

ANNEXURES

THE QUESTIONNAIRE

The researcher is investigating the factors which have caused sickness in this industrial company. He is also looking at the approaches and efforts made to achieve a recovery. He endeavours to examine the problems encountered in trying to rehabilitate the industry. He will also look into reasons for the success or failure of rehabilitation efforts.

This questionnaire has been designed for this purpose only. The information so obtained will be treated as confidential and for academic purpose only, and no part of it will be published in any manner or be allowed access by any third party.

Your cooperation in answering this questionnaire is kindly solicited and will be highly appreciated. Thanks in advance.

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Isaac Newton Kayongo
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To,

The Managing Director

Date : _____

Dear Sir,

I am introducing myself as a Ph.D. Management student at University of Pune, working under the expert guidance of Dr. Bs. Ks. Chopra, Hon. Director, Symbiosis Institute of Foreign Trade, Senapati Bapat Marg, Pune 411 007.

My area of research is related to industrial Sickness and rehabilitation with a view to obtain the results from efforts made by your company and from contributions of bankers, public institutions etc. in respect of revival or recovery of the company.

In order to have first hand information about the same, I will be interested to meet you and your people concerned for sometime and have more fruitful interaction. This is to request you to kindly let me know your precious available time so that I can come personally accordingly. Similarly, I would very much appreciate if you can fill up the questionnaire which I have enclosed herewith.

Thanking you in advance,

Yours faithfully,

Isaac Newton Kayongo
Ph.D. Student
University of Pune
411 007

Cc: Dr. Bs. Ks. Chopra
Hon. Director
Symbiosis Institute
of foreign Trade,
Senapati Bapat Marg
Pune 411 004

PART I: BIODATA OF THE COMPANY

1. Name of the Company: -----

2. Address of the Company: -----

3. Company's Status (a) Private Ltd. Co. (b) Public Ltd. Co.
(c) Cooperative (d) other ----- (Please tick as applicable.)
4. Are there any collaborations? Yes/No
5. Year of establishment: -----
6. Major activities of the company:
(a) -----
(b) -----
(c) -----
7. Is the company export oriented? Yes/No
If Yes, name of countries where products are exported:

8. Maximum installed capacity: -----
Current Level of capacity utilization: -----
9. Total number of employees of the company: -----
10. Name of Bankers:
a) -----
b) -----
c) -----
11. Mention facilities currently provided by banks:

PART II. SYMPTOMS AND REASONS FOR COMPANY SICKNESS

1. Please mention any symptoms/signals which were noticed, indicating that the company was becoming sick:

2. Give in point form the actions which were taken by the company to prevent/arrest sickness:

3. Reasons for company sickness

Please indicate which factors/reasons contributed to or caused company's sickness.

A. Financial Function

- 1. Delay in project commissioning Yes/No
- 2. Project cost overruns Yes/No
- 3. Insufficient initial capital Yes/No
- 4. Delay in disbursement of loans by banks/FIS .. Yes/No
- 5. Shortage of working capital Yes/No
- 6. Significant amount of bad debts Yes/No
- 7. Delay in payment by Sundry debtors Yes/No
- 8. Other reasons:-----

B. Production Function

- | | |
|--|--------|
| 1. Shortage of raw materials | Yes/No |
| 2. High cost of raw materials | Yes/No |
| 3. Poor quality of raw materials | Yes/No |
| 4. Obsolete technology | Yes/No |
| 5. Obsolescence plant and machinery | Yes/No |
| 6. Frequent plant and machinery breakdowns | Yes/No |
| 7. Shortage of power/electricity supply | Yes/No |
| 8. Labour unrest | Yes/No |
| 9. Skilled labour leaving/turnover | Yes/No |
| 10. Rising/high cost of production | Yes/No |
| 11. Decreasing productivity per employee | Yes/No |
| 12. Decrease in capacity utilisation | Yes/No |
| 13. Other reasons:----- | |
-
-

C. Marketing Function:

- | | |
|---|--------|
| 1. Loss of major customer(s)..... | Yes/No |
| 2. Rising high cost of marketing and distributing
company products | Yes/No |
| 3. Inadequate marketing and sales promotion | Yes/No |
| 4. Falling demand for company products | Yes/No |
| If Yes, reasons for falling demand: | |
| (a) High price of company products | Yes/No |
| (b) Changing Pattern of demand | Yes/No |
| (c) Low standard/quality of product | Yes/No |
| (d) Coming of cheaper substitutes | Yes/No |
| (e) Coming of cheaper products | Yes/No |
| (f) Coming of better quality products | Yes/No |
| (g) Supply on the market exceeded demand | Yes/No |
| (h) Other reasons for falling demand: | |
-

5. Other problem: -----
-

D. Personnel Function:

Problems in the personnel function:

- | | |
|--|--------|
| 1. Labour relations problem: | |
| Strikes - Yes/No, Lock-out - Yes/No, Sit-in - Yes/No | |
| Other ----- | |
| 2. Labour turnover | Yes/No |
| 3. High absenteeism | Yes/No |

- 4. Shortage of skilled labour Yes/No
- 5. Resistance to change from workers Yes/No
- 6. Conflicts between employees Yes/No
- 7. Low morale and commitment of workers Yes/No
- 8. Other problems: -----

EXTERNAL FACTORS CONTRIBUTING TO COMPANY'S SICKNESS

- 1. Government's taxation policies..... Yes/No
- 2. Government's liberalisation policies Yes/No
- 3. Government's exchange control policies Yes/No
- 4. Credit restraint from banks Yes/No
- 5. Price regulation by the government Yes/No
- 6. Quota allocation of raw materials Yes/No
- 7. Rapid changes in technology Yes/No
- 8. Unpredictable changes in Government policies .. Yes/No
- 9. Difficulties in securing licences for expansion, diversification Yes/No
- 10. Rapid development of competitors Yes/No
- 11. Industry wide/market supply greater than demand Yes/No
- 12. Rapid obsolescence of products Yes/No

PART III. EFFORTS FOR RECOVERY

A. Initial Efforts

Mention initial efforts made or actions taken by the company to recover from sickness without or before involvement of external agencies like banks-----

B. Mention facilities/reliefs and concessions provided by various banks and external agencies towards company recovery

1. Bankers:

2. Financial institutions:

3. Government of India and State Governments or Govt. agencies:

4. Industrial Associations:

5. The Board for Industrial and Financing and Reconstruction BIFR:

6. Other Creditors:

D. Strategies Comprising rehabilitation package

1. General Strategies:

(a) Mention any changes or new appointments in the company's management.

(b) Other general strategies:

- 1) The Company acquired another company ... Yes/No
 - 2) The Company was acquired/taken over by another Yes/No
 - 3) The Company merged with another Yes/No
 - 4) The Company leased out some of its assets Yes/No
 - 5) The Company divested some of its operations Yes/No
 - 6) Any other actions -----
-

2. Financial Function

(a) Actions to raise needed finance for rehabilitation:

- 1) Issued fresh equity Yes/No
- 2) Obtained loans from banks Yes/No
- 3) Obtained loans from FIS Yes/No
- 4) Obtained loans from promoters/holding company Yes/No
- 5) Obtaining grants/assistance from government or government agencies Yes/No
- 6) Obtained tax holiday from the government Yes/No
- 7) Other:-----

(b) Other actions:

- 1) Received concessions from creditors ... Yes/No
- 2) Underwent capital restructuring Yes/No
- 3) Reduced wage scales Yes/No
- 4) Devised new systems of collecting debts Yes/No
- 5) The company was declared a relief undertaking co. Yes/No

6) Any other actions:

3. Production Function

Changes or developments in the production function:

- | | |
|---|--------|
| a) Found cheaper source of raw materials. | Yes/No |
| b) Found cheaper substitute raw materials | Yes/No |
| c) Acquired and installed a new plant and machinery | Yes/No |
| d) Acquired new technology | Yes/No |
| e) Carried out major repairs to plant and machinery | Yes/No |
| f) Dropped product line(s) | Yes/No |
| g) Added new product lines | Yes/No |
| h) Added value to products | Yes/No |
| i) Made some changes in designs | Yes/No |
| j) Increased R & D budget allocation | Yes/No |
| k) Changed the product mix | Yes/No |
| l) Acquired more skilled labour | Yes/No |
| m) Reduced manufacturing cycle | Yes/No |
| n) Increased power supply | Yes/No |
| o) Other actions/changes: | |

4. Marketing Function

Changes made in this area:

- | | |
|--|--------|
| a) Acquired a big customer | Yes/No |
| b) Obtained new overseas customer/markets | Yes/No |
| c) Added new geographical market | Yes/No |
| d) Dropped unprofitable market segment .. | Yes/No |
| e) Introduced new brands | Yes/No |
| f) Increased budget allocation for sales promotion | Yes/No |
| g) Increased prices of (some) products .. | Yes/No |
| h) Reduces prices of some products | Yes/No |
| i) Mention any changes in production specification | Yes/No |

j) Mention any new incentives given to customers

k) Mention any changes in marketing and distribution of the products:-----

l) Changes in sales mix: -----

m) Changes in marketing department: -----

n) Any other changes/action: -----

5. PERSONNEL FUNCTION

1. Mention any changes made on the company Board of Directors.

2. Mention any changes in the organizational structure. -----

3. Mention any changes in labour force.

4. Mention any other changes in the organizational structure of company, or the personnel department, so as to increase efficiency.

5. Mention any actions taken to boost morale of workers.

PART IV. RESULTS FROM RECOVERY EFFORTS

1. Have the rehabilitation efforts been successful? Yes/No

a) If Yes, give factors /reasons which have made the rehabilitation efforts successful.

b) If the rehabilitation was unsuccessful, give factors or reasons why rehabilitation was unsuccessful.

c) Which of the following resulted from rehabilitation efforts?

Increased sales	Yes/No
Increased production	Yes/No
Reduction in cost of production	Yes/No
Reduction in operating expenses	Yes/No
Realisation of net profit	Yes/No
Profits earned covering accumulated losses	Yes/No
Improved cash flow	Yes/No
Improved quality of products	Yes/No
Improved design of products	Yes/No
Better and cordial labour relations	Yes/No
Increased capacity utilisation	Yes/No
Decrease in materials wastages in process	Yes/No
Expanded market scope	Yes/No
Acquired major customers	Yes/No
Acquired more skilled labour	Yes/No