APPENDIX I

QUESTIONNAIRE

Phase I : Details of Company & Respondents

Name of company : 

Address of company : 

Year of Establishment / Incorporation: 

Type of Ownership : 

a) Sole Proprietor 

b) Partnership 

C) Private 

d) Public Limited 

Scale of Operation : 

a) Small 

b) Medium 

c) Large 

No. of Employees : 

a) Less than 50 

b) 51 to 200 

c) 201 to 300 

d) More than 301 

Details of the person filling the Questionnaire : 
Name :
Designation :
Signature : Date :

\textbf{Phase II : Issues & Challenges}

1) Have you implemented Supply Chain Management (SCM) practices formally?
   a) Yes
   b) No

2) Following are the probable objectives / reasons for implementing SCM practice. Rate 1: Extremely unimportant, 2: Unimportant, 3: Not so important, 4: Important, 5: Extremely important, for your company when you initiated the SCM practice:

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<td>To improve export potential</td>
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\textit{A Study of Supply Chain Management Practices in Select Engineering Units of Gujarat}
To ensure continuous improvement in The operating procedure

To reduce cost of production

To boost up morale of employees

To improve co-operation between Departments / functional areas

To improve co-ordination between Departments / functional areas

3) According to the current growth rate of the organization, which of the following needs much attention?

a. Operational activities (i.e. daily production & distribution planning, production scheduling, demand & sourcing planning, forecasting, inbound & outbound operations)
b. Tactical activities (i.e. sourcing contracts, Production & inventory decisions, milestone payments, customer demand)
c. Current programming strategies (i.e. strategic network optimization & partnership with suppliers, IT infrastructure technology, product life cycle management, aligning overall organizational strategies)

4) Which of the following problems faced by you for taking care related to raw material?

a) During storage
b) Packaging
c) Testing of packaging
d) Evaluation of defective raw material
5) Is there any case recorded by the supply chain department in which the production department complained late delivery of raw materials?
   a) Yes
   b) No

6) How do you rate the delivery activity of the department?
   a) Excellent
   b) Very effective
   C) Good
   d) Average

7) How resistant did you find employees to be to implementing new SCM software?
   a) Very resistant
   b) Somewhat resistant
   C) Resistant
   d) Not at all resistant
   e) Don’t know

8) Do you think SCM is important to your organization?
   a) Not important
   b) Limited important
   c) Important
   d) Critical
9) What challenges do companies face as they try to improve SCM?
   a) Improving continuous process
   b) Rising expectations of customers
   c) Investments in software
   d) Approach of management & employees

10) What issues do companies face as they try to implement / improve SCM?
   a) Number of locations
   b) Flow of materials
   c) Distribution strategies
   d) Product design
   e) Present IT infrastructure
   f) Decision support system
   g) Scheduling
   h) Lead time
   i) Routing
   j) Loading

**Part III : Perception of about SCMs Performance**

11) How did you implement SCM in your organization?
   a) Through consultant / outsourcing
   b) Through own employees / in house development

12) What is your perception about following resources in supply chain department?
   a) Software
b) Transportation

c) Training programs

13) Rate the effectiveness of SCM department on the basis of the current programs?

a) Outstanding

b) Excellent

c) Good

d) Average

e) Poor

14) What is your perception of usefulness of SCM practices in your organization?

a) Extremely Useless

b) Useless

c) Can’t say

d) Useful

e) Extremely Useful

15) To what extent the implementation of SCM practice increased your documentation burden?

a) Very low extent

b) Low extent

c) Moderate extent

d) High extent

e) Very high extent

16) To what extent the cost incurred in implementing SCM justified?

a) Very low extent
b) Low extent

c) Moderate extent

d) High extent

e) Very high extent

17) Do you consider ‘Customer Complaints’ as part of non-conformity?

a) Yes

b) No

18) Do you focus on continuous improvement in process and environment?

a) Yes

b) No

19) Do you set different objectives at different levels of the organization including those at individual level?

a) Yes

b) No

20) Give your ratings based on your perception about following based on implementation of SCM system in your organization, (give your rating by doing circle on the number for the following questions.) Rate 1: No improvement, 2: Little improvement, 3: Moderate, 4: Some, 5: Significant improvement.

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9) Any reduction in customer complaint? 1 2 3 4 5

10) Any increase in the number of orders from the customers for which the supply chain is a prerequisite? 1 2 3 4 5

11) Any improvement in customer satisfaction? 1 2 3 4 5

12) Could you experience continuous improvement in the work processes? 1 2 3 4 5

13) Any reduction in cost of production? 1 2 3 4 5

14) Any improvement in the morale of employees? 1 2 3 4 5

15) Could you improve co-operation between departments / functional areas? 1 2 3 4 5

16) Could you improve co-ordination between departments / functional areas? 1 2 3 4 5

17) Could you increase on time delivery to customers? 1 2 3 4 5

21) Any suggestion for better implementation of SCM system?
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Name:

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**Phase II : Issues & Challenges**

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   a) Yes \( a = 1 \)
   
   b) No \( b = 2 \)

2) Following are the probable objectives / reasons for implementing SCM practice. Rate

   1: Extremely unimportant
   
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a = 1

b) Tactical activities (i.e. sourcing contracts, Production & inventory decisions, milestone payments, customer demand)

b = 2
c) Current programming strategies (i.e. strategic network optimization & partnership with suppliers, IT infrastructure technology, product life cycle management, aligning overall organizational strategies)

c = 3

4) Which of the following problems faced by you for taking care related to raw material?

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7) How resistant did you find employees to be to implementing new SCM software?

a) Very resistant  
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8) Do you think SCM is important to your organization?
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   c) Investments in software   c = 3
   d) Approach of management & employees   d = 4

10) What issues do companies face as they try to implement / improve SCM?
    a) Number of locations   1 = YES
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