

APPENDIX - I

Dear Respondent,

I am conducting a survey on the various aspects of Indian Paper Industry especially human resource management and marketing practices. This forms a major part of my study GROWTH AND WORKING OF PAPER INDUSTRY IN INDIA for the Ph.D. examination in Commerce of Utkal University. For this purpose I need your help and co-operation.

For collecting the relevant data, I have prepared a questionnaire which is enclosed. I would be grateful if you could kindly fill it in and send it in about a month's time from now. A self-addressed stamped envelope is enclosed for the purpose. All the information supplied by you will be kept strictly confidential and will be used only for this academic work.

I am aware that you have a busy schedule of work but I do hope that you would be able to spare some time to help me in the fulfilment of the task.

Yours faithfully,

(Muralidhar Bhut)
Binod Bihari,
Cuttack-753 002.
ORISSA.

Encl. As above.

QUESTIONNAIRE

A. GENERAL

1. Name of the Organisation :

2. Address :

Factory

Registered Office

B. HUMAN RESOURCE MANAGEMENT

1. Please give the data against each of the following :

- a. Unskilled labour :
- b. Semi-skilled labour :
- c. Skilled Labour :
- d. Managerial Personnel :

2. Do you prepare manpower planning ? Yes/No

3. Do you conduct job analysis ? Yes/No

4. What are your important sources of recruitment ?

For Workers :-

For Managerial Personnel :-

5. Do you conduct the following tests for selection of employee? (Both workers and managers)

- a. Performance Tests Yes/No
- b. Intelligence Tests Yes/No
- c. Aptitude Tests Yes/No
- d. Personality Tests Yes/No

6. Do you conduct a formal induction programme for the new recruits ? Yes/No

7. How do you appraise the performance of the :

Workers :-

Managerial Personnel :-

8. Do you conduct Job Evaluation as a tool to better wage and salary administration ? Yes/No

9. What basis do you follow in promoting employees ?

Seniority / Merit / Seniority-cum-Merit /
Merit-cum-Seniority.

10. Do you have a training department of your own ? Yes/No

Please state the training facilities available to your employees of various categories.

11. Have the workers organised themselves into unions ? Yes/No

If yes, please give the following particulars :

- a. No. of unions in the unit :

- b. Total membership of all unions :
- c. Whether any union is recognised :
- d. Central Union to which recognised union is affiliated :

12. Do you enter into collective bargaining agreements with the unions from time to time ? Yes/No

If yes, the periodicity of the agreement.
1 year / 2 years / 3 years / 5 years.

13. Please state the matters covered under such agreements?

- a. d.
- b. e.
- c. f.

14. Do you have a Works Committee constituted under Industrial Disputes Act, 1947 ? Yes/No

If yes, in your opinion is it working satisfactorily? Yes/No

If not, please state the reasons -

15. Have you constituted Joint Management Council, and Shop Councils ? Yes/No

If yes, do you feel that such joint consultative bodies are a tool to promote harmonious labour-management cooperation? Yes/No

If not, please state the reasons :-

16. Do you have Quality Circles ? Yes/No

If yes, state the objectives of QCs.
How far the objectives have been met ?
(Please Check)

Fully met	Met some of the objectives	Failed to meet the objectives

17. Please mention in brief the composition of QCs.

18. Do you have a grievance redressal machinery ? Yes/No

If yes, whether open-door or step-ladder ?
(Please check)

19. Please state the average percentage redressal of employee grievances.

C. **MARKETING**

1. What is your present market share in paper ?
2. Do you follow your own pricing policy or follow others ?
3. What is the pricing method of your enterprise ?
 Cost-oriented pricing policy
 Competition-oriented price policy
 Demand-oriented price policy
 Any other, please specify.
4. What are the objectives of your company's pricing policy ?

Please rank the first three in order of their importance by marking 1,2, or 3:

- to earn specific rate of return on investment.
 - to remain a price leader,
 - to maintain relative parity with competitors' price,
 - to maintain the market share,
 - to keep out competition,
 - any other, please specify.
5. What price strategy does your unit follow in respect of product improvement ? (Please check one)
 - a. Charging higher price to start with
 - b. Charging lower price to start with
 - c. any other (specify)
 6. Do you provide credit facilities ? Yes/No
If yes, mention the period of credit.

7. Rank the non-price factors of the marketing strategy in order of importance. (please check by putting 1,2,...)

	Very important	Important	Not at all important
a. Quality	____	____	____
b. Availability	____	____	____
c. Branding	____	____	____
d. Packaging	____	____	____
e. Quick Despatch	____	____	____

8. What is the discount rate of your company at

- a. Distribution/Stockist level,
- b. Wholesale level,
- c. Retail level ?

9. What method/channel do you follow for distribution ?
Direct/Indirect.

10. If indirect, whether you engage the following as intermediary (Please check)

- a. Sole Distributor |____|
- b. Wholesaler |____|
- c. Retailer |____|
- d. Others, if any
please specify |____|

11. Do you conduct any market research ? Yes/No

12. Do you have your own Research and Development Unit ?
Yes/No

13. If not, on what sources you rely for product improvement and technological innovation ?

N.B. : You are requested to attach a copy of the organisation structure of the Personnel Department and also of the Marketing Department. Also please enclose a copy of the recent collective bargaining agreement, the details of grievance machinery and a copy of the performance appraisal form.