As part of a study the researcher is required to collect and analyse a comprehensive amount of data. The respondents are requested to kindly fill in this questionnaire. There are no right or wrong answers, what is asked is about your perceptions and opinions relevant to your work experience and industrial environment. The data will be kept strictly confidential and shall be used for academic and research purposes only.

### PERSONAL DATA

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<td><strong>A1)</strong> NAME:</td>
<td><strong>A2)</strong> SEX:</td>
<td><strong>A3)</strong> AGE</td>
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<td><strong>A4)</strong> PRESENT ORGANISATION &amp; UNIT: (NAME &amp; ADDRESS)</td>
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<td><strong>A5)</strong> PRESENT DESIGNATION:</td>
<td><strong>A6)</strong> REPORTING TO:</td>
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<td><strong>A7)</strong> LEVEL OF MANAGEMENT: O SENIOR O MIDDLE O JUNIOR</td>
<td><strong>A8)</strong> FUNCTION / DEPT.:</td>
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<td><strong>A9)</strong> LENGTH OF SERVICE IN THE PRESENT ORGANISATION IN MANAGEMENT CADRE:</td>
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<td><strong>A10)</strong> NUMBER OF PERSONS REPORTING TO YOU: O DIRECTLY O INDIRECTLY</td>
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<td><strong>A11)</strong> EDUCATIONAL QUALIFICATIONS:</td>
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<td><strong>A12)</strong> AREA OF SPECIALISATION:</td>
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Please tick your responses to the following questions or write your comments:

**B1)** Does your company (at the corporate level) have a documented & published “Mission Statement” that spells out the broad purpose and / or vision of the overall organisation and business, given by the President / CEO / Board Level / Highest Management Level?

- o documented & circulated
- o documented but not circulated
- o not documented but essence known
- o no mission statement exists
- o any other comment ----
B2) Does your company have an overall "Corporate Policy" that has objectives (goals/targets) and strategies (means for achieving the objectives) well defined to be used as guidelines for business activities by the various divisions/units/functions?

- Corporate objectives & strategies are well defined
- Only objectives are defined but not strategies
- Only strategies are defined but not objectives
- Neither objectives nor strategies are defined
- Any other comment

B3) Does your plant/unit/function follow a structured approach to deploy (implement) the "Corporate Policy" through the different levels by setting objectives/goals/targets and appropriate strategies for the various departments/functions?

- Every department/function has objectives & strategies well defined that link to the corporate policy
- Only some departments/functions have objectives & strategies that link to the corporate policy
- Objectives & strategies are taken for all departments but they are not derived from or linked to the corporate policy
- In the absence of a corporate policy, departments/functions are free to choose their own objectives and strategies on an "ad hoc" basis
- Any other comment

B4) Do departmental heads/senior managers in your plant/unit gather together as a team in a meeting or workshop to firm up the relevant objectives and strategies?

- Once a year
- Twice a year
- Not structured but as and when necessary
- Never
- Any other comment

B5) How far are the objectives/goals/targets for your unit/department/function, measurable in specific and quantified terms?

- Most of them
- Some of them
- A few of them
- None of them
- Any other comment

B6) What are the main barriers or problems in implementing the strategic plans to meet the objectives in your unit/organisation? Please rank the following as (1), (2), (3), etc. You may put some of your own points in the space provided.

- Lack of top management leadership
- Lack of commitment of middle management
- Attitudinal rigidity & inflexibility of people
- Trade unionism & strained industrial relations
- Lack of finance/funds
- Backdated technology/machines/processes
- Lack of skills and competence of managers
- Lack of skills and competence of workers
- Lack of rewards/recognition/motivation
- Inadequate manpower resources
- Others
B7) What are the main areas where controls need to be strengthened most in your organisation / unit? Please rank the following departments / functions as (1), (2), (3), \ldots etc.

- marketing
- design & development
- process engineering
- production planning
- materials / purchase
- personnel / HRD
- stores / warehouses
- quality control
- sales / distribution
- after-sales service
- finance
- accounts / administration
- production
- maintenance

B8) In your opinion, "strategic planning" is:\n
- preparation of the expenditure budgets for the various departments / functions for the next year
- a forecast of the sales & growth expected over the next 2 to 3 years, needed for resource allocation
- a formal process of developing objectives for the entire organisation and evolving appropriate strategies to achieve those objectives
- an analysis of Government policies and business environment before setting up a new business
- milestones or activities that are to be followed while undertaking a long-term project

B9) In your opinion, "strategic control" is:\n
- the continuous comparison of obtained results against the plans / objectives, and then taking corrective actions to minimise the gap
- expenditure reporting by all the departments / functions and comparing it with approved budgets so that extra expenditure is not incurred unnecessarily
- reviewing the performance of employees (especially of managers) at the end of the year and to find out their weak areas for improvement
- implementation of the statutory administrative / accounting system as guided by the head office
- providing the inputs to production (manpower, materials, machines etc.) at the right time, at the right place and in right quantity, to optimise output

B10) Which of the following tools / techniques do you make use of in your organisation / unit, for the purpose of planning and control? Please tick.

- Profit Impact of Marketing Strategies (PIMS)
- Network Analysis / PERT/ CPM
- Matrix Diagrams
- Linear Programming
- SWOT Analysis
- Benchmarking
- Trend Analysis / Forecasting
- Variance / Gap Analysis
- Statistical Process Control
- Political, Economical, Social, Technological (PEST) Analysis
- Customer / Market surveys
- any other

B11) Are the tools / techniques helping you to achieve the business objectives / your goals & targets?

- very much
- in a limited way
- not at all, they are of academic nature only
- we try to achieve objectives without using any such tools/ techniques
- any other comment
Please tick in the appropriate box your own opinion / perception to the following statements:

<table>
<thead>
<tr>
<th>Statements</th>
<th>Totally Agree</th>
<th>Somewhat Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Disagree</th>
<th>Totally Disagree</th>
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<tbody>
<tr>
<td>C1) Strategic planning and control is essential for business survival in today's competitive scenario.</td>
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<td>C2) The implementation of the strategic plan is more difficult than its formulation.</td>
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<td>C3) The objectives &amp; strategies of a plan should never be changed during the course of a year. They should be fixed and inflexible.</td>
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<td>C4) There is a well structured monitoring and review system in our organisation / unit.</td>
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<td>C5) For our nature of business, strategic planning &amp; control is not so relevant.</td>
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<td>C6) A planning and control system is difficult to implement in our organisation / unit.</td>
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<td>C7) Most plans fail to meet the objectives because of a lack of strategic control than the plan itself.</td>
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<td>C8) Transparency of communication throughout the different levels of the organisation is essential for meeting the objectives.</td>
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<td>C9) We, in our organisation / unit, tend to monitor and control too many factors / parameters. This is only creating confusion and serves no purpose.</td>
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<td>C10) I know what the position of my organisation/unit will be in the next 2 to 3 years.</td>
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<td>C11) Regular reviews and variance analysis of the results against the objectives / targets are systematically done in our organisation / unit.</td>
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<td>C12) More emphasis on monitoring of results and the taking of timely corrective actions by the top management will improve our business results.</td>
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<td>C13) Our products, systems and/or services have changed considerably in the last 5 years.</td>
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<td>C14) The vital factors/parameters needed for business results &amp; growth in my area of work is known to me and my immediate superior.</td>
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<td>C15) Strategic planning &amp; control is required and relevant to the manufacturing functions only.</td>
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<td>C16) Head / corporate office tries to control and interfere too much. This hampers our work.</td>
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