APPENDIX

I. QUESTIONNAIRE

- Information of the Enterprise : ____________________________
- Name of the Entrepreneur : ____________________________
- Qualification : ____________________________
- Name of Enterprise : ____________________________
- Address : ____________________________
- Activity/Product/Service
  1] ____________________________  2] ____________________________
  3] ____________________________
- Establishment since (year) :- ____________________________
- Membership of any organization:- ____________________________

QUESTIONS

1. Present Capital Investment:-
   Below 25 Lakh ☐  Above 1Cr. ☐
   Between 25 Lakh to 1Cr. ☐

2. Turn Over:-
   Below 1Cr. ☐  Between 2Cr. to 4Cr. ☐
   Between 1Cr. to 2Cr. ☐  Above 4Cr. ☐

3. Turn over trend in last 3 years:-
   Has gone up ☐  Has gone down ☐  No change ☐

4. Reasons for change:-
   Market condition ☐  Shortage of raw material ☐
   Labor problem ☐  Competition ☐
   Shortage of funds ☐
   Any other ____________________________

Signature
• **Planning**

5. What is the nature of your product?

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Options</th>
<th>Strongly agree</th>
<th>Partially agree</th>
<th>Partially disagree</th>
<th>Strongly disagree</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Totally innovative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td>Product or service not known in your environment and presenting in a new manner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td>Readymade idea/Follow established player</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>Import substitution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e)</td>
<td>Export orientation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Do you build personal contact with customer and assure them for quality, timely delivery etc?

- Strongly agree. [ ]
- Partially agree [ ]
- Undecided [ ]
- Partially disagree [ ]
- Strongly disagree [ ]

7. How do you improve your volume of business?

- a) By making improvement in quality of product.
- b) By modification
- c) I locate marketing gap and expand territory.
- d) No need for my business

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)
8. How do you generate orders / market your product?
   a) Make ______ number of phone calls or contact in a month.
   b) ______ Number of customers shows their interest.
   c) ______ Number of interests I convert into actual orders.
   d) ______ Number of orders I actually execute.
   e) Any other methodology ______________________

9. How did you raise initial capital?
   a) Own savings
   b) Bank loan
   c) Borrowings from relatives and friends
   d) Financial institute
   e) Other __________________________________________

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)

10. How do you plan to cover risk in business?

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Options</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Study of the market.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>The technicality of business and business process/Expertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Task which depends on efforts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Calculated risk.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)
11. What according to you are the determinants of business objectives?
   a) Volume of sale ☐  b) Volume of orders ☐
   c) Working hours ☐  d) Any other parameter ☐

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)

12. Which parameters do you consider for financial planning?
   Labor Payment ☐  Tax (Municipal/Income/Vat) ☐
   Material supply payment ☐  Labor health and safety ☐
   Customer service and relations ☐  Petty cash expenses ☐
   Other ____________________________

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)

13. Do you make the suppliers and other payments regularly in time?
   Strongly agree. ☐  Partially agree ☐  Undecided ☐
   Partially disagree. ☐  Strongly disagree ☐

14. Are you aware of ‘Industrial Engineering’ and its implementation?
   Strongly agree. ☐  Partially agree ☐  Undecided ☐
   Partially disagree. ☐  Strongly disagree ☐
**Organizing**

15. Which are the categories of employees in your organization?

<table>
<thead>
<tr>
<th>SR. No</th>
<th>Options</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1]</td>
<td>Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2]</td>
<td>Engineers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3]</td>
<td>Supervisors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4]</td>
<td>Workers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Skilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Semiskilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Unskilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5]</td>
<td>Accounting staff</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. Are employees cooperative and enthusiastic in approach?

- Strongly agree.  
- Partially agree  
- Undecided  
- Partially disagree  
- Strongly disagree

17. Do employees accept your leadership?

- Strongly agree.  
- Partially agree  
- Undecided  
- Partially disagree  
- Strongly disagree

18. Salary to workers and staff is always made in time.

- Strongly agree.  
- Partially agree  
- Undecided  
- Partially disagree  
- Strongly disagree
19. Monitoring of activities is done through

<table>
<thead>
<tr>
<th>SR NO.</th>
<th>Options</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Myself</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td>Supervisors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td>Skilled workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>Daily record</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

20. Labor attrition rate of employees is: (Low- O to 5%, Medium- 5% to 10%, High- above 10%)

Low [ ] Medium [ ]

High [ ] Zero [ ]

21. Employees are motivated by:

A] Options 6 monthly Yearly

- Rise in salary
- Incentive
- Paying them bonus

B] Facilities provided are-

- Paid leaves [ ]
- Medical benefits [ ]
- LTA [ ]
- Any other [ ]

(eg- canteen, extra activities, sports)
C] Moral Support is given by -

a) Taking meetings
b) Supporting for good work
c) Delegating authority and responsibility
d) Personal contact
e) Technical updating by giving training for required skill

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)

22. Do you follow all the disciplines of the unit?
   - Strongly agree. ☐
   - Partially agree ☐
   - Undecided ☐
   - Partially disagree. ☐
   - Strongly disagree ☐

- **Controlling**

23. Do you visualize the daily planning with anticipated output?
   - Strongly agree. ☐
   - Partially agree ☐
   - Undecided ☐
   - Partially disagree. ☐
   - Strongly disagree ☐

24. Do you update yourself with technology and new things introduced by competitors?
   - Strongly agree. ☐
   - Partially agree ☐
   - Undecided ☐
   - Partially disagree. ☐
   - Strongly disagree ☐

25. For keeping updated, do you read the books, Journals, Attending qualifying courses etc.?
   - Strongly agree. ☐
   - Partially agree ☐
   - Undecided ☐
   - Partially disagree. ☐
   - Strongly disagree ☐
26. Do you take all decisions in your business?

- Strongly agree. ☐  Partially agree ☐  Undecided ☐  Partially disagree. ☐  Strongly disagree ☐

27. Do you feel that your customers are fixed and consistently ordering you for last three years there is no need for expansion of market?

- Strongly agree. ☐  Partially agree ☐  Undecided ☐  Partially disagree. ☐  Strongly disagree ☐

28. Product quality is confirmed before delivery as per the customer requirement and also by feedback report

- Strongly agree. ☐  Partially agree ☐  Undecided ☐  Partially disagree. ☐  Strongly disagree ☐

29. How is the Productivity control observed?

- Labor productivity ☐  Material productivity ☐  Machine productivity ☐  Capital productivity ☐  Not utilizing this tool ☐

30. For total control of the unit following methods do you use?

- ISO ☐  JIT ☐  Kaizen ☐  TQM ☐  Six sigma ☐  ABC analysis for inventory control ☐  Not utilizing any method ☐

Any other ________________________________

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)
31. What does your present layout take care of?

- Material movement
- Movement of employees
- Parking, toilets etc
- Material stock
- Storage
- Extra space if any and its utilization
- Machines
- Packing

(Prioritize your preferences on the scale of 1 as top priority to 4 as last priority)

32. How bill payment from customers is expedited?

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Options</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Cash/Cheque payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td>I give 15 day's credit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td>I give 30 days credit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>I give 60 days credit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e)</td>
<td>I give more than 60 days credit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

33. Is your working capital….?  

- Satisfactory
- Satisfactory

34. Utilization of working capital is towards -

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Options</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Finished goods/ Bills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td>Raw material purchase</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td>Material in process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>Labor payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e)</td>
<td>Sundry requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f)</td>
<td>Any other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
35. Do you compute expenses ratio?
   a) Operating expenses □  b) Administrative expenses □
   c) Operating ratio □  d) Any other way □
   e) So far not using any method □

• **Coordinating**

36. Which different communication methods for coordination of activities you incorporate?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Oral</th>
<th>Phone/Mobile</th>
<th>Fax</th>
<th>Internet</th>
<th>Written</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production (organization control)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery (Sales)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Billing (Sales)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing (new areas)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing customer contacts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

37. Good relations with existing financers is through, keeping them informed about the business. (Bank/investors and potential investors)

   Strongly agree. □  Partially agree □  Undecided □  Partially disagree. □  Strongly disagree □

38. Which of the following licenses are obtained for Business establishment?
   a) Shop or Factory Registration □  b) Electricity connection □
   c) Water connection □  d) Telephone connection □
   e) Pollution NOC □  f) Other _____________________________________________________________
• **Directing**

39. Can you convince employees regarding implementation and task?

   a) Yes  
   b) No  

40. Do you agree that you are taking your business towards its objective?

   - Strongly agree.  
   - Partially agree  
   - Undecided  
   - Partially disagree.  
   - Strongly disagree  

   □ □ □