APPENDIX - I A

QUESTIONNAIRE

A. You

1.1 Name of the company
1.2 Address of the company

1.3 Main products of the company
1.4 No. of branches/divisions, if any
1.5 Total number of employees
   separately for branches/divisions
1.6 Paid up capital as on 31 March '93
1.7 Sales turnover
   92-93
   91-92
   90-91
   89-90

1.8 Net profit
   92-93
   91-92
   90-91
   89-90

1.9 Public sector enterprise/private sector enterprise

B. Your Industry Group

2.1 Industry to which this company belongs
   Iron and steel
   Non-ferrous
Paper and allied products
Engineering
Cement
Textiles
Tobacco
Sugar
Fertilizer
Coal mining
Petroleum products
Food and beverage
Chemicals
Pharmaceuticals
Soap and cosmetics
Tyre
Automobiles
Machine tools
Electric equipment
Consumer electronics
Any other

C. Your Capital Expenditure

3.1 Amount of capital expenditure planned
92-93:
91-92:
90-91:
89-90:

3.2 Amount of capital expenditure spent
92-93:
91-92:
90-91:
89-90:
3.3 Plans for expansion and diversification

<table>
<thead>
<tr>
<th>Planned amount</th>
<th>Spent amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>92-93</td>
<td></td>
</tr>
<tr>
<td>91-92</td>
<td></td>
</tr>
<tr>
<td>90-91</td>
<td></td>
</tr>
<tr>
<td>89-90</td>
<td></td>
</tr>
</tbody>
</table>

3.4 Attach additional sheets showing list of capital expenditure items (more than Rs.50,000) along with planned date of completion, cost and saving against actual date of completion, cost and saving for each item for the period 92-93, 91-92, 90-91 and 89-90. Additional details like impact on environment by each project, pollution control techniques planned and achieved etc., can also be added.

3.5 Sources of fund

3.6 Cost of capital

3.7 Years of planning ahead for capital expenditure

[a] Routine

[b] Expansion/Diversification

3.8 Percent of new investment proposals for both routine and expansion/diversification originate at each of the following levels:-

<table>
<thead>
<tr>
<th>Routine</th>
<th>Expansion/Diversification</th>
</tr>
</thead>
<tbody>
<tr>
<td>[a] Head Office</td>
<td></td>
</tr>
</tbody>
</table>
3.9 Percent of screening of new proposals at each of the following levels:

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routine</td>
<td></td>
</tr>
<tr>
<td>Expansion/Diversification</td>
<td></td>
</tr>
</tbody>
</table>

[a] Head Office
[b] Divisional/!
Regional!
Office!
[c] Plant Office:
[d] Any other

D.. Your Organisation

4.1 Organisation set up for screening the proposals

4.2 Approval levels and their limits

4.3 Ranking of the capital expenditure evaluation techniques as is being practised in your organisation

[a] Payback method
[b] Accountant Rate of Return
[c] Discounted cash flow rate
[d] Net Present Value method
[e] MAPI
[f] Any other
4.4 Problems, if any, faced by the organisation in evaluating the proposals

4.5 Manuals or procedures for capital expenditure, if so relevant features

E. Your Team

5.1 Type of organisation for implementing the capital expenditure

5.2 Number of members of the implementing team and their freedom for decision making

5.3 Frequency for review meeting

5.4 Reporting system

F. Your Evaluation Methods

6.1 Type of O.R techniques used in assessing the progress of capital expenditure decisions

6.2 Frequency of progress evaluation

6.3 Comments about review

6.4 Sensitivity analysis
6.5 Risk analysis
   [a] Methods employed
   [b] Results

6.6 Post Audit

6.7 The extent of expected returns as achieved in the past projects including the life

G. Your Comments

7.1 The weakness of your system

7.2 Proposed ranking of the capital expenditure evaluation techniques
   [a] Payback method
   [b] Accountant Rate of Return
   [c] Discounted cash flow rate
   [d] Net Present Value method
   [e] M A P I
   [f] Any other

7.3 Suggestion for improvement

7.4 General comments

H. Approval

8.1 Name of the Chief Financial Officer of the company
8.2 Name of the Chief Engineer of the company

8.3 Name of the Chief Project Manager of the company

8.4 Approval of this questionnaire with date

I. About I

9.1 Name E.C.JOSE

9.2 Occupation Materials Superintendent Indian Aluminium Company Ltd.

9.3 Address A-1, IAC Staff Quarters Indian Aluminium Company Ltd., P.O.Kuttikattukara Ernakulam - 683 504

9.4 Purpose As a research student of Schoool of Management Studies, Cochin University of Science and Technology, Cochin - 682 022.

THANK YOU

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APPENDIX - 1B

The following is the schedule used to collect data during discussion with senior executives of various companies.

SCHEDULE

[01] How much is the increase in cost in capital expenditure during the last five year in your company?

[02] How much is the delay in implementation of capital expenditure projects?

[03] What are the reasons for delay and how much each reason is contributing?

[04] What is the return on expected gain of capital expenditure projects in your company?

[05] What is the efficiency of project evaluation?

[06] How much is the effectiveness of feasibility of detailed financial report?

[07] What is the effectiveness of project planning and scheduling?

[08] What is the effectiveness of project monitoring?
[09] What is the effectiveness of negotiation for capital expenditure projects?

[10] How much is the use of computerised project management technique in capital expenditure projects?

[11] Are you using network technique in capital expenditure project? If so, how much?

[12] Any other information relevant to capital expenditure.

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