APPENDIX 1 - LIST OF COMPANIES

1. Associated Cement Organisations Ltd (ACC)
3. Air India
4. Amforge
5. Amruthanjan
6. Ankur Drugs
7. Arvind Mills
8. Ashok Leyland
9. ASM Technologies ltd
10. Assam Electricals ltd
11. Bajaj Electricals
12. Batliboi
13. Bharat fertilizers Ltd.
14. Bharat NRE coke Ltd.
15. Bharat Forge Limited
16. Bharat Heavy Electrical Limited
17. Bhoruka Gases ltd
18. Birla VXL (Digjam)
19. Ballarpur Industries Limited (to correct)
20. Bharat Immunological ltd
21. Blue Dart Express Limited
22. BPL Engineering Ltd
23. British Physical Laboratories Ltd.
24. Centurion Bank of Punjab
25. CEAT
26. CESC
27. Chemlabs Ltd.
28. CIDCO
29. CIRCA
30. Claris Life sciences
31. Crown Electronics
32. Danlaw technologies
33. Development Credit Bank
34. ECIL
35. Envair Electrodyne Ltd.
36. Essar Steel Limited
37. Ester Industries Limited
38. FACT
39. Gujarat Alkalies and Chemicals Limited
40. Gujarat state Fertilizers Limited
41. Gujarat State Petroleum Corporation
42. Haryana Petrochemical Ltd.
43. HMT Bearings
44. HMT Ltd
45. HMT Watches Ltd
46. Hindusthan Engineering Ltd
47. Hindusthan copper ltd
48. Hindusthan wires
49. Hindusthan ferrous and Industries Ltd
50. Hindusthan motors
51. HEC, Ranchi
52. HIL-Hindusthan Insecticides ltd
53. Hindusthan fertilizers corporation Limited
54. Hindusthan Salts
55. Hindusthan Organics Ltd
56. H.K.Finechem limited
57. Indian Bank
58. Indian Railways
59. Ispat Industries Limited (IIL)
60. Indian Seamless limited
61. ITI Limited
62. Jalpac India Limited
63. Jawaharlal Nehru Port Trust
64. JCT Company Limited
65. KEC International Ltd
66. Karnataka Soaps and Detergents Ltd
67. LIDKAR
68. Madhmilan Spentex Ltd.
69. Mangalore Petrochemicals Limited
70. Marmagoa Steel
71. Mahindra UGINE steel Company
72. Miven machine tools Ltd.
73. Mysore lamps
74. Mysore Papers Mills Ltd
75. Nalin chemicals Ltd.
76. National Building construction Corporation
77. Navin Fluoride
78. NEPC
79. Nova Electro Magnetics Ltd.
80. ONGC
81. PNC capital trust
82. Praj Industries
83. Rajasthan State Road Transportation Corporation
84. Rajasthan udyog and tools
85. Rallis India
86. Rama Pulp and paper
87. Raymond Limited
88. Remi metals
89. RPG Cables
90. Shree coated Limited
91. Steel Authority of India Limited
92. Strides Acrolabs Limited
93. SKF Limited
94. SKM Egg Products Limited
95. S. Kumars worldwide limited
96. Southern Petrochemical Inds. Corpn. Ltd.
97. Sri Ramakrishna Mills (Coimbatore) Ltd.
98. Tata Advanced Materials ltd
99. Tata Chemicals
100. Tanishq
101. Thermax
102. TELCO
103. Tulip Finance Ltd.
104. Usha Estates Ltd.
105. Uttar Haryana Bijli Vitran Nigam Ltd.
106. Videocon
107. Viraj Alloys Limited
108. Vijayeswari Textiles Ltd.
109. Visakhapatnam Steel plant
110. Voltas

APPENDIX 2 – LIST OF CASE REFERENCES
Air India to cut staff costs by up to 16% a year. (2009, June 23). Business standard, pp.6. (Air India).

Air India to get equity infusion of Rs. 800 crore. (2010, February 18) The Hindu, pp. 18. (Air India).


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Modak Srikant. (2005, July 4-17). Back on its feet. *Business India*, pp.65-70. (Birla VXL (Digjam)).


Rukmini Priyadarshini (2003, September 5). Lidkar to focus on quality, marketing for turnaround. *Financial express*, (LIDKAR).


**SEP 2003 QUARTERLY RESULTS-WORST NEGATIVE TURNAROUNDS** (Hindustan Wires announced a net loss of Rs0.33 crore for the quarter to Sep 2003) (2003, November 23). *Asia Africa Intelligence Wire*, (Hindustan wires).


Spentex announces merger of Indo rama textiles. (2007, January 8). *The Hindu*, (Madhmilan Spentex Ltd.).

Spentex Industries plans to double its manufacturing capacity. (February 2007). *Business Line*, (Madhmilan Spentex Ltd.).


The software solution provider Danlaw Technologies India Ltd. today decided to raise Rs 6.50 crore through rights issue and issue of warrants on preferential basis. (2005, September 22). *The Press Trust of India Ltd.* (Danlaw technologies).

The Uttar Haryana Bijli Vitran Nigam (UHBVN) has made a comprehensive plan to identify the loss area under which remedial measures for improvement of Transmission and Distribution system would be initiated. Giving details, a spokesman in a release issued said today that the energy audit at distribution transformer level would be started in urban as well as the rural areas. (2007, November 22). *The Press Trust of India Ltd..* (Uttar Haryana Bijli Vitran Nigam Ltd.).

UGS Names Solid Edge Design Contest Winners. (2006, October 23). *PR Newswire*, (Miven machine tools Ltd.).


27 loss-making PSUs to make net profits this year. (2006, January 26). *Siliconindia*, (HIL-Hindusthan Insecticides Ltd.).
## APPENDIX 3 – DETAILS OF CAUSAL AND STRATEGY FACTORS

<table>
<thead>
<tr>
<th>Causal factor no. and name with variable descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factor-1 (C1): Growth unsupported by resources and demand</strong></td>
</tr>
<tr>
<td>IC4: High debt equity</td>
</tr>
<tr>
<td>IC19: Fall in share Prices</td>
</tr>
<tr>
<td>EC4: High interest Cost</td>
</tr>
<tr>
<td>IC9: High non-performing assets (NPA’s)</td>
</tr>
<tr>
<td>IC1: Ambitious expansion</td>
</tr>
<tr>
<td>IC2: High cost of debt due to escalation of projects</td>
</tr>
<tr>
<td><strong>Factor-2 (C2): Recessionary conditions</strong></td>
</tr>
<tr>
<td>EC5: Market recession and lack of demand</td>
</tr>
<tr>
<td>EC9: Stagnant price of product</td>
</tr>
<tr>
<td>IC12: Large investment in new product line</td>
</tr>
<tr>
<td><strong>Factor-3 (C3): Operational inefficiency</strong></td>
</tr>
<tr>
<td>IC25: Lack of liquidity</td>
</tr>
<tr>
<td>EC6: Government constraints</td>
</tr>
<tr>
<td>IC11: Operating Inefficiency</td>
</tr>
<tr>
<td><strong>Factor-4 (C4): Inadequate utilisation of resources</strong></td>
</tr>
<tr>
<td>IC21: Excess employees</td>
</tr>
<tr>
<td>IC10: Inadequate capital</td>
</tr>
<tr>
<td>IC22: Huge stock of inventory</td>
</tr>
<tr>
<td>IC16: Low capacity utilisation</td>
</tr>
<tr>
<td>IC26: Improper utilisation of funds</td>
</tr>
<tr>
<td><strong>Factor -5 (C5): Low proactiveness vis-à-vis market and technology</strong></td>
</tr>
<tr>
<td>IC14: Poor market demand</td>
</tr>
<tr>
<td>IC7: Obsolete technology</td>
</tr>
<tr>
<td>Factors</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>IC5: Poor market strategy</td>
</tr>
<tr>
<td>IC17: Low sales turnover</td>
</tr>
<tr>
<td><strong>Factor-6 (C6): Poor adaptability</strong></td>
</tr>
<tr>
<td>EC8: Forex fluctuations and weakening of rupee</td>
</tr>
<tr>
<td>IC16: Drop in exports</td>
</tr>
<tr>
<td>IC6: Incompetent management</td>
</tr>
<tr>
<td>EC1: High input cost</td>
</tr>
<tr>
<td>IC27: Lack of market orientation</td>
</tr>
<tr>
<td>IC13: Inefficient workers</td>
</tr>
</tbody>
</table>

Eight Strategy factors:

<table>
<thead>
<tr>
<th>Strategy factor no. and name with variable descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factor-1 (S1): Employee engagement</strong></td>
</tr>
<tr>
<td>HR4: Incentives to employees</td>
</tr>
<tr>
<td>HR7: Employee involvement</td>
</tr>
<tr>
<td>HR5: Motivating employees</td>
</tr>
<tr>
<td>HR6: Culture building</td>
</tr>
<tr>
<td><strong>Factor-2 (S2): Aggressive promotion of old products in new markets</strong></td>
</tr>
<tr>
<td>M3: Transition from sellers market to buyers market</td>
</tr>
<tr>
<td>M6: Focus on promotional activities</td>
</tr>
<tr>
<td><strong>Factor-3 (S3): Cost management strategies</strong></td>
</tr>
<tr>
<td>F6: Reduction in cost of funds</td>
</tr>
<tr>
<td>F5: Cost cutting</td>
</tr>
<tr>
<td>P3: Reduction in raw material cost</td>
</tr>
<tr>
<td><strong>Factor-4 (S4): Investments in new markets and R&amp;D</strong></td>
</tr>
<tr>
<td>M8: Entering new markets</td>
</tr>
<tr>
<td>P2: Investment in R&amp;D</td>
</tr>
<tr>
<td>P1: Efficiency measures for operations</td>
</tr>
<tr>
<td>Factor-5 (S5): <em>Focus on core business</em></td>
</tr>
<tr>
<td>---------------------------------------</td>
</tr>
<tr>
<td>F4: Infusion of funds</td>
</tr>
<tr>
<td>HR1: Huge retrenchment</td>
</tr>
<tr>
<td>M4: Focus on core business</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor-6 (S6): <em>Changes in product mix and pricing</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>M7: Aggressive pricing</td>
</tr>
<tr>
<td>M2: Reassessment of product mix</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor-7 (S7): <em>Lean management</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>F2: Reduction in assets</td>
</tr>
<tr>
<td>F9: Enhance shareholders value</td>
</tr>
<tr>
<td>F1: Debt restructuring</td>
</tr>
<tr>
<td>O2: Restructure the organisation</td>
</tr>
<tr>
<td>F3: Efficiency in short term financing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor-8 (S8): <em>Image building</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>HR8: Information Dissemination</td>
</tr>
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</table>
APPENDIX 4 - PROFILE OF COMPANIES IN PUBLIC AND PRIVATE SECTOR

A. SUCCESSFUL ORGANISATIONS.

SECTOR AND SIZE OF FIRMS

<table>
<thead>
<tr>
<th>SIZE</th>
<th>Annual Turnover (Crores)</th>
<th>SECTOR</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>SMALL</td>
<td>Up to 500</td>
<td>13</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td></td>
<td>29.5%</td>
<td>70.5%</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>500 – 10,000</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30.0%</td>
<td>70.0%</td>
</tr>
<tr>
<td>LARGE</td>
<td>Above 10,000</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100.0%</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>23</td>
<td>45</td>
</tr>
</tbody>
</table>

Source: calculated from collected data

SECTOR AND EMPLOYEE STRENGTH

<table>
<thead>
<tr>
<th>EMPLOYEE STRENGTH (Number)</th>
<th>SECTOR</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>BELOW 500</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>28.6%</td>
<td>71.4%</td>
</tr>
<tr>
<td>500 - 1000</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>33.3%</td>
<td>66.7%</td>
</tr>
<tr>
<td>1000 - 2000</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>33.3%</td>
<td>66.7%</td>
</tr>
<tr>
<td>2000 - 5000</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>25.0%</td>
<td>75.0%</td>
</tr>
<tr>
<td>5000 - 10,000</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>37.5%</td>
<td>62.5%</td>
</tr>
<tr>
<td>10,000 - 30,000</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>40.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>ABOVE 30,000</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>50.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>23</td>
<td>45</td>
</tr>
</tbody>
</table>

33.8% 66.2% 100.0%
### SECTOR AND YEAR OF INCORPORATION

<table>
<thead>
<tr>
<th>YEAR OF INCORPORATION</th>
<th>SECTOR</th>
<th></th>
<th></th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PUBLIC</td>
<td>PUBLIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MORE THAN 110 Years</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>100.0%</td>
</tr>
<tr>
<td>85 – 110 Years</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>100.0%</td>
</tr>
<tr>
<td>60 – 85 Years</td>
<td>4</td>
<td>11</td>
<td>15</td>
<td>100.0%</td>
</tr>
<tr>
<td>35 – 60 Years</td>
<td>13</td>
<td>7</td>
<td>20</td>
<td>100.0%</td>
</tr>
<tr>
<td>10 – 35 Years</td>
<td>3</td>
<td>25</td>
<td>28</td>
<td>100.0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>23</td>
<td>45</td>
<td>68</td>
<td>100.0%</td>
</tr>
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</table>

### NUMBER OF YEARS TAKEN FOR TURNAROUND

<table>
<thead>
<tr>
<th>NUMBER OF YEARS</th>
<th>SECTOR</th>
<th></th>
<th></th>
<th>SECTOR</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>PUBLIC</td>
<td>PUBLIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 YEAR</td>
<td>5</td>
<td>17</td>
<td>22</td>
<td>100.0%</td>
</tr>
<tr>
<td>2 YEARS</td>
<td>3</td>
<td>11</td>
<td>14</td>
<td>100.0%</td>
</tr>
<tr>
<td>3 YEARS</td>
<td>3</td>
<td>9</td>
<td>12</td>
<td>100.0%</td>
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<tr>
<td>4 YEARS</td>
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<td>3</td>
<td>6</td>
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</tr>
<tr>
<td>5 YEARS</td>
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<td>1</td>
<td>2</td>
<td>100.0%</td>
</tr>
<tr>
<td>6 YEARS</td>
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<td>1</td>
<td>2</td>
<td>100.0%</td>
</tr>
<tr>
<td>7 YEARS</td>
<td>7</td>
<td>3</td>
<td>10</td>
<td>100.0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>23</td>
<td>45</td>
<td>68</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: calculated from collected data

### B. UNSUCCESSFUL ORGANISATIONS

#### SECTOR AND SIZE OF FIRMS
### SECTOR AND EMPLOYEE STRENGTH

<table>
<thead>
<tr>
<th>Size of the company</th>
<th>Annual Turnover (Crores)</th>
<th>SECTOR</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>Small</td>
<td>Up to 500</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Medium</td>
<td>500 - 10,000</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14.3%</td>
<td>85.7%</td>
</tr>
<tr>
<td>Large</td>
<td>Above 10,000</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>71.4%</td>
<td>28.6%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32.4%</td>
<td>67.6%</td>
</tr>
</tbody>
</table>

### SECTOR AND YEAR OF INCORPORATION

<table>
<thead>
<tr>
<th>Age of the company</th>
<th>SECTOR</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>85-110 years</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>66.7%</td>
<td>33.3%</td>
</tr>
<tr>
<td>60-85 years</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

### SECTOR AND SIZE OF THE COMPANY

<table>
<thead>
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<th>Annual Turnover (Crores)</th>
<th>SECTOR</th>
<th>Total</th>
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<tr>
<td></td>
<td></td>
<td>PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>Small</td>
<td>Up to 500</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
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<td>50.0%</td>
</tr>
<tr>
<td>Medium</td>
<td>500 - 10,000</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14.3%</td>
<td>85.7%</td>
</tr>
<tr>
<td>Large</td>
<td>Above 10,000</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>71.4%</td>
<td>28.6%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32.4%</td>
<td>67.6%</td>
</tr>
</tbody>
</table>

### SECTOR AND YEAR OF INCORPORATION

<table>
<thead>
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<th>Age of the company</th>
<th>SECTOR</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>85-110 years</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>66.7%</td>
<td>33.3%</td>
</tr>
<tr>
<td>60-85 years</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>
NUMBER OF YEARS TAKEN FOR TURNAROUND

<table>
<thead>
<tr>
<th>Years of sickness</th>
<th>PUBLIC</th>
<th>PRIVATE</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year</td>
<td>5</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>38.5%</td>
<td>61.5%</td>
<td>100.0%</td>
</tr>
<tr>
<td>2 years</td>
<td>0</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>3 years</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>20.0%</td>
<td>80.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>4 years</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>66.7%</td>
<td>33.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>5 years</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>6 years</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>50.0%</td>
<td>50.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>7 years</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>66.7%</td>
<td>33.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
<td>23</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>32.4%</td>
<td>67.6%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

APPENDIX 5 - RELIABILITY AND VALIDITY TEST

A. RELIABILITY TEST FOR RESEARCHER AND PHD IN MANAGEMENT
### Crosstabs
#### Case Processing Summary

<table>
<thead>
<tr>
<th>Researcher * Rater 1</th>
<th>Cases</th>
<th></th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
<td>N</td>
</tr>
<tr>
<td>Researcher * Rater 1</td>
<td>1800</td>
<td>100.0%</td>
<td>0</td>
<td>.0%</td>
<td>1800</td>
</tr>
</tbody>
</table>

### Researcher * Rater 1 (trained) Cross tabulation

<table>
<thead>
<tr>
<th>Researcher</th>
<th>Rater 1</th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.00</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Researcher</td>
<td>1.00</td>
<td>1698</td>
<td>9</td>
<td>27</td>
<td>1734</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.00</td>
<td>15</td>
<td>9</td>
<td>9</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>15</td>
<td>0</td>
<td>36</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1728</td>
<td>36</td>
<td>36</td>
<td>1800</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>3382.761(a)</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>2825.375</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>1603.148</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>1800</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 25.67.

### Symmetric Measures

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Asymp. Std. Error(a)</th>
<th>Approx. T(b)</th>
<th>Approx. Sig.</th>
</tr>
</thead>
</table>


Interval by Interval
Pearson's R  
.904  .009   98.045   .000(c)

Ordinal by Ordinal
Spearman Correlation
.905  .009   98.792   .000(c)

N of Valid Cases 1800

a  Not assuming the null hypothesis. 
b  Using the asymptotic standard error assuming the null hypothesis. 
c  Based on normal approximation. 

B.RELIABILITY TEST FOR RESEARCHER AND PHD IN NON MANAGEMENT
Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>Valid</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
</tr>
<tr>
<td>Researcher * Rater2</td>
<td>1800</td>
<td>100.0%</td>
<td>0</td>
<td>.0%</td>
</tr>
<tr>
<td></td>
<td>1800</td>
<td>100.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Researcher * Rater2 Crosstabulation

<table>
<thead>
<tr>
<th></th>
<th>1.00</th>
<th>2.00</th>
<th>3.00</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Researcher</td>
<td>1676</td>
<td>18</td>
<td>18</td>
<td>1712</td>
</tr>
<tr>
<td>2.00</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>3.00</td>
<td>24</td>
<td>12</td>
<td>12</td>
<td>48</td>
</tr>
<tr>
<td>Total</td>
<td>1720</td>
<td>40</td>
<td>40</td>
<td>1800</td>
</tr>
</tbody>
</table>

Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>3187.799(a)</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>3069.312</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>1763.180</td>
<td>1</td>
<td>.000</td>
</tr>
</tbody>
</table>
N of Valid Cases | 1800

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 27.89.

### Symmetric Measures

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Asymp. Std. Error(a)</th>
<th>Approx. T(b)</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interval by Interval</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson's R</td>
<td>.855</td>
<td>.011</td>
<td>78.892</td>
<td>.000(c)</td>
</tr>
<tr>
<td>Ordinal by Ordinal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spearman Correlation</td>
<td>.855</td>
<td>.011</td>
<td>78.937</td>
<td>.000(c)</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>1800</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Not assuming the null hypothesis.
b Using the asymptotic standard error assuming the null hypothesis.
c Based on normal approximation.

---

### C. VALIDITY TEST FOR INDEPENDENT SAMPLES

#### Independent Samples Test

<table>
<thead>
<tr>
<th>Levene's Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>Obsolete technology</strong></td>
<td></td>
</tr>
<tr>
<td><strong>High operating cost</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Poor capital</strong></td>
<td></td>
</tr>
<tr>
<td><strong>High employee cost</strong></td>
<td></td>
</tr>
<tr>
<td>Inability to retain talent</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td>Increased distribution</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td>Better R&amp;D</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td>Growth strategy (Expansion)</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td>Increased Demand</td>
<td>Equal variances assumed</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td>assumed</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 6.

A. – QUESTIONNAIRE SUCCESSFUL CASES

A. INTERVIEWEE DETAILS

A1. Interviewee’s Name: 

A2. Designation: 

A3. Department: 

A4. Telephone no: 

A5. Name of the company: 

A6. Type (Mark One) 

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Limited</td>
<td>1</td>
</tr>
<tr>
<td>Private Limited</td>
<td>2</td>
</tr>
</tbody>
</table>

A7. Interviewer’s Name: 

Date: 

Please ask for visiting card as proof of the contact

B. COMPANY DETAILS

B1. Year of incorporation: 

B2. Product / Services: 

B3. Regions / Markets Present: 

B4. Turnover-before turnaround: 

<table>
<thead>
<tr>
<th>0</th>
<th>2</th>
<th>1</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>B5. Turnover-After turnaround</td>
<td>B6. Current Employee strength</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B7. Year of sickness</td>
<td>B8. Year of Turnaround</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B9. Year of profit after turnaround:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B10. Could you please help us with some financial information regarding your company?

<table>
<thead>
<tr>
<th>Particulars</th>
<th>During the year of sickness (Figures in crore rupees)</th>
<th>During the year of Turnaround (Figures in crore rupees)</th>
<th>During the year of further losses (Figures in crore rupees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit after tax</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales or Turnover</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total debts or borrowings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government taxes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Cash balance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total other currents assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**C. SICKNESS AND TURNAROUND**

C1. Could you please tell us about some causes which resulted in sickness of your company? Please list as many causes as you can? PROBE MORE FOR CAUSES
ASK BELOW QUESTIONS (C2 TO C9) TO PRIVATE LIMITED COMPANY (IF ANSWERED OPTION “2” IN A6)

C2. Can you help us in assessing some **internal causes** of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

<table>
<thead>
<tr>
<th>Internal Cause</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>IC1 Ambitious expansion</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>IC2 High cost of debt due to escalation of projects/funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>IC3 Slow initial growth</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>IC4 High debt equity ratio/high reliance on debt capital*</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>poor marketing strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>incompetent management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>obsolete technology</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high operating cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high NPAs</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>poor capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low operating margins</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inefficient workers/employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>large investment in new product line</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>non co-operation from the union-*</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>huge bad debt</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>lack of understanding customer demand</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inadequate R&amp;D</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Low quality production</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>huge borrowing</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low capacity utilization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low quality products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low turnover</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>drop in exports</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>fall in share prices</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
delay in projects | 1 | 2 | 3
inability to meet market demand/tap foreign markets | 1 | 2 | 3
product design/product quality | 1 | 2 | 3
heavily over staffed | 1 | 2 | 3
huge stock of inventory | 1 | 2 | 3
low employee morale | 1 | 2 | 3
high employee cost | 1 | 2 | 3

C3. Can you help us in assessing some external causes of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

<table>
<thead>
<tr>
<th>External Cause</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
</table>
| Dumping from overseas market | 1 | 2 | 3
| High global competition | 1 | 2 | 3
| High interest cost | 1 | 2 | 3
| High input cost/fluctuating/spiraling | 1 | 2 | 3
| Slow down in market/recession/unforeseen circumstances | 1 | 2 | 3
| Climatic effects | 1 | 2 | 3
| Further segmentation of the market | 1 | 2 | 3
| Regulations by the govt. (govt. licensing, import prohibition, stringent, labour laws. Liberalization, govt. restrictions, growing imports, implementation of eco friendly projects | 1 | 2 | 3
| Unstable/downfall of the sector | 1 | 2 | 3
| Flagging market (market conditions)- | 1 | 2 | 3
| Changes in the needs and demands of the customer | 1 | 2 | 3
| Foreign exchange fluctuation | 1 | 2 | 3
| Weakening rupee | 1 | 2 | 3
| Import of cheap products in India | 1 | 2 | 3
| Unfavorable government regulation | 1 | 2 | 3
C4. Could you please let us know the turnaround strategies adopted by your organization to improve its financial health? Please list as many strategies as you can. PLEASE PROBE FOR MORE STRATEGIES

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reassessment(rationalization) of product mix</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Product repositioning</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Customization(customer driven process)-</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Focus on core business</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Better forecasting of demand</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Focus on promotional activities</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Product extension</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Emphasis on quality</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Forward integration</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Strategic pricing(aggressive</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Enhanced customer service(innovative services, satisfaction measurement, service quality</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Identifying newer markets</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Introduction of new products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Deleting unprofitable product lines</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Increased distribution</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Aggressive policy on exports</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Re-branding</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Identify niche market to target</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Marketing communication enhancement</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C6. Can you help us in knowing **the financial strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th><strong>Financial restructuring</strong>(debt restructuring)</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>selling</strong>(hiving off) non core business</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Control of working capital</strong>(cash management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Infusion of funds by management/revenue raising</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Investment in capital equipment</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Funding of acquisition</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>cost cutting/cost reduction</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Increase in budget</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>reduction in inventory cost</strong>(inventory management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Reduction in debtors</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Reduction in cost of funds</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Asset reduction</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Better utilization of assets</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Elimination of NPA</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Venture capital investment</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Strategic buy-out / sell-out</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Sale of promoter’s equity</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Public issue of shares</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
C7. Can you help us in knowing the **Human Resource strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huge retrenchment(rationalization of workforce)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Flattened organization structure</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Staff relocation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Change in top management(efficient top management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increased efficiency of staff</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Linking performance with remuneration/bring in discipline and performance management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Focus on training and development/innovative training programme</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Motivating employees(providing people with complete responsibility)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in the cost of staff</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Mapping organizational competencies</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Holistic approach to HR</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increased efficiency of management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Employee involvement</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Revision of employee pay and perks</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
C8. Can you help us in knowing **the production or operation strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>increased capacity utilization(improved plant efficiency)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction of input procurement cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in operation cost/operational efficiency</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Identifying SBU</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Technical collaboration/R&amp;D with international excellence</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Addition of machinery to enhance products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Improved quality in production</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in raw material input cost/efficient sourcing of Raw material</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Technology up gradation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>ISO certification</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Improvement in process</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure development</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Use SIG SIGMA methodology</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
C9. Can you help us in knowing the other strategies adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addressing environmental issues of major concern (energy, water treatment, organic growth, social change)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Corporate restructuring</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Business segmentation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Strong corporate governance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Creating value chain</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Broader value systems</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

ASK BELOW QUESTIONS (C10 TO C16) TO PUBLIC LIMITED COMPANY (IF ANSWERED OPTION “1” IN A6)

C10. Can you help us in assessing some internal causes of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

<table>
<thead>
<tr>
<th>Cause</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher NPA</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Operational inefficiency (low productivity)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Large inventory</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Poor management (ineffective management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Falling stock prices</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High debt burden, interest cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Low quality products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High input cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Liquidity</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Poor technology (R&amp;D)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Under utilization of capacity</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Improper utilization of funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Deficiency of working capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Inability to retain talent | 1 | 2 | 3
Using company funds for personal benefits | 1 | 2 | 3
In sufficient experience in respective domain area | 1 | 2 | 3

C11. Can you help us in assessing some **external causes** of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

<table>
<thead>
<tr>
<th>Stagnant price of the product</th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic crisis(recession)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Competition</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Lack of government support</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Non availability of material needed in production</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Constraint by regulation(govt)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Liberalization, privatization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Sector stagnation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Cheap products imported</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High cost of raw material</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C12. Can you help us in knowing the **marketing strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted by your company.

C13. Can you help us in knowing the **financial strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted by your company.
Know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective distribution strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>CRM</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Branding, brand image</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Exploring newer markets</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increase in product line</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>SCM</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Effective marketing strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>After sales service</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Lower pricing</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Segmenting and targeting</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Cost cutting                                  | 1   | 2  | 3        |
Efficient working capital management           | 1   | 2  | 3        |
Efficient use of funds                         | 1   | 2  | 3        |
Enhancing shareholder value                    | 1   | 2  | 3        |
Debt restructuring                             | 1   | 2  | 3        |
Infusion of funds                              | 1   | 2  | 3        |
Selling of non core business                   | 1   | 2  | 3        |
Debt management                                | 1   | 2  | 3        |
Inventory control                              | 1   | 2  | 3        |
Financial restructuring                        | 1   | 2  | 3        |
Aggressive treasury management                 | 1   | 2  | 3        |

C14. Can you help us in knowing **the Human Resource strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority/responsibility (autonomy), change in management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Structure, reporting system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Reduction of manpower (VRS)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Participative management (employee involvement)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Rewarding talent in performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Open door policy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Training of employees for quality and service</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Employee safety</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Empowerment of low grade employees, juniors or subordinates</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C15. Can you help us in knowing **the production or operation strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Sourcing of raw materials through indigenous substitutes</th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Better R&amp;D, modernization, ERP, automation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Effective utilization of resources, increase in operational efficiency</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Outsourcing of some production functions</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C16. Can you help us in knowing **the other strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Alliance with business partners</th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
C17. Can you please specify the turnaround package received by your organization for implementing the above strategies. Please give us detailed information about the package.

Please give us a copy of turnaround package documents if it is available at your end. In case you do not have, can you please let us know where can we obtain the same information?

C18. Please provide a list of publications or other resources where we can obtain more information regarding turnaround of your company. Please give us an exhaustive list with detailed information.
B– QUESTIONNAIRE UNSUCCESSFUL CASES

B. INTERVIEWEE DETAILS
A1. Interviewee’s Name: ________________________________

A2. Designation: _____________________________________

Telephone no: _______________

A5. Name of the company: ________________________________

A6. Type (Mark One)

<table>
<thead>
<tr>
<th>Type</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Limited</td>
<td>1</td>
</tr>
<tr>
<td>Private Limited</td>
<td>2</td>
</tr>
</tbody>
</table>

A7. Interviewer’s Name: ________________________________

Date: ________________________________

0  2  1  0

Please ask for visiting card as proof of the contact

B. COMPANY DETAILS

B1. Year of incorporation

B2. Product / Services

B3. Regions / Markets Present:

B4. Turnover-before turnaround
B5. Turnover-After turnaround

B6. Current Employee strength

B7. Year of sickness

B8. Year of Turnaround

B9. Year of further losses:

B10. Could you please help us with some financial information regarding your company?

<table>
<thead>
<tr>
<th>Particulars</th>
<th>During the year of sickness (Figures in crore rupees)</th>
<th>During the year of Turnaround (Figures in crore rupees)</th>
<th>Current Fiscal year (Figures in crore rupees)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>rupees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit after tax</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales or Turnover</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total debts or borrowings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government taxes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Cash balance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total other currents assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. SICKNESS AND TURNAOUND

C1. Could you please tell us about some causes which resulted in sickness of your company? Please list as many causes as you can? PROBE MORE FOR CAUSES

ASK BELOW QUESTIONS (C2 TO C9) TO PRIVATE LIMITED COMPANY (IF ANSWERED OPTION “2” IN A6)

C2. Can you help us in assessing some internal causes of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?
<table>
<thead>
<tr>
<th>Problem</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambitious expansion</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High cost of debt due to escalation of projects/funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>slow initial growth</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high debt equity ratio/high reliance on debt capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>poor marketing strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>incompetent management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>obsolete technology</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high operating cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high NPAs</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>poor capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low operating margins</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inefficient workers/employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>large investment in new product line</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>non co-operation from the union-</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>huge bad debt</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>lack of understanding customer demand</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inadequate R&amp;D</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Low quality production</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>huge borrowing</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low capacity utilization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low quality products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low turnover</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>drop in exports</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>fall in share prices</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>delay in projects</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inability to meet market demand/tap foreign markets</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>product design/product quality</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>heavily over staffed</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>huge stock of inventory</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
C3. Can you help us in assessing some **external causes** of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

| high input cost | yes | No | Doubtful |
|----------------|
| dumping from overseas market | 1 | 2 | 3 |
| high global competition | 1 | 2 | 3 |
| high interest cost | 1 | 2 | 3 |
| high input cost/floatuating/spiraling | 1 | 2 | 3 |
| slow down in market/recession/unforeseen circumstances | 1 | 2 | 3 |
| climatic effects | 1 | 2 | 3 |
| Regulations by the govt. (govt. licensing, import prohibition, stringent, labour laws. Liberalization, govt. restrictions, growing imports, implementation of eco friendly projects | 1 | 2 | 3 |
| unstable/downfall of the sector | 1 | 2 | 3 |
| flagging market (market conditions) | 1 | 2 | 3 |
| changes in the needs and demands of the customer | 1 | 2 | 3 |
| foreign exchange fluctuation | 1 | 2 | 3 |
| weakening rupee | 1 | 2 | 3 |

C4. Could you please let us know the turnaround strategies adopted by your organization to improve its financial health? Please list as many strategies as you can. PLEASE PROBE FOR MORE STRATEGIES
C5. Can you help us in knowing **the marketing strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Innovative marketing strategies (product acquisition, aggressive marketing)</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reassessment (rationalization) of product mix</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Product repositioning</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Customization (customer driven process)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Focus on core business</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Better forecasting of demand</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Focus on promotional activities</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Product extension</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Emphasis on quality</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Forward integration</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Strategic pricing (aggressive)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Enhanced customer service (innovative services, satisfaction measurement, service quality)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Identifying newer markets</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Introduction of new products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Deleting unprofitable product lines</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increased distribution</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Aggressive policy on exports</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C6. Can you help us in knowing **the financial strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?
<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial restructuring(debt restructuring)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>selling(hiving off) non core business</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Control of working capital(cash management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Infusion of funds by management/revenue raising</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Investment in capital equipment</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Funding of acquisition</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>cost cutting/cost reduction</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increase in budget</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>reduction in inventory cost(inventory management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in debtors</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in cost of funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Asset reduction</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Better utilization of assets</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Elimination of NPA</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C7. Can you help us in knowing the Human Resource strategies adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huge retrenchment(rationalization of workforce)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Flattened organization structure</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Staff relocation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Change in top management(efficient top management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Increased efficiency of staff</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Linking performance with remuneration/bring in discipline and performance management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Focus on training and development/innovative training program | 1 | 2 | 3
Motivating employees (providing people with complete responsibility) | 1 | 2 | 3
Reduction in the cost of staff | 1 | 2 | 3
Mapping organizational competencies | 1 | 2 | 3
Holistic approach to HR | 1 | 2 | 3
Increased efficiency of management | 1 | 2 | 3
Employee involvement | 1 | 2 | 3

C8. Can you help us in knowing the production or operation strategies adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Increased capacity utilization (improved plant efficiency)</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of input procurement cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in operation cost/operational efficiency</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Identifying SBU</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Technical collaboration/R&amp;D with international excellence</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Addition of machinery to enhance products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Improved quality in production</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction in raw material input cost/efficient sourcing of Raw material</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Technology up gradation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Improvement in process</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure development</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C9. Can you help us in knowing the other strategies adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Addressing environmental issues of major concern (energy, water treatment, organic growth, social change)</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate restructuring</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Business segmentation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Strong corporate governance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Broader value systems</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

ASK BELOW QUESTIONS (C10 TO C16) TO PUBLIC LIMITED COMPANY (IF ANSWERED OPTION “1” IN A6)

C10. Can you help us in assessing some internal causes of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

<table>
<thead>
<tr>
<th>Higher NPA</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational inefficiency (low productivity)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Large inventory</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Poor management (ineffective management)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Falling stock prices</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High debt burden, interest cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Low quality products</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>----------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>High input cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Liquidity</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Poor technology(R&amp;D)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Under utilization of capacity</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Improper utilization of funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Deficiency of working capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Inability to retain talent</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C11. Can you help us in assessing some **external causes** of sickness from the list below? I would read one by one each of them and you shall let us know if that is one of the causes for sickness?

<table>
<thead>
<tr>
<th>High cost of raw material</th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stagnant price of the product</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Economic crisis(recession)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Competition</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Lack of government support</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Non availability of material needed in production</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Constraint by regulation(govt.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Liberalization, privatization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Sector stagnation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C12. Can you help us in knowing **the marketing strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?
C13. Can you help us in knowing the financial strategies adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th>Financial Strategy</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost cutting</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Efficient working capital management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Efficient use of funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Enhancing shareholder value</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Debt restructuring</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Infusion of funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Selling of non core business</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Debt management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Inventory control</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Financial restructuring</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Aggressive treasury management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C14. Can you help us in knowing the Human Resource strategies adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?
C15. Can you help us in knowing the **production or operation strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th></th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority/responsibility(autonomy), change in management structure, reporting system</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Reduction of manpower(VRS)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Participative management(employee involvement)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Rewarding talent in performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Open door policy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Training of employees for quality and service</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Employee safety</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C16. Can you help us in knowing the **other strategies** adopted by your company from the list below? I would read one by one each of them and you shall let us know if that is one of the strategies adopted?

<table>
<thead>
<tr>
<th></th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sourcing of raw materials through indigenous substitutes</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Better R&amp;D, modernization, ERP, automation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Effective utilization of resources, increase in operational efficiency</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Alliance with business partners</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>CSR</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Corporate governance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Government policy support</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Growth strategy(expansion)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

**ASK ALL (FROM C17 TO C19)**
C17. Could you please tell us some reason why the company continued to perform bad even after appropriate turnaround measures were taken care? Please tell us instances, more reasons etc. PLEASE PROBE HERE

<table>
<thead>
<tr>
<th>Reason</th>
<th>Yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambitious expansion</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>High cost of debt due to escalation of projects/funds</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>slow initial growth</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high debt equity ratio/high reliance on debt capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>poor marketing strategy</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>incompetent management</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>obsolete technology</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high operating cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high NPAs</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>poor capital</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>low operating margins</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inefficient workers/employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>large investment in new product line</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>non co-operation from the union-</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>huge bad debt</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>lack of understanding customer demand</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>inadequate R&amp;D</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

C18. Can you help us in assessing some **internal causes** for further losses? I would read one by one each of them and you shall let us know if that is one of the causes for further losses?
<p>| C19. Can you help us in assessing some external causes for further losses? I would read one by one each of them and you shall let us know if that is one of the causes for further losses? |</p>
<table>
<thead>
<tr>
<th>high input cost</th>
<th>yes</th>
<th>No</th>
<th>Doubtful</th>
</tr>
</thead>
<tbody>
<tr>
<td>dumping from overseas market</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high global competition</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high interest cost</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>high input cost/fluctuating/spiraling</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>slow down in market/recession/unforeseen circumstances</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>climatic effects</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Regulations by the govt. (govt. licensing, import prohibition, stringent, labour laws. Liberalization, govt. restrictions, growing imports, implementation of eco friendly projects</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>unstable/downfall of the sector</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>flagging market(market conditions)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>changes in the needs and demands of the customer</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>foreign exchange fluctuation</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
C20. Can you please specify the turnaround package received by your organization for implementing the above strategies. Please give us detailed information about the package.

Please give us a copy of turnaround package documents if it is available at your end. In case you do not have, can you please let us know where can we obtain the same information?

C21. Please provide a list of publications or other resources where we can obtain more information regarding turnaround of your company. Please give us an exhaustive list with detailed information.