________________________ ______________

**Address:** - ______________________________________ ______________

**Place:** - _____________  **Mobile No.:-** __________ ______

**Date:** - _____________  **Signature:-** __________ ________