

QUESTIONNAIRE

STRATEGIC MANAGEMENT PRACTICES IN BIOMASS POWER PLANTS

A Study of select units in Andhra Pradesh, India

QUESTIONNAIRE FOR PROMOTERS & EXECUTIVES

Dear Sir/Madam,

I am a part-time Research scholar under the guidance of Prof. S.S.Prasada Rao, Director, Hyderabad Business School, GITAM University, Hyderabad. As a part of my research work, I am conducting a research survey on Strategic Management Practices in Biomass Power plants in Andhra Pradesh and would be grateful if you could kindly spare some of your precious time to fill this questionnaire. Your response is considered as major input for the research study. I hope you will appreciate this study which is mutually beneficial. Your response would be treated as confidential and used only for the academic purpose. Please tick () your responses at the appropriate space provided in the questionnaire.

Yours sincerely,

U.V.Ramana
Chairman and Managing Director,
VENSAR Infrastructure Inda Ltd.,
Plot no. 28, Navodaya Colony,
Sagar Society, Road no. 2, Banjara Hills,
Hyderabad – 500034.

PART - I

Basic Details of Respondents

1. Name of the Respondent :
2. Designation :
3. Department
4. Experience :
5. Are you involved in the Strategic Management Process in the Biomass Power plant? :
6. If yes, do you feel proud and committed to the Vision & Mission of Biomass Power plant? :

PART – II

Strategic Management Process at Select Biomass Power Plants

(please tick mark () against your response)

I. Opinion about the need for adoption of formal strategic management process

Is there a need to adopt formal strategic management process in Biomass Power Plant?

1	Yes	
2	No	
3	Can't say	

II. Adaption of strategic management in biomass power plants

A. Level of adaption of strategic management practices

Level of adaption of strategic Management practices	Emphasis Assigned				
	(1) No Emp.	(2) Low Emp.	(3) Moderate	(4) Strong	(5)Very Strong

B. Motivating factors for Adoption of Strategic Management

Sl.No.		
1.	It facilitates control	
2.	It reduces uncertainty	
3.	It facilitates measurement	
4.	It provides a link between long and short term goals.	
5.	It minimizes resistance to change	
6.	It improves understanding of a rapidly changing environment	
7.	It creates shared vision	
8.	It helps to initiate change in the organization	
9.	It helps to formulate better strategies	
10.	It significantly improves performance	
11.	It brings order and discipline to the organization	
12.	It is a learning process	
13.	It improves involvement and commitment	

C . What, in your opinion, are the Core Competencies of Biomass Power Plant?

1.	Excellent layout	
2.	State-of-the-art technology	
3.	Unique culture	
4.	Organic leadership style	
5.	Young and educated workforce	
6.	Project management and execution	
7.	Distribution and logistics	
8.	Efficient production and maintenance operations	
9.	Effective raw material procurement	

D. What, in your opinion, are the Critical Success Factors of Biomass Power Plant?

1.	Low labour costs	
2.	Low raw material costs	
3.	Power load factor	
4.	Minimizing transmission losses	
5.	Tight cost control	
6.	Trained manpower	

PART – III: GENERAL

I. Degree of emphasis on Strategic Management Process Components / Elements in Biomass Power Plants.

Sl. No.	Strategic Management Process Component / Element	Emphasis Assigned				
		No Emp.	Low Emp.	Mode rate	Strong	Very Strong
1	Vision, Mission and Objective Setting					
2	EEA (External Environment Analysis)					
2.1	Studying political trends					
2.2	Studying economic trends					
2.3	Studying socio-cultural trends					
2.4	Studying technological trends					
2.5	Analysis of competitors					
2.6	Analysis of supplier trends					
2.7	Analysis of customer preferences					
2.8	Analysis of industrial relations					
3	IEA (Internal Environment Analysis)					
3.1	Identifying core competencies					
3.2	Identifying critical success factors					
3.3	Analysis of past performance					
3.4	Customer services					
3.5	Marketing function					
3.6	Operations function					
3.7	HRM function					
3.8	Finance function					
3.9	Research & Development					
4	Strategy Formulation					
4.1	Formulate strategic alternatives					
4.2	Strategic analysis and choice					

4.3	Select the best strategy					
5	Degree of use of Planning Tools					
5.1	SWOT Analysis					
5.2	Cost benefit analysis					
5.3	GAP Analysis					
5.4	Value chain analysis					
5.5	Financial analysis					
5.6	Strategic advantage profile					
5.7	Balanced scorecard					
5.8	Key factor rating					
5.9	Benchmarking					
6	Involvement of Personnel in Strategic Management Process					
6.1	Involvement of top managers					
6.2	Involvement of middle managers					
6.3	Involvement of junior managers					
6.4	Involvement of workers					
6.5	Involvement of consultants					
7	Strategy Implementation					
7.1	Identification of short-term objectives					
7.2	Formulation of programmes, policies and procedures					
7.3	Initiation of specific functional strategies					
7.4	Design of appropriate reward systems and Mobilization of resources					
7.5	Provision of strategic leadership					
7.6	Change of organizational culture					
7.7	Overall management of change					
8	Strategy Evaluation and Control					

8.1	Identification of Changes in planning premises					
8.2	Determining and Measurement of Performance					
8.3	Taking corrective action					

1. No emphasis

4. Strong emphasis

2. Low emphasis

5. Very strong emphasis

3. Moderate emphasis

PART- IV Functional Strategies

I. Which Strategies do you prefer for Biomass Power Plant?

Sl. No.	Type of Strategy	Emphasis Assigned				
		Very Strong	Strong	Moderate	Low Emp.	No Emp.
1	Production Strategy					
1.1	Production Scheduling					
1.2	Capacity Utilization					
1.3	Efficiency of raw material utilization					
1.4	Plant Layout					
1.5	Material Handling					
1.6	Waste Control					
1.7	Plant Maintenance					
1.8	Inventory Planning					
2	Marketing Strategy					
2.1	Distribution System					
2.2	Marketing Information System					
3	Financial Strategy					
3.1	Capital Expenditure Planning					
3.2	Working Capital Planning					
3.3	Cash Flow Planning					
3.4	Capital Structure Planning					
3.5	Profit Planning					
3.6	Taxation Planning					
4	Human Resource Strategy					

4.1	Estimating Human Resource Requirements					
4.2	Recruitment Planning					
4.3	Career Planning					
4.4	Planning for Training and Development Activities					
4.5	Planning for Improvement in Morel and Motivation					
4.6	Employee Relations					
4.7	Succession Planning					
4.8	Employee Participation					
5	Technology Strategy					
5.1	Technology Up-graduation					
5.2	Judicious Selection of Technology					
5.3	Replacement of Old Technology					
5.4	Exploitation of Adapted Technology to the Maximum					
6	Logistics Strategy					
6.1	Receipt of Raw Materials					
6.2	Inward Transportation					

PART - V

CORPORATE STRATEGIES OF BIOMASS POWER PLANT

1. Expansion Strategy Backward integration Mergers & Acquisitions

Expansion Strategy	Emphasis Assigned				
	(1) No Emp.	(2) Low Emp.	(3) Moderate	(4) Strong	(5)Very Strong

(a) What do you think are the merits of Biomass Power Plant's Expansion Strategy?

1.	Low level of investment	
2.	Helps local grid stabilization	
3.	Meets projected domestic power demand	
4.	Growth of Profitability	
5.	Fulfills National Power Policy	

(b) What do you think are the demerits of Biomass Power Plant's Expansion Strategy?

1.	Burden of heavy capital related costs	
2.	Increased competition in raw material procurement	
3.	Threat of environmental factors	
4.	Technological obsolescence	

2. Backward integration

Backward integration	Emphasis Assigned				
	(1) No Emp.	(2) Low Emp.	(3) Moderate	(4) Strong	(5)Very Strong

3. Mergers & Acquisitions

Mergers & Acquisitions	Emphasis Assigned				
	(1) No Emp.	(2) Low Emp.	(3) Moderate	(4) Strong	(5)Very Strong

PART - VI

Strategic Imperatives for Biomass Power Plants

Please tick mark () the box to indicate the priority as per your assessment.

Sl. No.	Component	Emphasis assigned				
		No Emp.	Low Emp.	Moderate	Strong	Very Strong
1	Strategic location of the plant					
2	Efficient procurement of the raw materials					
3	Cutting down costs of transportation					
4	Prudent production practices					
5	Preventive maintenance practices					
6	Reduction of transmission losses					

7	Influencing Govt., policies through associations					
8	Low cost of production					
9	Environment Management					
10	Training in Strategic Management					

Any other suggestions that you think relevant for the present study?

.....

.....

.....

.....

.....

.....

.....

.....

Thank you very much for your kind cooperation and sparing your valuable time.

(U.V. RAMANA)