Appendix 1

Organisational Profile

1. Name of the Organization/Institution: __________________________

2. Which of the following describes your organization/institution
   (a) Ownership: (i) Public sector (ii) Private sector
   (b) Size: (i) Small (ii) Medium (iii) Large

3. Nature of Business of your organization/institution (Please tick the relevant)
   (a) Manufacturing (b) Service (c) Any other* * Please specify: __________

4. Range of the products/services providing:
   (a) Engineering/Consumer goods/Automobile/Electronics/Textile/Chemical/Any other please specify ________________________________
   (b) Banking Education/health care/any other please specify:- ______

5. How many employees did your organization have?
   (a) Top management ____________ (b) _____________
   (c) Shop floor _______________ (d) others ____________ Total _________

6. Total number of turnover/sales of your organization (per year in Rs.)________

7. Year of inception of quality circle activities ______________

8. No. of Quality circles in the organization _______________
9. Did your organisation have intra and internal department/unit transfer policy?

   Yes                           No

   If yes please specify how frequently employees are transferred: _________

10. If a transferred employee is a quality circle member, what arrangement is to be made to continue his quality circle membership?

   _______________________________________________________________
   _______________________________________________________________
   _______________________________________________________________

11. Did your organization provide rewards to the employees for their performance in Quality circles?

   Yes                           No

   If yes please specify the details

   _______________________________________________________________
   _______________________________________________________________
   _______________________________________________________________

12. Did you measure the cost of maintaining quality circle?

   Yes                           No

   If yes please specify what are its categories?

   (a)   Opportunity cost of attending meetings, conference
   (b)   Monetary benefits life rewards, promotions
   (c)   Training cost
   (d)   Cost of maintenance

13. How many quality circles did your organization commenced and discontinued?

   _______________________________________________________________

   If discontinued what was the reason?

   _______________________________________________________________
14. Are the benefits derived from quality circles worth their operational cost?

Yes                         No

15. How did you measure the success/effectiveness of quality circle?

(a) No. of quality circle meetings held ________________
(b) No. of projects completed ________________
(c) No. of suggestions given ________________
(d) No. of employees involved ________________
(e) Any other please specify ________________
Appendix II

Quality Circle profile

1. year of inception of Quality Circle Activities ______________

2. No. of Quality Circle functioning at present in the organization __________

3. Total No. of members in Quality Circles _______________

4. Department responsible for initiating and coordinating quality circle activities ______________________________________________________________

5. The primary objective of initiating quality circle in your organization
   a. to improve quality
   b. to improve productivity
   c. to improve industrial relations
   d. I don’t know

6. Have you taken any assistance from external consultants/agencies to improve Quality Circles like QCFI, CII, etc.
   Yes                          No.

7. Did your organization obtaining assistance from external consultants/agencies at present also?
   Yes                          No.
   If yes please specify the type of assistance
   ___________________________________________________________________
   ___________________________________________________________________
   ___________________________________________________________________

8. Did your organization have a steering committee?
   Yes                          No.

   If yes please the structure and responsibilities and membership of the steering committee (you may specify only designation)
   ___________________________________________________________________
   ___________________________________________________________________
   ___________________________________________________________________
9. Did your organization have appointed facilitators?
   Yes                       No.
   
   If yes please specify how many and their role responsibilities
   __________________________________________________________
   __________________________________________________________

10. Did your organization have full time quality circle staff (if any)
    Yes                      No.
    
    If yes please specify the nature
    __________________________________________________________

11. The training to your facilitator/leaders was provided by
    a. Internal Faculty    b. External Faculty

12. The training to your quality circle members is provided by
    a. Facilitator
    b. Leader/Dy. Leader
    c. QC Facilitator
    d. External Agency

13. How many man hours/man days of training do you give to your quality circle facilitators, leaders and members?
    __________________________________________________________

14. The training to quality circle members is provided
    a. During the working hours   b. After the working hours
15. (a) Quality circle meetings are held in your organization
   a. During the working hours   b. After the working hours

15. (b) If meetings are held after duty hours quality circle members are
   a. paid extra allowances   b. given tea and snacks   c. given no extra benefits

16. Quality circle steering committee meetings are normally held
   a. once in a month           b. once in two month

Any other schedules please specify:
___________________________________________________________________

17. Facilities offered for conducting quality circle meetings in your organization
    Include

    (i) Stationery                     Yes                   No.

    (ii) Black Board                   Yes                   No.

    (iii) Separate meeting hall with furniture Yes                   No.

    (iv) Light and refreshment        Yes                   No.
Appendix III

QUALITY CIRCLE PROCESS

1. To what type of circle does your quality circle presently belong?

☐ Shop floor  ☐ Clerical/office/white collar  ☐ Technical
☐ Professional  ☐ Managerial  ☐ other (specify) _______

2. How often does the circle meet?

☐ Daily  ☐ once a week  ☐ twice a week
☐ Once a month  ☐ twice a month

3. For length of time does the circle meet?

☐ Less than an hour  ☐ Approximately one hour
☐ Between one & two hours  ☐ length of the time varies

4. The facilities for conducting quality circle meeting in the work area are

☐ Adequate  ☐ Inadequate

If the answer to the above is inadequate please the facilities you feel should be provided

___________________________________________________________________
___________________________________________________________________
___________________________________________________________________

5. What kind of topics is discussed in the steering committee?

___________________________________________________________________
___________________________________________________________________
___________________________________________________________________
6. Till date how many projects have been handled by your quality circle?

__________________________________________________________________

7. Till date how many suggestions/ recommendations made by your quality circle already implemented?

__________________________________________________________________

8. How do you select the problem area to begin the circle’s activities?

__________________________________________________________________

9. What was the period for selection and completion of project?

__________________________________________________________________

__________________________________________________________________

10. Please specify the details of project presentation by quality circle members

<table>
<thead>
<tr>
<th>To whom</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. Following are the number of factors, which determine how successfully the circle is able to solve problems which of these have been important to your circle?

Please circle the appropriate option according to the five point scale.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Extremely Unimportant</th>
<th>Somewhat unimportant</th>
<th>Neither important nor important</th>
<th>Somewhat important</th>
<th>Extremely important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment to and participation in the circle by members</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Ability of the members</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Ability and commitment of the leader</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Ability and commitment of the facilitator</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Training received by members</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Technical assistance received</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Managerial attitude support and responsiveness</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Managerial recognition of the circle</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
<tr>
<td>Difficulty of the problem chosen</td>
<td>EU</td>
<td>SU</td>
<td>NUNI</td>
<td>SI</td>
<td>EI</td>
</tr>
</tbody>
</table>
Appendix IV

MEMBERS’ PERCEPTION ABOUT QUALITY CIRCLES

Name: _______________________
QC Name: ____________________
Education: ____________________
Occupation: ____________________
Gender: _______________________
Age: __________________________
Experience: ____________________

1. What type of circle do you presently belong?

☐ Shop floor  ☐ Clerical/office/white collar  ☐ Technical
☐ Professional  ☐ Managerial  ☐ other (specify) _______

2. How did you become member of a quality circle?

☐ Suggestion of superiors  ☐ Voluntary
☐ Suggestion of QC members  ☐ Suggestion of QC Promotion Dept.

3. How do you think management has started quality circles? (You may tick more than one)

☐ To improve quality  ☐ To improve productivity
☐ To improve industrial relations  ☐ I don’ know
4. How often does the circle meet?

☐ Daily  ☐ once a week  ☐ twice a week

☐ Once a month  ☐ twice a week

5. When does quality circle meet?

☐ During the working hour  ☐ After the working hour

6. For what length of time does the circle meet?

☐ Less than hour  ☐ One hour  ☐ Between one & two hour

7. Do you think the circle should meet?

☐ On company time  ☐ After work but at time & a half pay,etc.

☐ After work regular compensation  ☐ a combination of without compensation and one of the other

8. How long have you participated in a circle?

- less than 6 months
- 7 to 12 months
- 13 to 18 months
- 19 to 24 months
- Any other please specify ________________

9. What do you feel that existing frequency and duration of quality circle meeting is

☐ Adequate  ☐ Should be increased  ☐ Should be decreased
10. The regularity of your quality circle meetings is

- Between 75% - 100%
- Between 50% - 75%
- Between 25% - 75%
- Less than 25%

11. Your attendance in quality circle meeting is

- Between 75% - 100%
- Between 50% - 75%
- Between 25% - 75%
- Less than 25%

12. (a) How far you are trained in problem solving techniques
(Ex. Brainstorming, Pareto diagram, Cause and effect diagram, etc.)

- Extensively
- Adequately
- Very little
- No training

12 (b) If your answer to question No. 12 (a) is affirmative, who trained?

- Facilitator
- Leader/Dy.leader
- Internal faculty
- External faculty

13. Please specify the areas in which you require training?

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
14. Your training in Quality circle technique is found very useful?

[ ] Strongly Agree  [ ] Agree  [ ] Uncertain  [ ] Disagree  [ ] Strongly Agree

15. The facilities for conducting quality circle meetings in your work area are

[ ] Adequate  [ ] Inadequate

16. If the answer to the above is inadequate, please specify the facilities you feel

Should provide:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

17. Why did you become member of a quality circle?

[ ] To self development & Personnel learning  [ ] To improve communication skills  [ ] To improve problem solving

18. Till date how many projects have been handled by your quality circle?

________________________________________________________________________

19. No. of suggestions made by your quality circle already implemented?

________________________________________________________________________
20. If suggestions made by your quality circle are not accepted

| I do not feel | I feel bad because | I feel bad even |
| Anything      | our suggestions    | if i am told why |
|               | are not accepted   | our suggestions |
|               |                    | could not be    |

21. You think that accepted quality circle suggestions are not getting implemented because

22. I enjoy being a member of QC

| Strongly Agree | Agree | Uncertain | Disagree | Strongly disagree |

23. Your facilitator takes interest in your QC activities

| Strongly Agree | Agree | Uncertain | Disagree | Strongly disagree |

24. Your superior takes interest in your QC activities

| Strongly Agree | Agree | Uncertain | Disagree | Strongly disagree |

25. Your organization is interested in the growth of QCs

| Strongly Agree | Agree | Uncertain | Disagree | Strongly disagree |

26. The attitude of your co-workers towards QC activities who are not members of any QC is
27. The attitude of your union members towards QC activities is

Supportive  Indifferent  Antagonistic  Not Sure

28. You are able to use your knowledge and skill more efficiently than before through QC activities

Strongly  Agree  Uncertain  Disagree  Strongly disagree

29. You are getting recognition for the good work done by you through QC

Strongly  Agree  Uncertain  Disagree  Strongly disagree

30. You got job satisfaction by participating in QC activities

Strongly  Agree  Uncertain  Disagree  Strongly disagree

31. You are proud of being a QC member

Strongly  Agree  Uncertain  Disagree  Strongly disagree

32. QC helps to improve communication with management

Strongly  Agree  Uncertain  Disagree  Strongly disagree
33. QC helps to buildup team spirit amongst QC members

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly disagree

34. You are in a better position to participate in group discussion meeting due to your experience in QC

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly disagree

35. You have acquired ‘public speaking’ skill due to participation in QC activities

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly disagree

36. You feel time spent on QC activities is justified by improvement brought about by them

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly disagree

37. Will you like to continue being a member of a QC

- Yes
- No

38. Will you recommend your co-workers to become members of a QC

- Yes
- No
39. How do you rate effectiveness of your QC, taking into consideration factors like regularity in meetings, problems solved and attitudinal change it has brought among QC members as

- [ ] Strongly Agree
- [ ] Agree
- [ ] Uncertain
- [ ] Disagree
- [ ] Strongly disagree

40. What are your suggestions to further improve functioning of your QC?

__________________________________________________________________

__________________________________________________________________

__________________________________________________________________

__________________________________________________________________
Appendix V

Interview Format

1. Top and Middle Management

- How did you come to know about quality circle movement?
- What were the objectives for starting quality circles?
- What were the problems encountered in implementing quality circles?
- How did you monitor quality circle activities?
- What are the benefits of the quality circle programme?
- What are your suggestions to make a quality circle programme a success?

2. Quality Circle Coordinator/Facilitators

- How many quality circles are operative in your organizations? How many quality circle members are there?
- In which departments quality circles are operative?
- How did the quality circle programme start in your organization?
- Does your organization have a steering committee? Who are the members of steering committee? How often do they meet?
- What are the duration, timing and frequency of quality circle meetings in your organization?
- How regularly quality circle meetings are conducted?
- Who normally takes initiative to organize quality circle meetings?
- What is the nature and number of problems solved by your quality circles?
- What is the attitude of shop managers and unions towards quality circle activities?
• Do quality circle members make any presentations? Who attends those presentations?
• What kinds of rewards are given to quality circle members? Do you think monetary rewards should be given to quality circle members?

3. Leaders/Quality Circle Members

• What was your purpose for joining quality circles?
• How frequently your quality circle meetings are conducted?
• Who is responsible for organizing quality circle meetings?
• What kind of training was provided to you? Was it adequate?
• How many problems have you solved and implemented? Did you make any presentations?
• What is the attitude of your superiors towards quality circle activities?
• What are your suggestions for improving quality circle activities?

4. Non-Quality Circle Members

• Do you know anything about quality circles? What are they? What are their objectives?
• Why have not you joined a quality circle?
Appendix VI

List of Organisations which Responded to the Questionnaire

1. Bharath Earth Movers Limited Mysore
2. NPCL Bangalore
3. JVSL Chennai
4. TATA Tea Bangalore
5. MMS Chennai
6. Hindustan Aeronautics Limited Bangalore
7. Rane Madras Private Limited
8. Bharath Electronics Limited Bangalore
9. Mico Bangalore
10. NTPC Kerala
11. Sensera Chennai
12. Raman Boards Bangalore
13. TVS Motor Chennai
14. Autoliv IFB Chennai
15. Hygiene Colgate Pvt. Ltd. Hyderabad
16. Toyoto kirloskar Chennai
17. Parle Pvt. Ltd. Bangalore
18. IP Rings Ltd. Chennai
19. Bharath Heavy Electrical Limited Hyderabad
20. Transforms and Electrical Kerala