Appendix

1. QUESTIONNAIRE A, B, and C
2. BIBLIOGRAPHY
Appendix

Appendix 1:

Dear answerer:

This questionnaire presented to you is for the partial completion of Research and PhD. degree under recognition of Pune University on:

"A STUDY OF TIME MANAGEMENT IN LARGE SCALE MANUFACTURING INDUSTRIES IN AROUND PUNE"

You are kindly requested to study and answer the provided questions accurately and help the researcher to avail proper knowledge about the subject in order to get a tiny share in the vast ocean of science and information along with you. I assure you that all the information provided in the questionnaire will be used for academic purpose only.

Thank you,

Researcher,

Researcher
Orkideh Hamedi
Appendix

Questionnaire A, General Information:

1- Name of the organization you are working for:
   i) Scale:
      a: Medium: □  b: Large: □
   Type of ownership:
      a: Public □  b: Private □  c: any other □

2- Name of the department:

3- Designation:
   a: Top Manager: □  b: Senior Manager: □  c: Manager: □
   d: Employee: □  e: Forman: □

4- Kind of Production:
   a: Assembly-Line Production □  b: Manufactured Product □
   c: any other □

5- Gender: a: Male: □  b: Female: □

6- Age (in years):
   a: Less than 22: □  b: Between 23-27: □  c: Between 28-31: □
   d: Between 31-38 □  e: Between 39-45: □  f: Between 45-50: □
   g: Above 50: □

7- Qualification:
   a: Undergraduate □  b: Graduate: □  c: Post graduate: □
   d: PhD. degree: □  e: Any other: □
   (In case of option 'e', Pl. specify the qualification.):

8- Years of experience (Pl. write in figure).
   □ Year and □ Month

9- Employment mode:
   a: Permanent: □  b: Temporary: □  c: Contract: □
Appendix

10- To what extent the following functions are performed perfectly in your department?

<table>
<thead>
<tr>
<th>Option</th>
<th>Negligible</th>
<th>Little</th>
<th>Average</th>
<th>Great</th>
<th>Very High</th>
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</thead>
<tbody>
<tr>
<td>Planning</td>
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<tr>
<td>Budgeting</td>
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<td>Decision making</td>
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<td>Controlling</td>
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<td>Organizing</td>
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<tr>
<td>Staffing</td>
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</tbody>
</table>

- If any other PI. specify:

11- To what extent the following points are helping to manage your time?

<table>
<thead>
<tr>
<th>Option</th>
<th>Negligible</th>
<th>Little</th>
<th>Average</th>
<th>Great</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Mgt. Techniques</td>
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<tr>
<td>Team Work</td>
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<tr>
<td>Fixing Responsibility</td>
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<td>Internal Control</td>
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<tr>
<td>Set Priority</td>
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</tbody>
</table>

- If any other PI. specify:

12- To what extent you feel, following points are for organizational productivity?

<table>
<thead>
<tr>
<th>Option</th>
<th>Negligible</th>
<th>Little</th>
<th>Average</th>
<th>Great</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Mgt.</td>
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<tr>
<td>Budget</td>
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<tr>
<td>Crises Mgt.</td>
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<tr>
<td>Marketing</td>
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<td>Personnel efficiency</td>
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<td>Cost Control</td>
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<td>Quality Control</td>
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<tr>
<td>Customer Satisfaction</td>
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If any other PI. specify:
Appendix

- QUESTIONNAIRE B, for Human Resource Manager:

1- Name and Position:

2- What is the total number of employees in the organization?

☐ a: Up to 100 emp.
☐ b: More than 100 and less than 500 emp.
☐ c: More than 500 and less than 1000 emp.
☐ d: More than 1000 and less than 2000 emp.
☐ e: More than 2000 emp.

3- What the total number of employees in your Dept.?

☐ a: Up to 10 emp.
☐ b: More than 10 and less than 50 emp.
☐ c: More than 50 and less than 100 emp.
☐ d: More than 100 and less than 200 emp.
☐ e: More than 200 emp.

4- What has been the organization turnover, for the last five years?

<table>
<thead>
<tr>
<th>Year/Turnover in Cr.</th>
<th>Less than Rs. 10 Cr.</th>
<th>More than 10 Cr. less Than 25 Cr.</th>
<th>More than 25 Cr. less Than 50 Cr.</th>
<th>More than 50 Cr. less Than 100 Cr.</th>
<th>More than 100 Cr.</th>
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</thead>
<tbody>
<tr>
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<td>2003-04</td>
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</table>

5- To what extent, growth production of the company can be shown for last five years?

<table>
<thead>
<tr>
<th>Year/Option</th>
<th>Negligible</th>
<th>Little</th>
<th>Average</th>
<th>Great</th>
<th>Very High</th>
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</table>
### Appendix

6- To what extent, Time Management helps your line of production for the last five years?

<table>
<thead>
<tr>
<th>Year/Option</th>
<th>Negligible</th>
<th>Little</th>
<th>Average</th>
<th>Great</th>
<th>Very High</th>
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<td>2001-02</td>
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</tbody>
</table>

- Please; specify in few words: Why?

7- Which Technique of Time Management could affect your production growth for the last five years?

<table>
<thead>
<tr>
<th>Technique</th>
<th>Out source</th>
<th>MOST</th>
<th>POSEC</th>
<th>MTM</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>N= Negligible</td>
<td>L= Little</td>
<td>A= Average</td>
<td>G= Great</td>
<td>V= Very High</td>
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<td>Year/Opt.</td>
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<td>2005-06</td>
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</tbody>
</table>

- Please; specify in few words:

- Why did you use this technique? What is the impact of this technique?

- Any other:
8- In the following situation, to what extent could you manage time for the last five years?

<table>
<thead>
<tr>
<th>Situation</th>
<th>Shortage of Manpower</th>
<th>Collapse of Machinery</th>
<th>Critical period</th>
<th>Strike</th>
<th>Great Competitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>N= Negligible</td>
<td>L= Little</td>
<td>A= Average</td>
<td>G= Great</td>
<td>V= Very High</td>
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<td>2005-06</td>
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</tbody>
</table>

- Please; specify in few words:
- How could you do that? And what was the impact?

- Any other:

9- To what extent can you manage your time not to face collapse of production in the market?

<table>
<thead>
<tr>
<th>Extent</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>a: Negligible □</td>
<td>b: Little □</td>
</tr>
</tbody>
</table>

- Please; specify in few words:
- How?

10- To what extent Time Mgt. can help you to survive in the great competition market?

<table>
<thead>
<tr>
<th>Extent</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>a: Negligible □</td>
<td>b: Little □</td>
</tr>
</tbody>
</table>

- Please; specify in few words:
- How?
Appendix

11- To what extent company follows Time Management principles?
   a: Negligible □  b: Little □  c: Average □  d: Great □  e: Very high □
   - have you invented them or not? Pl. specify?

12- To what extent, do you change your Time Mgt. strategy?
   a: Negligible □  b: Little □  c: Average □  d: Great □  e: Very high □
   - Pl. specify: How?

13- How much do you take advantage of Labor Union?
   a: Negligible □  b: Little □  c: Average □  d: Great □  e: Very high □

14- What are core Departments in the organization?
   a: HR □  b: Inventory □  c: Finance □  d: Raw Material □
   e: Engineering □  f: R & D □  g: Sale □  h: Purchase □
   i: Production □: any other Pl. name:

Any other Pl. specify:
Appendix

- QUESTIONNAIRE C:

A) Need and significance of time management

1- How much time management is important for your department?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

2- How much time as a factor is considered in the department?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

3- Do you have immediate substitution of skilled/expert manpower in case of any probable changes in the dept.?  
   Yes: □ No: □
   - If yes, skip next step, and go to next question.
   - If no, how much does the work load affect other emp. With consideration of time?
     a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

4- Do you face any scarcity of time in the process of work?
   Yes: □ No: □
   - If no, skip next step, and go to next question.
   - If yes, how much is it, specify?
     a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

5- Whether you have Time manager/supervisor to control time consumption?  
   Yes: □ No: □
   - If no, skip next step, and go to next question.
   - If yes, Pl. specify:

   i) How much dose he/she help?
      a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □
Appendix

6- Is your staff working efficiently? (Pl. specify with following questions)
   i) How much do you waste their time?
      a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □
   ii) How enough do you allocate time for their task?
      a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □
   iii) How much do you encourage them to do one thing well at a time?
      a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

7- Do you train the personnel to upgrade their ability?
   Yes: □ No: □
   - If no, skip next step, and go to next question.
   - If yes,
     i) How do you upgrade them?
     ii) How much does training prevent wastage of time?
        a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

         Any other please; specify:
Appendix

B) Time management Techniques adopted at international and domestic sphere:

8. Do you have progress time chart/table to trace whether company’s target is achieved accordingly or not? Yes: □ No: □
- If no, skip next step, and go to next question.
- If yes, pl. specify:
i) How much does it help you?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

9. Do you specify time consumption for labor regarding the performance of the various tasks according to the standard?
Yes: □ No: □
- If no, skip next step, and go to next question.
- If yes, pl. specify:
  i) How much does it help?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

10. How often do you face delay in output? Why?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

11. How often do you face excess of time?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

12. How much may time estimation help you to deal with your clients?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

13. How much do you follow the standard of timework in your
Appendix

department?
   a: Negligible □  b: Little □  c: Average □  d: Great □  e: Very high □

14. How much can you manage your time with the various clients?
   a: Negligible □  b: Little □  c: Average □  d: Great □  e: Very high □

Any other please; specify:
Appendix

C) The role of Time management in large scale Industries in Pune:

15. Do you delegate the work to another person or subordinate?
   Yes: □ No: □ if yes,
   i) How much does it help you to develop a greater self-confidence for that person?
      a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □
   ii) How much it helps you to tackle another project?
      a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

16. How much does a multi-skilled person, helps manager's load?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

17. How much does the company show growth, in industrial activities?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

18. To what extent, Government policy affects the time management?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

19. To what extent, do you change your time management strategy?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

20. The company can survive without severe emphasis on time management? Why?
    a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

Any other please, specify:
Appendix

D) The time management techniques adopted in core department of large scale industries in Pune:

21. Which type of time management techniques do you follow?
   a: out source □ b: MOST □ c: POSEC □ d: MTM □ e: None □

22. How much do the time management techniques help you in productivity?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

23. Do you have Career Growth Planning (CGP)? Yes: □ No: □
   - If no, skip next step, and go to next question.
   - If yes, how do you evaluate it, as a motive for employees?
     a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □
     i) How much can it be used to avoid change factor of personnel?
        a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

24. Do you have Business Continuity Plan (BCP) for unpredictable situation?
   Yes: □ No: □
   - If no, skip next step, and go to next question.
   - If yes, Pl. specify:
     i) How much does it help?
        a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

25. How much do you take advantage of Personnel Digital Assistant (PDA)?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

Any other pl. specify:
Appendix

E) Time Management system prevailing in large scale industries in Pune:

26. How much does goal planning help you in Emp.'s motivation?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

27. Do you have team work among the employees?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

28. How much are you sure that the team goal is clear for each member?
   a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

29. Do you face under utilization of time by anyone?
   Yes: □ No: □ Sometimes: □
   - If no, skip next step, and go to next question.
   - If yes/ sometimes, how much under utilization of time cause improper flow of work?
     a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

30. Do you face over utilization of time by anyone?
   Yes: □ No: □ Sometimes: □
   - If no, skip next step, and go to next question.
   - If yes/ sometimes, how much under utilization of time cause smooth flow of work?
     a: Negligible □ b: Little □ c: Average □ d: Great □ e: Very high □

Any other pl. specify:

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Appendix

F) Develop a model for managing time effectively for the success of large scale industries in Pune:

31. would you like to suggest a model for Time Management to be followed in general by the company and by various departments? Pl. specify:

32. Is there any special phenomena focused by certain international companies outside India? Pl. specify:

33. How much is time management implemented in your company? Who takes care?
   a: Negligible  b: Little  c: Average  d: Great  e: Very high
   pl. Specify:

34. To what extent, do you cope with time gap?
   a: Negligible  b: Little  c: Average  d: Great  e: Very high

35. Whether electronic devices are helpful in managing time?
   a: Negligible  b: Little  c: Average  d: Great  e: Very high

36. To what extent, do you use time management device?
   a: Negligible  b: Little  c: Average  d: Great  e: Very high

Any other pl. specify:
Appendix

Appendix 2:

Bibliography:


Appendix - Bibliography


Appendix- Bibliography

Appendix- Bibliography

Appendix - Bibliography


60. Martin Kenneth Starr. 'Production management systems and synthesis', Prentice-Hall, USA, 1964.


63. Tracy Brian, 'Eat The Frog!: 21 Great Ways to Stop Procrastinating and Get More Done In Less Time'. Berrent Koehler, USA, 2001


Appendix- Bibliography

Various Sites to be used:

1. www.smallindustryindia.com/ssiindia/definition.htm
2. www.mcciapune.com
3. www.punediary.com
4. www.discoverpune.com
5. www.iccpune.org
6. www.googleimages.com