



Questionnaire

Strictly Confidential

Main Survey

The name and address of your business has been randomly selected from a database of DIC, Trichy listings to take part in a ground breaking survey of business owners.

Results from the survey will provide the basis for a doctoral thesis in which it is proposed to link the characteristics and values of business owner-managers to the performance of businesses.

I appreciate that your time is

valuable!

But for just 20 minutes of that

time

Please read each question carefully and Answer every question.

Part A – Questions About You and Your Family

	Questions	Answers
Q1.	Date of birth	/ /
Q2.	Sex	Male <input type="checkbox"/> or Female <input type="checkbox"/>
Q3.	In which country were you born?	
Q4.	In which country was your father born?	
Q5.	In which country was your mother born?	
Q6.	Were you an only child? (Please tick one box only)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q7.	How many of your brothers and sisters	
Q8.	What has been your father's main occupation?	
Q9.	What has been your mother's main occupation?	
Q10.	Has your father ever owned and operated a business? (Please tick one box only)	Yes <input type="checkbox"/>
Q11.	Has your mother ever owned and operated a business? (Please tick one box only)	Yes <input type="checkbox"/>
Q12.	Have any of your brothers or sisters ever owned and operated a business?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q13.	What was/is your father's highest formal educational qualification? (Please tick one box only)	H.Sc. <input type="checkbox"/> Diploma/Certificate <input type="checkbox"/> U.P. <input type="checkbox"/> P.G. <input type="checkbox"/> Ph.D. <input type="checkbox"/> Other (Please specify) <input type="checkbox"/>
Q14.	What was/is your mother's highest formal educational qualification? (Please tick one box only)	H.Sc. <input type="checkbox"/> Diploma/Certificate <input type="checkbox"/> U.P. <input type="checkbox"/> P.G. <input type="checkbox"/> Ph.D. <input type="checkbox"/> Other (Please specify) <input type="checkbox"/>
Q15.	To date, what has been your highest formal educational qualification? (Please tick one box only)	H.Sc. <input type="checkbox"/> Diploma/Certificate <input type="checkbox"/> U.P. <input type="checkbox"/> P.G. <input type="checkbox"/> Ph.D. <input type="checkbox"/> Other (Please specify) <input type="checkbox"/>

Please read each question carefully and Answer every question.

Part B – Questions about you and this Business

Q16.	In which year was this business founded?	19 _____
Q17.	In which year did you first become an owner-manager of this business	19 _____
Q18.	How did you become the owner-manager of this business? (Please tick one box only)	I Purchased all/part of it <input type="checkbox"/> I founded it <input type="checkbox"/> I inherited it <input type="checkbox"/> Other (Please specify) <input type="checkbox"/>
Q19(a)	Mostly in which industry is this business?	
Q19(b)	For how many years have you been engaged in this industry?	
Q20.	What is the legal structure of this business? (Please tick one box only)	Sole Trader <input type="checkbox"/> Partnership <input type="checkbox"/> Private Company <input type="checkbox"/> Public Company <input type="checkbox"/> Trust <input type="checkbox"/> Other (Please specify) <input type="checkbox"/>
Q21.	Apart from this business, how many other businesses have you owned and operated?	
Q22.	Including those owners engaged in its day-to-day activities, how many employees are employed by this business?	* Full-time Part-time Casual Trainees (* or more hours per week)
Q23.	Including you, how many major decision-makers are there in this business?	
Q24.	Including you, how many of those decision-makers are members of your family?	
Q25.	Including all non-cash benefits you received how has the personal income you derived from this business changed when compared with 1 year ago? (Please tick one box only)	Increased by 30% or more <input type="checkbox"/> Increased by less than 30% <input type="checkbox"/> About the same <input type="checkbox"/> Decreased by less than 30% <input type="checkbox"/> Decreased by 30% or more <input type="checkbox"/>

Please read each question carefully and Answer every question.

Q26.(a)	For the last financial year, did you have a documented business plan for tis business? (Please tick one box only)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Q26(b)	If you had a business plan for last year, to what degree did you follow that plan?	Completely <input type="checkbox"/> Mostly <input type="checkbox"/> Somewhat <input type="checkbox"/> Not at all <input type="checkbox"/>
Q27.	Which of the following intentions are held for this business over the next 3 years? (Please tick one or more boxes).	Significantly increase Production levels <input type="checkbox"/> Maintain existing Production levels <input type="checkbox"/> Significantly decrease Production levels <input type="checkbox"/> Open new locations <input type="checkbox"/> Maintain or commence Exporting <input type="checkbox"/> Introduce new goods or Services <input type="checkbox"/> Sell the whole business <input type="checkbox"/> Relocate the business <input type="checkbox"/> Sell part of the business <input type="checkbox"/> Close the business <input type="checkbox"/>

Q28. By circling the number that corresponds to the level of importance you give to each item on the scale below, show the extent to which you consider each item listed to be important to your enterprise.

Enterprise Objectives	Not important	Slightly important	Moderately important	Very important	Extremely important
High productivity	1	2	3	4	5
Industry leadership	1	2	3	4	5
Creating job opportunities	1	2	3	4	5
Business stability	1	2	3	4	5
High profit rates	1	2	3	4	5
Lower costs of production	1	2	3	4	5
Contribution to community development	1	2	3	4	5
Business growth	1	2	3	4	5

Q29. By circling the number that corresponds to the level of satisfaction you feel, indicate on each of the following items the extent to which you are satisfied overall with your enterprise's performance over the past 3 years.

Enterprise Objectives	Not satisfied	Slightly satisfied	Moderately satisfied	Very Satisfied	Extremely satisfied
High productivity	1	2	3	4	5
Industry leadership	1	2	3	4	5
Creating job opportunities	1	2	3	4	5
Business stability	1	2	3	4	5
High profit rates	1	2	3	4	5
Lower costs of production	1	2	3	4	5
Contribution to community development	1	2	3	4	5
Business growth	1	2	3	4	5

Please read each question carefully and follow the instructions in italics where they appear. Answer every question.

Part C – Questions about your Management Values

Q30. By circling the number that corresponds to the level of importance of each value to you, show the extent to which you consider each of the VALUES listed to be important.

Values Scale	Not important	Slightly important	Moderately important	Very important	Extremely important
Achievement (accomplishment)	1	2	3	4	5
Autonomy (independence, freedom)	1	2	3	4	5
Ambition	1	2	3	4	5
Aggressiveness	1	2	3	4	5
Equality	1	2	3	4	5
Power (authority, influence)	1	2	3	4	5
Creativity	1	2	3	4	5
Money (material success)	1	2	3	4	5
Energy (good health)	1	2	3	4	5
Prestige (dignity, Status, recognition)	1	2	3	4	5
Security (family and job)	1	2	3	4	5
Religion	1	2	3	4	5
Pleasure (leisure)	1	2	3	4	5
Compassion	1	2	3	4	5
Loyalty	1	2	3	4	5
Trust	1	2	3	4	5
Competence (ability)	1	2	3	4	5
Competition	1	2	3	4	5
Risk	1	2	3	4	5
Social security (government assistance)	1	2	3	4	5
Affection	1	2	3	4	5
National Security	1	2	3	4	5
Growth (personal development)	1	2	3	4	5
Innovation	1	2	3	4	5
Honesty	1	2	3	4	5
Responsibility	1	2	3	4	5
Hard work	1	2	3	4	5
Optimism	1	2	3	4	5

Q31 By circling the number that corresponds to the level of importance you give to each item on the scale below, show the extent to which you consider each item listed to be important to you.

Personal needs	Not important	Slightly important	Moderately important	Very important	Extremely important
Improving on my past performance	1	2	3	4	5
Competition and winning	1	2	3	4	5
Talking to those around me about non-work matters	1	2	3	4	5
A difficult challenge	1	2	3	4	5
Being in charge	1	2	3	4	5
Being liked by others	1	2	3	4	5
Knowing how I'm progressing as I complete tasks	1	2	3	4	5
Confronting people who do things I don't agree with	1	2	3	4	5
Building close relationships with co-workers	1	2	3	4	5
Setting and achieving realistic goals	1	2	3	4	5
Influencing other people to get my way	1	2	3	4	5
Belonging to groups and organizations	1	2	3	4	5
The satisfaction of completing a difficult task	1	2	3	4	5
Gaining more control over the events around me	1	2	3	4	5
Working with others rather than working alone	1	2	3	4	5

Q32. Read the following statements and indicate in the right hand column whether you agree more with choice A or with choice B.

Choice A	Choice B	Your preferred Choice?
Making a lot of money is largely a matter of getting the right breaks	Promotions are earned through hard work and persistence	
I have noticed that there is usually a direct connection between how hard I work and the rewards I get.	Many times the reactions of those for whom I work seem haphazard to me.	
The number of divorces indicates that more and more people are not trying to make their marriages work.	Marriage is largely a gamble.	
It is silly to think that one can really change another person's attitude.	When I am right, I can convince others.	
Getting promoted is really a matter of being a little luckier than the next person.	In our society a person's future earning power is dependent upon his or her ability.	
If one knows how to deal with people they are really quite easily led.	I have little influence over the way people behave.	
The results I get are the result of my own efforts, luck has little or nothing to do with it.	Sometimes I have little to do with the results I get.	
People like me can change the course of world affairs if we make ourselves heard.	It is only wishful thinking to believe that one can readily influence what happens in our society at large.	
A great deal that happens to me is probably a matter of chance.	I am the master of my fate.	
Getting along with people is a skill that must be practiced.	It is almost impossible to figure out how to please some people.	

Please read each question carefully and follow the instructions in italics where they appear. Answer every question.

Questions about your Business Strategies and Practices

Q33. Circle the number that corresponds to the extent to which each of the following management practices/ strategies was used in your business during the past year.

Management Practices Scale	Not used at all	Used sparingly	Used moderately	Used quite extensively	Used very extensively
Involved employees in decision-making	1	2	3	4	5
Emphasised provision of employee amenities and facilities	1	2	3	4	5
Assessed the performance of employees	1	2	3	4	5
Used advertising that differentiated our products from those of competitors	1	2	3	4	5
Advertised our products	1	2	3	4	5
Extended credit to customers	1	2	3	4	5
Sold direct to end users	1	2	3	4	5
Sold through distribution channels	1	2	3	4	5
Priced our products lower than competitors	1	2	3	4	5
Emphasised product quality	1	2	3	4	5
Depended on a single customer	1	2	3	4	5
Sold to a defined customer group	1	2	3	4	5
Emphasised quantity more than quality	1	2	3	4	5
Offered customers warranties for long periods	1	2	3	4	5
Emphasised provision of customer service	1	2	3	4	5
Exercised control over distribution channels	1	2	3	4	5
Emphasised cost reduction in all areas of our business	1	2	3	4	5
Kept high inventory/stock levels of raw materials	1	2	3	4	5
Kept high inventory/stock levels of finished goods	1	2	3	4	5
Emphasised improvement in employee productivity	1	2	3	4	5
Produced formal statements of business objectives	1	2	3	4	5
Set performance goals for the business	1	2	3	4	5
Prepared budgets/forecasts	1	2	3	4	5
Developed plans	1	2	3	4	5
Attended trade exhibitions	1	2	3	4	5

