APPENDIX – I (A)

Questionnaire format (for technical personnel)

Questions:

1) How do you rate your Company with reference to present financial management practices and procedures?
   a) Completely dissatisfied, ☐
   b) Not satisfied ☐
   c) Just O K ☐
   d) Fairly Satisfied ☐
   e) Completely Satisfied ☐

2) What do you feel about professional approach in managing funds from all corners of company?
   a) Very Un satisfactory ☐
   b) Un satisfactory ☐
   c) Can’t Say ☐
   d) Satisfactory ☐
   e) Very Satisfactory ☐

3) How do you rate your Company with reference to present working pattern – with the use of governmental procedures and control mechanisms (bureaucracy) in their day to day activity and decision process of operation and execution of rural infrastructure development projects awarded by government to the company?
   a) Completely dissatisfied ☐
   b) Not satisfied ☐
   c) Just O.K. ☐
   d) Fairly Satisfied ☐
   e) Completely satisfied. ☐
4) Do you think by changing the present working pattern of the company and systems adopted in their day to day activity can bring positive change in the financial performance of the company?
   a) Disagree. □
   b) Partly disagreed □
   c) Just ok □
   d) Partly agreed □
   e) Agreed □

5) Do you think by changing the present working pattern of the company and systems adopted in their day to day activity can bring positive change in the working capital management of company?
   a) Not at all change. □
   b) May not bring changes □
   c) Just bring small changes- □
   d) Fairly will bring changes □
   e) Completely change □

6) Do you think lack of application of self evaluating and control tools reason an important reason for the losses of your company has suffered for four successive years 2004-2005 to 2007-2008?
   a) Not at all □
   b) Most unlikely □
   c) Cant’ say □
   d) Most likely □
   e) Certainly □

7) Do you think the organisational working pattern of your company - an important reason for the losses it has suffered for four successive years 04-05 to 07-08?
   a) Not at all □
   b) Most unlikely □
   c) Cant’ say □
   d) Most likely □
   e) Certainly □
8) Do you think poor HRM practices an important reason for the losses of your company has suffered for four successive years 2004-2005 to 2007-2008?
   a) Not at all
   b) Most unlikely
   c) Cant’ say
   d) Most likely
   e) Certainly

9) Do you think “team-working and team-effort” exists among the technical executives of different cadres of to deliver optimum performance?
   a) Not at all exist
   b) Partially not existing
   c) Cant’ say
   d) Partially existing
   e) Completely exist

10) Do think that the employees are happy and satisfied with the working conditions and other benefits so as to deliver their best for the company?
    a) Not at all
    b) Partially not satisfied
    c) O.K. level
    d) Partially satisfied
    e) Completely Satisfied

11) Do you think there are participatory management practices in the company in decision process by all the technical I executives to deliver their best and contribute to company?
    a) Not at all exist
    b) Partially not existing
    c) Cant’ say
    d) Partially existing
    e) Completely exist
12) Do you think the implementation of an effective professional management will have a leverage effect on sound financial performance of the company?
   a) Not at all
   b) Most unlikely
   c) Cant’ say
   d) Most likely
   e) Certainly

13) Do you think there is a need of a drastic changes financial management practices to improve profits and performance of the company?
   a) Not at all required
   b) Partially not required
   c) Cant’ say
   d) Partially required
   e) Definitely required

14) Do you think there is a requirement of new organisational structure which is more flat and less bureaucratic and liberal to deliver better operational efficiency and profits?
   a) Not at all required
   b) Partially not required
   c) Cant’ say
   d) Partially required
   e) Definitely required

15) Do you think by organisational re-structuring of the company can bring positive change in the operational efficiency of the company?
   a) Never
   b) Most unlikely
   c) Cant’ say
   d) Most likely
   e) Certainly.
16) Whether the long term vision plans and long-term financial plans of company are communicated to all employees by top-management of the company?
   a) Not at all communicated
   b) not communicated properly
   c) Just O.K.
   d) partially communicated
   e) Communicated to all.

17) Do you feel that the consultancy works taken up by the company in past two to three years are yielding profits and results?
   a) Not at all yielding
   b) Not really yielding
   c) o.k.
   d) yielding partial results
   e) yielding complete results

18) How do you rate your Company with reference to present working capital management practices and policies?
   a) Completely dissatisfied
   b) Not satisfied
   c) Just O.K.
   d) Fairly satisfied
   e) Completely satisfied.

19) On a scale of five – where do you rate your company operational efficiency?
   a) Very poor
   b) Poor
   c) Moderate
   d) Good
   e) Excellent
20) Do you think the present operational efficiency levels of your company an important reason for the losses has suffered for four successive years 2004-2005 to 2007-2008?
   a) Not at all
   b) Most unlikely
   c) Cant’ say
   d) Most likely
   e) Certainly

21) Do you think the existing working capital management practices of your company an important reason for the losses suffered for four successive years 2004-2005 to 2007-2008?
   a) Not at all
   b) Most unlikely
   c) Cant’ say
   d) Most likely
   e) Certainly

22) Do you think there is a need of drastic changes in working capital management practices to improve profits and performance of the company?
   a) Not at all required
   b) Partially not required
   c) Cant’ say
   d) Partially required
   e) Definitely required

23) Do you think that the frequent changes in managerial positions of the company affected by governments have adverse effect on the performance of company?
   a) Not at all
   b) Most unlikely
   c) Cant’ say
   d) Most likely
   e) Certainly
24) What do you think are the reasons for the profits shown your company last two financial years? (you can tick more than one reason)
   a) Improved turn-over in present two years than previous years. ☐
   b) Better operational efficiency in present two years than previous years. ☐
   c) Better financial management in present two years than previous years. ☐
   d) Better working capital management in present two years than previous years. ☐
   e) Improved HRM practices and satisfied employees in present two years than previous years. ☐

25) The ways that you suggest for improving the operational efficiency of the company? (You can tick more than one option)
   a) Better financial management systems ☐
   b) Better working capital management systems ☐
   c) Better human resource management ☐
   d) Better inventory management systems ☐
   e) Better self evaluating tools of evaluation of company ☐

26) The ways that you suggest for improving the financial performance of the company? (You can tick more than one option)
   a) Better financial management systems ☐
   b) Better working capital management systems ☐
   c) Better human resource management ☐
   d) Better inventory management systems ☐
   e) Better self evaluating tools of evaluation of company ☐
27) Tick most important aspects under mentioned which are prime and required by the company for improving the overall performance and efficiency of the company? (You can tick only three options)
   a) Better financial management policies and practices
   b) Better working capital management policies and practices
   c) Better human resource management and team-work among employees
   d) Organisational re-structuring and ISO certification for the company
   e) Using better project control tools- (PERT & CPM and self evaluating tools of evaluation of company)
   f) change of working pattern (from governmental) to more liberal and corporate style of working & leadership and Lesser governmental interference

28) Whether yourself and your team are aware of the project control and self evaluating tools used for better operational efficiency of the company? (Tick before the tool’s name if you are aware of the mentioned tool)
   a) Ratio-analysis
   b) SWOT analysis
   c) PERT & CPM
   d) 5-force porter’s model analysis
   e) Value chain analysis
   f) 7-S model self-analysis

29) Whether you’re self and your team are using any of the mentioned tools for the analysis of your company? (Tick before the tool’s name if using for self-evaluation of your company)
   a) Ratio-analysis
   b) SWOT analysis
   c) PERT & CPM
   d) 5-force porter’s model analysis
   e) Value chain analysis
   f) 7-S model self-analysis
30) Do you feel that using the above mentioned self-evaluating tool will be useful for improving the operational efficiency of your company?
   a) Not useful
   b) Partially not useful
   c) Just useful
   d) Partially useful
   e) Completely useful

31) Do you feel that: there is no substantial effort has been made by the company and its executives for evaluating (self-evaluation of company it’s working beyond preparation of financial questions?
   a) Ratio Analysis
   b) SWOT Analysis
   c) PERT and CPM
   d) 5-force porter’s model
   e) Value Chain Analysis
   f) 7-S Model self-Analysis

32) Do you feel that the executives are effectively utilizing the different methods of evaluation of company? (Ratio-analysis, SWOT analysis, PERT and CPM, 5-force porter’s model analysis, Value chain analysis, 7-S model self-analysis.
   a) Not able to utilize effectively
   b) Not utilising
   c) Just o.k.
   d) Effectively utilising
   e) very effectively utilising

33) Do you think that the organisational working pattern (human resource management) of the company effective and result oriented.
   a) not at all effective “
   b) very effective”
   c) o.k.
   d) ineffective
   e) completely in effective
34) What do you feel the impact of organizational policy of the company on financial management on financial performance of research organisation (which lead to losses)?
   a) Highly unfavourable
   b) Unfavourable
   c) Just O.K.
   d) Partially favourable
   e) Highly favourable

35) Do you feel your company needs new financial systems supported by prospective and future oriented financial policy for better profits and sustainability?
   a) Not at all required
   b) Not required
   c) Don’t know
   d) Required
   e) Definitely required

Kindly express your any additional comments if any………
APPENDIX- I (B)

Questionnaire format (randomly selected non-technical + technical respondents)

Questions:

1) How do you rate your company’s environment in creating teamwork and team effort among employees?
   a) Completely dissatisfied □
   b) Not satisfactory □
   c) Just O.K. □
   d) Fairly Satisfactory □
   e) Completely satisfied. □

2) Are you satisfied with the working condition in office and on-site, provided by your organisation?
   a) Completely dissatisfied □
   b) Not satisfactory □
   c) Just O.K. □
   d) Fairly Satisfactory □
   e) Completely satisfied □

3) Whether your company has created motivated environment to work to your satisfaction?
   a) Completely dissatisfactory □
   b) Not satisfactory □
   c) Just O.K. □
   d) Fairly Satisfactory □
   e) Completely satisfactory □
4) Whether your company is interested in spending for the required training and development programmes to develop its employees?
   a) Completely dissatisfied
   b) Not satisfactory
   c) Just O.K.
   d) Fairly Satisfactory
   e) Completely satisfied

5) Whether you feel proud to the member of the organisation of the company?
   a) Not at all feel one with the company.
   b) Not proud of.
   c) Just O.K.
   d) Fairly proud of.
   e) Really proud of my company

6) Whether the leader – Top management executives of your company motivates and supports your good effort in work?
   a) Never
   b) Very rarely
   c) Some times
   d) Many occasions.
   e) Always

7) Whether the leader of your team (next superior officer you are reporting to in your company) helps you to develop and grow?
   a) Never
   b) Very rarely
   c) Some times
   d) Many occasions.
   e) Always
8) Whether there is continuous improvement initiative from you and your peers is taking place in your company?
   a) Never
   b) Very rarely
   c) Some times
   d) Many occasions.
   e) Always

9) How often “the best practices” and any “suggestions for improvement” of the work at workplace or project site are being spoken out and shared between employees as a first step for operational efficiency of your company?
   a) Never
   b) Very rarely
   c) Some times
   d) Many occasions.
   e) Always

10) Are you satisfied with the remuneration policy and salary offered to you from the company?
    a) Completely dissatisfied
    b) Not Satisfied
    c) Can’t Say
    d) Satisfied
    e) Completely satisfied

11) The performance appraisal reports are based on objective assessment and adequate information not on personal prejudice and opinions?
    a) Strongly disagree
    b) Disagree
    c) Can’t say
    d) Agreed
    e) Strongly agreed
12) Management ensures employee welfare related all aspects like housing, health, entertainment, sports, children education etc..?
   a) Never  
   b) Very rarely  
   c) Some times  
   d) Many occasions.  
   e) Always

13) My opinion on whether the employees feel free to voice their opinions freely in my company?
   a) No implementation  
   b) Poor implementation  
   c) just started  
   d) Partially implemented  
   e) Completely implemented.

14) My opinion on the “work load & job responsibilities are judiciously distributed amongst employees” in my department.
   a) Strongly disagree  
   b) Disagree  
   c) Can’t say  
   d) Partially agree  
   e) Strongly agree

15) Are you satisfied with the promotion and transfer policy of the company?
   a) Completely dissatisfied  
   b) Not Satisfied  
   c) Can’t Say  
   d) Satisfied  
   e) Completely satisfied
16) Are you satisfied with the over-time and incentive systems of your organisation?
   a) Completely dissatisfied
   b) Not satisfactory
   c) Just O.K.
   d) Fairly Satisfactory
   e) Completely satisfied

17) Being an employee of the company rate the overall employee’s satisfaction?
   a) Completely dissatisfied
   b) Not satisfied
   c) Just O.K.
   d) Fairly Satisfied
   e) Completely satisfied