Appendix 3

Checklist

Urban Small and Medium Enterprises: A Study of Entrepreneurial Behaviour in the Perspective of Industrial Development of Gujarat

Name of the Industry
Factory unit: _______________________________ Group: ______________

Location: ____________________________
District------------------------------- Region: ______________

Products manufactured: ________________________________

Established in 19 _________ Production started from 19 __________

Shifted to GIDC estate in 19 _________ (if any)

Ownership:
(a) single proprietor ( )
(b) joint proprietor ( ) No. of partners: __________
(c) co operatives ( )
(d) private limited company ( )
(e) other forms (if any) ( )

Production schedule:
(a) seasonal ( )
(b) functional for the whole year ( )

No. of shifts operating:

<table>
<thead>
<tr>
<th>One</th>
<th>Two</th>
<th>Three</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Nature of products manufactured:
(a) goods ( )
   (a.1) final goods ( )
   (a.2) intermediate goods ( )
(b) services ( )
(c) job works ( )
Installed capacity:

<table>
<thead>
<tr>
<th>Manufactured items</th>
<th>unit of measure</th>
<th>Installed capacity</th>
<th>Capacity per</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(c)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>(d)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Installed capacity per ________________

Response code: Date s of Interview:

(a) Responsive ( ) - -1992 - -1992
(b) Non responsive ( ) - -1992 - -1992
SECTION 1

FACTOR USE PATTERN:

1.1 How much is the capital employed in this factory unit?

Initial capital employed: Rs. _______________ (19____ )

Total capital employed Rs. : _______________ (Rs. in )

<table>
<thead>
<tr>
<th>Year</th>
<th>Fixed capital</th>
<th>Working capital</th>
<th>Total capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986 87</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1987 88</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1988 89</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1989 90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990 91</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2 How did you raise this capital?

Capital raised through:

(a) own funds / savings (___ )________ (___ )________
(b) scheduled bank loan (___ )________ (___ )________
(c) co-operative bank loan (___ )________ (___ )________
(d) financial corporation loan (___ )________ (___ )________
(e) loans from relatives / friends (___ )________ (___ )________
(f) profits reinvested in part (___ )________ (___ )________
(g) other sources (specify) (___ )________ (___ )________

1.3 How do you feel about the capital investment made so far in the factory unit?

Capital investment is
(a) sufficient ( )
(b) insufficient ( )
(c) more than necessary ( )
(d) cannot say ( )

If the invested capital is insufficient

1.3.1 How much more capital do you need to invest? Rs. _________

1.3.2 How do you plan to raise it?

1.3.3 What limitations do you experience due to insufficiency of capital in the present venture?

limitations experienced with regard to:
(a) scale economy ( )
(b) low production capability ( )
(c) diversification possibility ( )
(d) loss in market leadership ( )
(e) other-s (specify) ( )

1.3.4 Do you feel shy about putting more capital in your existing venture/business?

If No:
1.3.4.1 How much more capital would you like to put, if no financial constraints are operating? Rs. _________

1.3.4.2 What prevails you from not putting more capital in your existing venture/business?

Yes No

If the invested capital is more than necessary

1.3.5 Why do you say so?

1.3.6 Why did you invest more than necessary

1.3.7 How do you consider your decision regarding capital investment? capital investment decision was:
(a) over ambitious ( )
(b) not well thought over ( )
(c) hasty - without considering future consequences ( )
(d) impractical ( )
(e) well considered ( )
(f) other consideration-s (specify) ( )

1.4 Have you introduced any measure for improving/enhancing capital-productivity of your factory unit?

If yes:
1.4.1 Describe the measure introduced for improving/enhancing capital-productivity:

(a) mechanised operational activity ( )
(b) technically experienced workers employed ( )
(c) quality control introduced ( )
(d) introduced advanced technology ( )
(e) other measures (specify) ( )

1.5 How many workers are employed in this factory unit?

_______ workers employed.

1.5.1 Give details regarding workers employed:

<table>
<thead>
<tr>
<th>Workers employed (Nos.)</th>
<th>Child labour (if any)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(a) part time workers</th>
<th>(d) administrative staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b) full time workers</td>
<td>(e) supervisory staff</td>
</tr>
<tr>
<td>(c) casual workers</td>
<td></td>
</tr>
</tbody>
</table>

1.6 Give details regarding workers employed during the last five years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Workers employed (Nos)</th>
<th>Or</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Initial employment: ___________</td>
</tr>
<tr>
<td></td>
<td></td>
<td>in 19 ______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Workers employed (Nos)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986 87</td>
<td></td>
</tr>
<tr>
<td>1987 88</td>
<td></td>
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<tr>
<td>1988 89</td>
<td></td>
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<tr>
<td>1989 90</td>
<td></td>
</tr>
<tr>
<td>1990 91</td>
<td></td>
</tr>
</tbody>
</table>

1.6.1 If the size of workers is increasing / decreasing during the last five years, what explanation do you put forth for it?

1.7 Give details regarding composition of workers employed in this factory unit:
<table>
<thead>
<tr>
<th>Composition of workers</th>
<th>Nos.</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) skilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) semi skilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) unskilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All workers</td>
<td>100.00</td>
<td></td>
</tr>
</tbody>
</table>

1.8 Do you provide on the spot job training facilities to the workers employed in this unit?

If yes:

1.8.1 How do you provide job training facilities?

If there are skilled workers

1.9 Give details regarding the technical experience background of the skilled workers employed in this factory unit:

<table>
<thead>
<tr>
<th>Technical experience background (No. of years)</th>
<th>No. of skilled workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Less than 3 years</td>
<td></td>
</tr>
<tr>
<td>(b) 3-5 years</td>
<td></td>
</tr>
<tr>
<td>(c) 6-10 years</td>
<td></td>
</tr>
<tr>
<td>(d) 11-20 years</td>
<td></td>
</tr>
<tr>
<td>(e) 21-30 years</td>
<td></td>
</tr>
<tr>
<td>(f) above 30 years</td>
<td></td>
</tr>
</tbody>
</table>

1.10 Do you get any job work done outside this factory unit?

If Yes:

1.10.1 What job works do you usually get done outside this unit?

(a) 

(b) 

(c) 

1.10.2 How much would be the approximate value of the above referred job works usually got done outside the factory unit?

Worth Value: Rs ____________
1.11 How do you co ordinate job works given to more than one job working unit?

Job work co ordination is done through:
(a) maintaining proper follow up ( )
(b) timely supply of technical advice (if necessary) ( )
(c) detailing job specification ( )
(d) organising the least communication gap ( )
(e) other mode s (specify) ( )

1.12 Why do you get these job works done outside this factory unit?

Job works are given outside because
(a) absence of job specific facility ( )
(b) cost saving ( )
(c) time saving ( )
(d) absence of job specific technical skill ( )
(e) others (specify) ( )

1.13 Have you introduced any measure for improving labour productivity?

If yes:

1.13.1 What measures have been introduced?

1.14 How do you rate the productivity index of the labourers employed in this factory unit?

Productivity index of labourers is:
(a) improving ( )
(b) relatively higher compared to that in similar factory unit ( )
(c) low ( )
(d) difficult to say ( )
(e) other rating (specify) ( )

1.15 Have you reached a saturation point beyond which additional labour employment may hamper the overall productivity of your factory unit?

If Yes:

1.15.1 What would you like to do if the overall productivity of your factory unit has to be increased?

overall productivity will be increased through:
(a) introducing machinery ( )
(b) employing only skilled labour ( )
(c) producing only select items ( )
(d) introducing capital intensive techniques of production ( )
(e) other consideration-s (specify) ( )
1.16 Have you experienced any difficulty relating to labour so far?

If Yes:

1.16.1 What type of labour problems have you experienced?

(a) wage rise ( )
(b) labour welfare ( )
(c) irregularity ( )
(d) working hours / duty hours ( )
(e) other labour related problems (specify) ( )

1.17 How many members of the family / extended family are engaged in this factory unit?

If engaged: ______ member-s engaged

1.17.1 In what capacity are they engaged?

(a) partner ( )
(b) supervisor technical ( )
(c) supervisor-administrative ( )
(d) marketing operations ( )
(e) other capacity (specify) ( )

If not engaged so far:

1.17.2 Do you have any plan of engaging any member of your family / extended family in this factory unit in near future?

1.18 Have you delegated any responsibility to workers employed in this unit?

If Yes:

1.18.1 What kinds of responsibility has / have been delegated and to whom (category of workers)?

<table>
<thead>
<tr>
<th>Kind of responsibility delegated</th>
<th>Category of workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td></td>
</tr>
<tr>
<td>(d)</td>
<td></td>
</tr>
<tr>
<td>(e)</td>
<td></td>
</tr>
</tbody>
</table>

If No:

1.18.2 Give reasons for not delegating any responsibility to workers:

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SECTION: 2

ENTREPRENEURIAL INPUT

2.1 How did you enter into this business? What prompted you to venture into this line of business?

2.2 Did you start a fresh this venture? Yes No

If Yes:

2.2.1 What was your age when you started this venture? ________ years

2.2.2 When did you start your own business/factory unit? 19 _______

If No:

2.2.3 Describe the circumstances at the time of your entry into this line of business:

2.3 How do you consider your starting this factory unit?

(a) merely co-incident/chance opportunity ( )
(b) this factory unit has been established after careful planning ( )
(c) inherited from father/other relative-s ( )
(d) bought on going/sick factory unit ( )
(e) other consideration(s) (specify) ( )

2.4 How did you come to know about the possibilities in this line?

2.5 Were you the first one to start a unit in this line in this location?

2.6 What were you doing before starting this factory unit?

Details

(a) studying ( )
(b) assisting father/relative ( )
(c) doing private service ( )
(d) doing governmet service ( )
(e) had other factory unit/firm ( )
(f) other occupation (specify) ( )
2.7 What is the occupation of your father?

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) private service</td>
<td></td>
</tr>
<tr>
<td>(b) government service</td>
<td></td>
</tr>
<tr>
<td>(c) business</td>
<td></td>
</tr>
<tr>
<td>(d) profession</td>
<td></td>
</tr>
<tr>
<td>(e) retired/old age</td>
<td></td>
</tr>
<tr>
<td>(f) agricultural</td>
<td></td>
</tr>
<tr>
<td>(g) others (specify)</td>
<td></td>
</tr>
</tbody>
</table>

father is not alive ( )

If the present venture is not inherited from father

2.8 Why did you not take up your father’s occupation?

father’s occupation was not taken up because:

(a) did not like it ( )
(b) no future prospects ( )
(c) preferred independent occupation ( )
(d) desired to do something of my own ( )
(e) interested in a challenging life ( )
(f) other reason-s (specify) ( )

2.9 Where do you come from?

<table>
<thead>
<tr>
<th>Location</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) village</td>
<td></td>
</tr>
<tr>
<td>(b) small town</td>
<td></td>
</tr>
<tr>
<td>(c) big city</td>
<td></td>
</tr>
<tr>
<td>(d) city</td>
<td></td>
</tr>
<tr>
<td>(e) other country</td>
<td></td>
</tr>
</tbody>
</table>

2.10 Which caste do you belong?

(a) major caste ________________
(b) minor caste ________________

2.11 Give details regarding your family background:

<table>
<thead>
<tr>
<th>Detail</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) nucleus family</td>
<td></td>
</tr>
<tr>
<td>(b) joint family</td>
<td></td>
</tr>
<tr>
<td>(c) size of the household</td>
<td>_____ persons</td>
</tr>
<tr>
<td>(d) size of dependents</td>
<td>_____ persons</td>
</tr>
</tbody>
</table>

2.11.1 What is your marital status?

(a) unmarried ( )
(b) married ( )
(c) separated ( )
(d) divorced ( )
(e) widower ( )
2.12 Give details regarding your educational/professional background:
(a) primary schooling ( )
(b) secondary ( )
(c) graduation ( )
(d) diploma ( )
(e) foreign education ( )
(f) other (specify) ( )

2.13 Describe your business experience:
Business experience:
(a) less than 3 years ( )
(b) 3-5 years ( )
(c) above 5 years ( )
(d) since an early age ( )
(e) through several odd jobs ( )
(f) no previous experience ( )
(g) other (specify) ( )

2.14 Describe your managerial experience:
Managerial experience:
(a) less than 3 years ( )
(b) 3-5 years ( )
(c) 6-10 years ( )
(d) above 10 years ( )
Details:
Production ( )
Administration ( )
Marketing ( )
Finance ( )

2.15 How did you gain managerial experience?
Managerial experience gained through:
(a) doing jobs in manufacturing firm/company ( )
(b) involvement in father's/elders'/relatives' business firm/company ( )
(c) had no previous managerial experience at the time when this factory unit was established ( )
(d) other modes (specify) ( )

2.16 How did you acquire managerial skill?
Managerial skill was acquired through:
(a) formal training:
   (a.1) degree course ( )
   (a.2) diploma course ( )
   (a.3) certificate course ( )
(b) informal training ( )
(d) other modes (specify) ( )

Nil

2.17 Do you hold membership of any Management Association?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

If Yes:

2.17.1 Since how long do you hold such membership?

______ Years

2.18 Who takes major decisions in your factory unit?

Major decisions are taken:

<table>
<thead>
<tr>
<th></th>
<th>(a) by myself</th>
<th>(b) jointly with other partners</th>
<th>(c) in consultation with other relatives/friends who are in know how of this firm</th>
<th>(d) arbitrarily</th>
<th>(e) uncertain to say specifically</th>
<th>(f) by others (specify)</th>
</tr>
</thead>
</table>

2.19 What other business interests do you have?  

|   | Nil |

2.20 How much time do you spare for this venture?

<table>
<thead>
<tr>
<th></th>
<th>(a) full time</th>
<th>(b) part time</th>
</tr>
</thead>
</table>

2.21 How have the responsibilities been distributed among partners/stakeholders?

<table>
<thead>
<tr>
<th>Kind-s of responsibility</th>
<th>Status of member</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td></td>
</tr>
<tr>
<td>(d)</td>
<td></td>
</tr>
<tr>
<td>(e)</td>
<td></td>
</tr>
</tbody>
</table>
SECTION: 3

RAW MATERIALS:

3.1 From where do you procure raw materials?

Raw materials are being procured from:
(a) within the region ( )
(b) outside the region ( )
(c) within the country ( )
(d) outside the country ( )

3.2 Which of the total raw materials procurement do you consider critical in the context of your regular production schedule? Nil

<table>
<thead>
<tr>
<th>Critical requirement of raw materials</th>
<th>Usual quantity required (Physical units)</th>
<th>(Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.3 How do you manage the procurement of critical raw materials?

3.4 Do you have to import any raw material? Yes No

If Yes:

3.4.1 From what source do you import?

Raw materials are imported through:
(a) state trading corporation (STC) ( )
(b) private agency ( )
(c) other sources (specify) ( )

3.5 For how long do you hold the stock of the critical raw materials (inputs)?

Stocks of the critical raw materials (inputs) are being held for
(a) less than 3 months ( )
(b) 3-6 months ( )
(c) above 6 months ( )

3.6 How much inventory do you hold at a given point of time?

Inventory stock worth Rs. _________
3.7 How do you replenish your inventory of raw materials usually required for smooth production schedule?

3.8 What lead time generally do you prefer between replenishing the critical raw materials and rescheduling the production operations?
(a) difficult to generalise about the lead time preferred ( )
(b) one to two weeks ( )
(c) more than two weeks ( )
(d) more than four weeks ( )
(e) other lead time (specify) ( )

3.9 Describe any specific event (if any) when you had to change/alter the entire production schedule because of not replenishing some critical raw materials in time:

3.9.1 In the event of non-availability of necessary raw materials, how do you maintain your production schedule?
(a) production schedule is disturbed ( )
(b) production is curtailed ( )
(c) such raw materials are procured at any cost production is not disturbed ( )
(d) alternate/substitute raw materials are used ( )
(e) no shortage has been experienced so far ( )
(f) cannot say definitely ( )
(g) other managerial decisions taken (specify) ( )

3.9.2 Did you have to change production of any specific product anytime during the last five years because of raw materials problem?  
If Yes:

3.9.2.1 Give details of the product which were discontinued:

3.10 How do you feel about the availability of necessary raw materials for your products?
raw materials are:
(a) easily available ( )
(b) not so easily available ( )
(c) having least price fluctuations ( )
(d) available with difficulty ( )
(e) cannot say definitely ( )
(f) other considerations (specify) ( )
SECTION: 4

GROSS OUTPUT

4.1 What products do you manufacture?

(a) __________________________________________________________________________
(b) __________________________________________________________________________
(c) __________________________________________________________________________

4.2 What is the nature of these products?

(a) final goods ( )
(b) intermediate goods ( )
(c) capital goods ( )

4.2.2 Intermediate goods are bought by producers of:

_____________________________________________________________________________

4.3 Give details regarding the products manufactured during the last five years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Outputs (Rs.'000)</th>
<th>Name of products introduced / discontinued</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986-87</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1987-88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1988-89</td>
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<td></td>
</tr>
<tr>
<td>1989-90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990-91</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.1 What reasons do you ascribe for the rise/fall in output levels you have experienced during the last five years?

_____________________________________________________________________________

4.4 How do you adjust your production schedule in general?

Production schedule is adjusted in accordance with:

(a) raw materials' availability ( )
(b) factor inputs' critical situation ( )
(c) market demand ( )
(d) production facility ( )
(e) other consideration s (specify) ( )

4.5 How much stock of the finished goods do you usually maintain?

Stock of finished goods usually maintained worth Rs. __________
4.6 Are you thinking of adding more products to your existing production schedule?

If No:

4.6.1 Why do you think so?

4.7 Since how long are you manufacturing these products?

Since 19______

4.8 When did you shift to the present production schedule?
(a) no shift materialised so far ( )
(b) shift was materialised in 19______ ( )

4.9 What innovations (if any) have you introduced in your manufacturing operations?

Innovations introduced in the manufacturing operations:

4.10 How much competition does/do your product/s face?
(a) fierce competition ( )
(b) moderate ( )
(c) negligible ( )

4.11 How do you distinguish your products from those of your competitors?

No competitor

Products are being distinguished in terms of
(a) quality ingredients ( )
(b) brand name-s ( )
(c) cost saving ( )
(d) packing ( )
(e) others (specify) ( )

4.12 Have you achieved product specialisation?

If Yes, how?

If No:

4.12.2 Do you intend to achieve product specialisation?

Yes No
4.13 Do you have any plan (in near future) to switch over to introducing altogether a new product in the market? 
If Yes: 

4.13.1 Describe your plan in this direction: 

4.14 Have you incorporated any measures leading to product improvement in terms of end use? 
If Yes: 

4.14.1 What did you do in this direction? 

4.15 Are you satisfied with the capacity level at which your production is materialised? 
If No: 

4.15.1 What reasons do you ascribe for not being able to produce at the capacity level? 
(a) uncertainty of market demand ( ) 
(b) non availability of necessary raw materials ( ) 
(c) non availability of necessary technical skill ( ) 
(d) government interference ( ) 
(e) unprofitable ( ) 
(f) other reasons (specify) ( ) 

4.16 How do you consider the installed capacity of different products manufactured by this factory unit? 

Installed capacity is: 
(a) high ( ) 
(b) low ( ) 
(c) sufficient ( ) 
(d) to be increased ( ) 
(e) to be reduced ( ) 
(f) cannot say ( ) 
(g) other considerations (specify) ( ) _____ % of capacity is utilized. 

4.17 If the installed capacity is higher than usually required as per your existing production schedule, what steps are you thinking of taking for reducing the wastages? 

__________________________________________________________________________

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5.1 Give details regarding cost of production of this factory unit during 1986-87 and 1991-92

<table>
<thead>
<tr>
<th>Cost of Production</th>
<th>Amount (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1986-87</td>
</tr>
<tr>
<td>(a) raw materials purchased</td>
<td></td>
</tr>
<tr>
<td>(b) fuel charges (power and electricity)</td>
<td></td>
</tr>
<tr>
<td>(c) other materials n.e.c</td>
<td></td>
</tr>
<tr>
<td>(d) salaries, wages and other benefits</td>
<td></td>
</tr>
<tr>
<td>(e) administrative/establishment charges</td>
<td></td>
</tr>
<tr>
<td>(f) repairs and maintenance charges</td>
<td></td>
</tr>
<tr>
<td>(g) cost of capital / depreciation</td>
<td></td>
</tr>
<tr>
<td>(h) service charges</td>
<td></td>
</tr>
<tr>
<td>(i) insurance charges</td>
<td></td>
</tr>
<tr>
<td>(j) selling/despatching/distribution</td>
<td></td>
</tr>
<tr>
<td>(k) excise duties</td>
<td></td>
</tr>
<tr>
<td>(l) investment allowances</td>
<td></td>
</tr>
<tr>
<td>(m) miscellaneous expenses</td>
<td></td>
</tr>
<tr>
<td>(n) others n.e.c (specify)</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL COST OF PRODUCTION

5.2 What reasons do you ascribe for rising cost (if any) of production?

- rising prices ( )
- short supply of raw materials ( )
- government administered prices ( )
- increased wages/salaries ( )
- increased transport charges ( )
- other reasons (specify) ( )

5.3 What administrative and technical measures have you taken (if any) for controlling the rising average cost of production in this factory unit?

Nil
Administrative and technical measures undertaken:
(a) administrative delays are minimised
(b) labour productivity measures introduced
(c) plant efficiency measures introduced
(d) new operational devices introduced
(e) material wastages minimised
(f) proper co-ordination between different operational activities implemented
(g) technical deficiencies removed
(h) other measure-s undertaken (specify)

5.4 What according to you should be done for controlling the increasing cost of production?

increasing cost of production could be controlled if:
(a) prices of basic raw materials are lowered
(b) government intervention is minimised
(c) competition for the products is minimised
(d) power and transport charges are reduced
(e) other considerations (specify)
MARKETING OF THE PRODUCTS

6.1 How do you sell your product?

Products are sold:
(a) directly
(b) through dealers
(c) through agents / agency
(d) others mode-s (specify)

6.2 Where do you sell your products?

Products are sold in
(a) local market
(b) district market
(c) within state
(d) within country
(e) outside the country

6.2.1 To whom do you sell your products?

6.3 Give details regarding the products sold during the last five years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Products sold</th>
<th>Units ( )</th>
<th>Value (Rs. in '000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986-87</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1987-88</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1988-89</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1989-90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990-91</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6.4 How did you introduced your product(s) for the first time in the market?

Product(s) was/were introduced:
(a) very modestly ( )
(b) in a big way ( )
(c) through known business contacts ( )
(d) through agents/dealers ( )
(e) other modes (specify) ( )

6.5 If your goods are consumer goods or consumer durables, what considerations do you make the most while introducing/pushing these products to new market territory?

Considerations generally made are:
(a) consumer taste/preferences ( )
(b) other competing products ( )
(c) other close substitutes ( )
(d) price competitiveness ( )
(e) brand image ( )
(f) advertisements ( )
(g) other considerations ( )

6.6 Do you experience any difficulty in marketing your products?

Yes No

6.6.1 What type of difficulty do you generally experience?

(a) product specifications variations ( )
(b) variations in consumers' tastes for the products ( )
(c) brand image fluctuations ( )
(d) demand fluctuations ( )
(e) cost competitiveness ( )
(f) quality competitiveness ( )
(g) other difficulties (specify) ( )

6.7 Are your products sold by prior contracts or orders?

Yes No

6.7.1 Products sold by advance orders are _________% of output.

6.8 Do you have to introduce any specific market strategy for pushing your products?

Yes No

If Yes:
6.8.1 Describe in brief specific market strategy introduced during the last year:

6.9 How far were you familiar with the market conditions when you introduced your product(s) for the first time?
(a) not so familiar ( )
(b) sufficiently familiar with the then existing market conditions ( )
(c) completely unfamiliar ( )
(d) other(s) (specify) ( )

6.10 Whom did you initially entrust the task of market exploration regarding your product(s)?

Market exploration task was initially entrusted to:
(a) nobody but himself ( )
(b) friends/relatives ( )
(c) partner(s) ( )
(d) office staff ( )
(e) marketing executives ( )
(f) others (specify) ( )

6.11 Do you have an edge over your immediate competitors?

If Yes:

6.11.1 How do you say so?

6.12 If you are unable to capture additional regional market territory, what could be the real constraints?

If the products are sold in foreign markets

6.13 Since how long have you been exporting your products?
Since 19_______

6.14 What are the channels through which products are exported?

Exporting the products through:
(a) state trading corporation (STC) ( )
(b) foreign agency / export house ( )
(c) other channels (specify) ( )

6.15 What is the proportion of export selling in the total sales of your products? ___________ per cent
6.16 How do you procure orders for your products from foreign markets?

6.17 What efforts do you make in promoting your export selling?

Efforts made in the direction of
(a) maintaining quality of the products ( )
(b) adhering to products specification ( )
(c) strict quality control ( )
(d) other efforts made (specify) ( )

6.18 What prospects do you have in increasing your export sales?

(a) fair ( )
(b) very good ( )
(c) uncertain ( )

6.19 Do you have any foreign capital participation in your present venture?

Yes | No
7.1 Give details regarding assets and liabilities of this factory unit for 1986-87 and 1991-92:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Balance sheet as on 1986-87</th>
<th>1991-92</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a.1) fixed assets (less depreciation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a.2) capital work in progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a.3) outside investment (at cost)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a.4) current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b.3) less current liabilities &amp; provision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a.5) net current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a.6) other assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Net Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) LIABILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b.1) financed by owners’ funds/retained earnings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b.2) non current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) debts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ii) secured loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iii) unsecured loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iv) deferred credit liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Liabilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7.2 How do you rate the performance of the existing venture?

(a) not very profitable ( )
(b) quite profitable ( )
(c) just breaking even ( )
(d) normal profit ( )
(e) loss making ( )
(f) highly uncertain ( )
(g) other (specify) ( )

7.2.1 Why do you say so?

If the factory unit is loss making

7.2.2 Since how long have you been experiencing such a situation?

Since 19_______

7.2.3 Have you ever made any attempt to tide over such a situation?

If Yes:

7.2.3(a) What attempts have you made so far?

7.2.3(b) How far are you hopeful of reverting the situation?

If No:

7.2.3(c) What prevented you from making any attempts to tide over the situation?

If the factory unit is profit making

7.3 Do you plough back the profit for financing expansion/development programmes?

No need has arisen

Yes No
DEVELOPMENT PROSPECTS

8.1 What are your development programmes in the coming five years?

Nil

Development programmes in the coming five years are:
(a) increasing/diversifying product items
(b) renovation of the existing factory
(c) introduction of improved techniques of production
(d) introduction of mechanisation
(e) exploring new market territory
(f) improving labour productivity
(g) improving the quality of products
(h) other (specify)

8.1.1 Why do you wish to go for the above referred development programmes?

Development programmes are to be implemented because:
(a) it is necessary to get prepared for market competition
(b) to scale new heights in the business
(c) of likely stagnation in the field if no change is introduced
(d) of rival competitors move towards improving their production capabilities
(e) of a challenge in terms of survival
(f) of favourable market situation
(g) of favourable government policies
(h) it is likely to be more profitable
(i) other reasons (specify)

If there are no development programmes in the next five years

8.1.2 Why do you not have any development programmes?

Do not want to go for any development programmes in the near future because:
(a) no encouraging market situation
(b) capital shortage is experienced
(c) do not have requisite technical expertise
(d) do not have sophisticated managerial capability
(e) factor input shortages
(f) loss making situation
(g) do not have any interest
(h) proposition is not cost effective
(i) other (specify)
8.2 If no development programmes are to be implemented in the near future, how long would you like to continue to operate in the same fashion?

would like to continue to operate in the same fashion for:

(a) one to two more years ( )
(b) quite some time ( )
(c) difficult to say specifically ( )

8.3 Would you like to entertain some technical/managerial changes in the existing production programme in your factory unit?

<table>
<thead>
<tr>
<th>technical/managerial changes already made</th>
</tr>
</thead>
</table>

If Yes:

8.3 What kind of technical changes would you like to make?

(a) introduction of sound technical supervision ( )
(b) technical standardisation of products ( )
(c) upgradation of machinery capability ( )
(d) improving technical knowhow of products ( )
(e) introducing scale economies through proper mix of factor inputs ( )
(f) improving plant layout ( )
(g) other-s (specify) ( )

8.3.1.1 What kind of managerial changes would you like to introduce?

(a) introducing responsibility sharing system ( )
(b) introducing division of supervisory system ( )
(c) inviting trained managerial personnel ( )
(d) increasing managerial exposure of the existing staff ( )
(e) introducing job specialisation/orientation programme ( )
(f) other change-s (specify) ( )

If No:

8.3.2 Why do you not think of introducing technical/managerial changes in your existing production programme s?

no technical/managerial changes to be introduced because:

(a) seriously thinking of winding up this business ( )
(b) diversification is to be shortly introduced ( )
(c) manpower shortages ( )
(d) capital/investment uncertainty ( )
(e) have just entered the business ( )
(f) would like to wait for some time ( )
(g) satisfied with the present system ( )
(h) other-s (specify) ( )
8.4 Was there any occasion in the past when you could have closed down the then production schedule in your factory?

If Yes:

8.4.1 Describe in brief the incidents/circumstances which were sufficient enough to compell you to close it down:

8.4.2 What made you not close it down?
(a) received timely financial support ( )
(b) received timely managerial support ( )
(c) market conditions improved ( )
(d) labour problems got solved ( )
(e) received technical support ( )
(f) government's/institutional support was readily available ( )
(g) other reasons (specify) ( )

8.5 Do you visualize the possibility of closing down your existing production schedule in the factory unit:

8.5.1 Describe the circumstances which may compell you to close down your unit?

8.5.2 Within what period shall you have to close it down?
   a. Within 2-3 months ( )
   b. Within 4-6 months ( )
   c. not so immediately ( )
   d. cannot say definitely ( )

8.5.3 What alternative production programmes have you thought of implementing?

If technical/managerial changes/expansion programmes introduced

8.6 What development/expansion programmes have you implemented so far?
Development / expansion programmes implemented so far:

a. number of products added in the production schedule
b. improved quality of product-s

c. automation introduced as far as possible in the production schedule
d. new technique-s of production introduced
e. marketing strategies improved
f. plant site altered/changed
g. work schedule modified / changed in accordance with improved techniques of production introduced
h. after sale-services improved
i. other programme-s implemented (Specify)

8.6.1 When did you implement the above referred development / expansion programme-s in this factory unit?

a. do not remember exactly
b. last year / recently
c. before two years
d. before 3-5 years
e. before more than 5 years

8.6.2 What changes / improvement have you noticed since the implementation of the above referred development / expansion programmes in this factory unit?

changes / improvement noticed:
a. quality of production improved
b. production increased
c. market share increased
d. other avenues for market leadership got opened
e. changes yet to be noticed
f. gradual improvement in technical know how has been experienced
g. other changes noticed (if any specify)

Nil
8.7 What would you like to do for improving / developing your existing operational activities in the factory unit?

| No possibility | Nothing |

would like to do the following:

a. introduction of efficient coordination mechanisms between different operational activities

b. building new contacts with outside parties for increasing sales

c. introduction of improved managerial practices

d. introduction of automation in production / plants

e. collect more business details for improving production capability

f. other measures (specify)

8.8 How would you manage necessary resources for financing the above referred development programmes?

a. using own internal resources

b. raising from friends / relatives

c. raising from banks/financing corporations

d. business term credit

e. other means (specify)

8.9 Are there any new avenues open for enlarging/diversifying your existing production schedule?

| Do not know | Yes | Nc |

If Yes:

8.9.1 What do you propose in the case of diversifying your existing production schedule?

diversification of the existing production schedule in terms of:

a. change over entirely / gradually to new production schedule

b. change over to allied production supporting the existing production

c. change over to altogether new branch of production of other industry group

d. diversification programme yet to be worked out in detail

e. other (specify)
8.9.1.1 Within what period the above referred diversification programme will be carried out?

diversification programme will be carried out
a. in coming 1-2 years ( )
b. after 2 years ( )
c. after 3-5 years ( )
d. cannot say exactly ( )

If No:

8.9.2 What would you do in such circumstances?

a. not though specifically for future course of action ( )
b. would like to switch over to new business ( )
c. would like to continue for sometime before taking any decision regarding change over / closure ( )
d. would like to intensify the existing operational activities with slight modifications ( )
e. would like to reorganise technical/managerial inputs for revitabilising existing operational activities ( )
f. other steps (specify) ( )

8.10 What labour welfare oriented programmes have you introduced so far in your factory unit?

labour welfare oriented programmes
a. shift hours are strictly observed ( )
b. strenuous manual works are eliminated ( )
c. guaranteed wages / promotions ( )
d. opportunity for competition provided ( )
e. on the spot job training provided ( )
   for attaining excellence in workmanship
f. medical aids provided ( )
g. subsidised canteen facility provided ( )
h. other welfare programmes (specify) ( )

8.11 What according to you should be the characteristics for becoming a successful entrepreneur?

an entrepreneur's rational behaviour is to:

a. maximise profit through any means ( )
b. carry out business with small risks ( )
c. maximise sales with small margin ( )
d. contain rising production costs as far as possible ( )
e. introduce efficient co ordination between different operations ( )
f. expand production and cover the maximum market territory ( )
g. other (specify) ( )