BIBLIOGRAPHY
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Kneitel, Arnold M. "Futility of User Involvement". Infosystems, November 1978.


"Too Many Professionals?" Editorial, Newsweek on Campus, University of Virginia, March 1984.


1. Of the undermentioned, what are the decisions that you take. Kindly also indicate, against each decision point the information needed to take such decisions.

<table>
<thead>
<tr>
<th>DECISION POINT</th>
<th>INFORMATION NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) SCHEDULING</td>
<td></td>
</tr>
<tr>
<td>I. a) Process sheets</td>
<td></td>
</tr>
<tr>
<td>b) Time estimates</td>
<td></td>
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<tr>
<td>c) Sales forecasts</td>
<td></td>
</tr>
<tr>
<td>d) Production capacity</td>
<td>Production units per hour, per shifts or day</td>
</tr>
<tr>
<td>e) Master schedule and process schedule</td>
<td></td>
</tr>
<tr>
<td>f) Any other, please specify</td>
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<tr>
<td>II. Are the following concepts applicable in your firm</td>
<td></td>
</tr>
<tr>
<td>a) JIT (Just in Time)</td>
<td></td>
</tr>
<tr>
<td>b) MRP (Materials Requirement Planning)</td>
<td></td>
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<tr>
<td>c) Any other, please specify</td>
<td></td>
</tr>
<tr>
<td>B) INVENTORY</td>
<td></td>
</tr>
<tr>
<td>I. Information needed regarding</td>
<td></td>
</tr>
<tr>
<td>a) Items to be stocked</td>
<td></td>
</tr>
<tr>
<td>b) When and how much to replenish</td>
<td></td>
</tr>
<tr>
<td>c) Weed out obsolete items</td>
<td></td>
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<tr>
<td>d) Any other, please specify</td>
<td></td>
</tr>
<tr>
<td>II. Types of inventory</td>
<td></td>
</tr>
<tr>
<td>a) Raw materials for</td>
<td></td>
</tr>
<tr>
<td>- economic bulk purchase</td>
<td></td>
</tr>
<tr>
<td>- production rate changes</td>
<td></td>
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</tbody>
</table>
- productive buffer against delays
- seasonal fluctuations
- any other, please specify

b) Work in progress
- economical lot purchase
- variety of products
- replacement of wastages
- uniform production
- any other, please specify

c) Finished goods
- 'off shelf' delivery
- stabilisation of level of production
- sales promotion
- any other, please specify

C) MAINTENANCE

I. Preventive maintenance

a) Care of equipment and parts
   - lubricating, cleaning and adjusting
b) Periodic inspection and schedule replacement of parts
c) Condition monitoring
d) any other, please specify

II. Breakdown maintenance (associated costs)
a) replacement cost
b) schedule downtime of production
c) associated wages
d) any other, please specify

D) QUALITY CONTROL

I. At what level is quality checked
   a) Incoming inspection
   b) In process
   c) Final inspection & testing (of F.G)
II. Quality management is closely associated with maintaining quality characteristics at least cost. What are the components of quality cost that you consider?

a) Cost of appraisal i.e. inspection & testing
b) Cost of prevention i.e. to avoid wrong sampling plan, bad quality of RM entry
c) Cost of failure - prevent bad quality output
d) any other, please specify

III. What are the motivation used in Quality Management?

a) Zero defect programme
b) Creation of Quality Circles
c) Any other, please specify

E) WASTE CONTROL

I. What items do you consider waste?

Wastes associated with

a) Material - Raw material, work in progress, finished goods, products in transit, packaging fuel,
b) Machine - plant, equipment and tools, idle machine, wrong or improper use, breakdown
c) Manpower - idle time, waste of skill due to improper selection, training, placement
d) Any other, please specify

F) SPARES

How do you classify spares?

a) Maintenance or breakdown spares
b) Insurance spares
c) Capital spares
d) Rotable spares
e) Any other, please specify
Of the undermentioned, what are the decisions that you take. Kindly also indicate against each decision-point the information needed to take such decisions.

<table>
<thead>
<tr>
<th>DECISION POINTS</th>
<th>INFORMATION NEEDED</th>
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</thead>
<tbody>
<tr>
<td>A) SALES VOLUME</td>
<td></td>
</tr>
<tr>
<td>a) Forecast of sales</td>
<td></td>
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<tr>
<td>b) Actual sales</td>
<td></td>
</tr>
<tr>
<td>c) Division of sales in different regions, products, etc.</td>
<td></td>
</tr>
<tr>
<td>d) Any other</td>
<td></td>
</tr>
<tr>
<td>B) SALES EXPENSE BUDGET</td>
<td></td>
</tr>
<tr>
<td>a) Advertising expenses</td>
<td></td>
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<tr>
<td>b) Sales promotion expenses</td>
<td></td>
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<tr>
<td>c) Sales administration expenses</td>
<td></td>
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<tr>
<td>d) Expenses on Sales Force</td>
<td></td>
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<tr>
<td>e) Any other</td>
<td></td>
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<tr>
<td>C) PRICING OF PRODUCTS</td>
<td></td>
</tr>
<tr>
<td>a) Product costs</td>
<td></td>
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<tr>
<td>b) Competitors' prices</td>
<td></td>
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<tr>
<td>c) Price of substitutes</td>
<td></td>
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<tr>
<td>d) Unique product features</td>
<td></td>
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<td>e) Any other, please specify</td>
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<tr>
<td>D) PRODUCT VARIATIONS</td>
<td></td>
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<tr>
<td>a) Quality</td>
<td></td>
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<tr>
<td>b) Unique feature improvement</td>
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<td>c) Style improvement</td>
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<td>d) Any other</td>
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</tbody>
</table>
E) CUSTOMER TRACKING ATTITUDE

a) Results of questionnaire administered
b) Results of interviewing customers
c) Customer panels
d) Any other

F) ADVERTISING AND PUBLICITY

a) Expenditure allocated
b) Characteristics of the product
c) Objective or purpose of advertising
d) Competitors strategy
e) Any other

G) PROFITABILITY

a) Company's profits
b) Profits statement by functional marketing
c) Actual sales volume
d) Profit and loss a/c

H) WAREHOUSING AND TRANSPORT

a) Stock in hand
b) Delivery time
c) Mode and destination of transport
d) Expenditure allocated
e) Any other

I) ANY OTHER
### INFORMATION SHEET
OF
FINANCE DIVISION

1. Of the undermentioned, what are the decisions that you take? Kindly also indicate, against each decision point the information needed to take such decisions.

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<thead>
<tr>
<th>DECISION POINT</th>
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<tbody>
<tr>
<td><strong>A) TOTAL BUDGET</strong></td>
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<td>..................</td>
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<tr>
<td><strong>B) SELLING AND DISTRIBUTION COST BUDGET</strong></td>
<td></td>
</tr>
<tr>
<td>a) Sales budget</td>
<td></td>
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<tr>
<td>b) Percentage of sales to form selling and distribution cost</td>
<td></td>
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<tr>
<td>c) Any other, please specify</td>
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<tr>
<td><strong>C) PRODUCTION COST BUDGET</strong></td>
<td></td>
</tr>
<tr>
<td>a) Administration cost in plant</td>
<td></td>
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<tr>
<td>b) Labour cost</td>
<td></td>
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<tr>
<td>c) Any other, please specify</td>
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<tr>
<td><strong>D) ADMINISTRATIVE COST</strong></td>
<td></td>
</tr>
<tr>
<td>a) Total administrative cost</td>
<td></td>
</tr>
<tr>
<td>b) Division of cost according to different heads</td>
<td></td>
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<tr>
<td>c) Any other</td>
<td></td>
</tr>
<tr>
<td><strong>E) CASH BUDGET</strong></td>
<td></td>
</tr>
<tr>
<td>a) Cash receipts</td>
<td></td>
</tr>
<tr>
<td>b) Cash payments</td>
<td></td>
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<tr>
<td>c) Any other</td>
<td></td>
</tr>
</tbody>
</table>
F) NEW PRODUCT BUDGET

a)  

b)  

c)  

d)  

e)  

G) WAGE AND SALARY

a) Number of labourers  
b) Categories of worker  
c) Any other, please specify  

H) ANY OTHER, PLEASE SPECIFY

..........................  
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INFORMATION SHEET
OF
PERSONNEL DEPARTMENT

1. Of the undermentioned, what are the decisions that you take? Kindly also indicate, against each decision point the information needed to take such decisions.

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<thead>
<tr>
<th>DECISION POINT</th>
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<tbody>
<tr>
<td>A) WAGE AND SALARY ADMINISTRATION</td>
<td></td>
</tr>
<tr>
<td>a) Job evaluation and grading</td>
<td></td>
</tr>
<tr>
<td>b) Establishment of job and rate changes</td>
<td></td>
</tr>
<tr>
<td>c) Incentive plans, time and standard studies</td>
<td></td>
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<tr>
<td>d) Prevailing market rate</td>
<td></td>
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<td>e) Any other, please specify</td>
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<tr>
<td>B) COST OF RECRUITMENT</td>
<td></td>
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<tr>
<td>a) Cost of advertising</td>
<td></td>
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<tr>
<td>b) Cost of processing</td>
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<tr>
<td>c) Cost of Selection</td>
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<tr>
<td>d) Cost of Induction and training</td>
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<tr>
<td>e) Any other, please specify</td>
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<tr>
<td>C) MANPOWER PLANNING</td>
<td></td>
</tr>
<tr>
<td>a) Total number of employees in the firm</td>
<td></td>
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<tr>
<td>b) Total number of employees in other similar firms.</td>
<td></td>
</tr>
<tr>
<td>c) Any other, please specify</td>
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<tr>
<td>D) TURNOVER OF EMPLOYEES</td>
<td></td>
</tr>
<tr>
<td>a) Average number of employees on payroll</td>
<td></td>
</tr>
<tr>
<td>b) Total number of separations per month</td>
<td></td>
</tr>
<tr>
<td>c) Turnover of employees at present and in past</td>
<td></td>
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<tr>
<td>d) Turnover of employees in other similar firms</td>
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<tr>
<td>e) Any other, please specify</td>
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</tbody>
</table>
E) ACCIDENT FREQUENCY DURING THE YEAR (?)

a) Total manhours worked
b) Manhour work lost due to disabling injuries.
c) No. of accidents in the firms and other similar firms
d) Any other, please specify

F) TRAINING/DEVELOPMENT

a) Type of training
b) Period of training
c) Training details of other firms
d) Total cost in RS.
e) Any other, please specify

G) OTHER AMENITIES LIKE HEALTH, SAFETY, EDUCATION

a) Working conditions
b) Services offered
c) Any other, please specify
d) Expenses allocated to these

H) ANY OTHER, PLEASE SPECIFY

..........................
..........................
..........................
ORGANISATION CHART - 1-B

RESIDENT DIRECTOR

S R
GENERAL MANAGER

GEN MGR
AUTO COMPLEX

S R
DR GM

AGM
ENGG

AGM
AUTO

AGM
SPARES

AGM
MSD

SR MGR
ENGG

SR MGR
AUTO

SR MGR
SPARES

SR MGR
MSD

MGR
ENGG

MGR
AUTO

MGR
SPARES

MGR
MSD

REDESIGNED CHART BY RESEARCHER