QUESTIONNAIRE

Date

Name of the Organization:

Name of the person:

Designation:

Address:

E-mail: j

Ph. No: j

1. What is the year of establishment of your organization?

2. What is the nature of the company?
   (a) Sole proprietorship   (b) Partnership   (c) Private ltd   (d) Public ltd

3. What are the products/ Business divisions of your organizations?

4. How many employees are there in your organization?
   (a) Less than 20   (b) 20-50   (c) 50- 100   (d) More than 100

5. How many of them are technical personnel?
   (a) 25%   (b) 50%   (c) 75%   (d) 90%

6. What is the average age group of employees?
   (a) 18-25   (b) 25- 30   (c) 30 –40   (d) 40- above

7. Rank the following dept. in software industry according to their importance?
   (a) Finance   (b) HRM   (c) Production   (d) Marketing

8. Do your organization have any separate HRM department?
   (a) Yes   (b) No
9. If No, Who looks after HRM activities of your organization?
   (a) Director    (b) Unit Head/Software Manager    (c) Any other (pls. Specify)

10. If Yes, How many employees are there in your HRM Department?

11. What is the educational background of the person looking after HR activities?
    (a) Computer Science    (b) Engineering    (c) Other (Management/ commerce)

12. What qualities are seen while selecting the candidate for job?
    (a) Personal attribute    (b) technical skill    (c) Human attribute

13. Which HRM functions/ activities do you regularly perform in your organization?
    (a) Man power Planning    (b) Training & Development    (c) Performance appraisal    (d) Job evaluation

14. How do you determine your Manpower need?
    (a) Corporate plan    (b) Immediate request    (c) Managerial judgement    (d) Ratio to Trend Analysis    (e) Delphi Technique    (f) Work study technique

15. How much lead time duration do you generally get before actual recruitment?
    (a) Less than 15 days    (b) 15-30 days    (c) 30-60 days    (d) More than 60 days

16. What is the recruitment policy in your organization?
    (a) Internal    (b) External    (c) First internal then External

222
17. Which source of recruitment is used in your organization?
   (a) Newspaper  (b) Magazine  (c) Campus Interview  
   (d) Recruitment Consultant  (e) Employment Agencies  
   (f) Internet (Online recruitment)  (g) References by friends & employees  
   (h) Job Mes

18. What comprises of selection procedure?
   (a) Online Interview  (c) Technical test and Group discussion  
   (b) Written Test  (e) Interview  
   (f) Telephonic interview  (g) All the above

18. What strategy is adopted in employing people?
   (a) Contractual or project basis  (b) Permanent basis

19. Who decides final selection of the candidate?
   (a) Director  (b) Unit Head/Software Manager  (c) Any other (please specify)

20. Does the team consulted into which recruits are selected?
   (a) Yes  (b) No

21. What is the working duration?
   (a) 8 hours  (b) 12 hours  (c) More than 12 hours  (d) Flexitime

22. What efforts are made by the company to enrich employees for job?
   (a) Frequent training programmers  (b) Fast technological upgradation  
   (b) Incentives  (d) All the above  (e) Any other

23. Are the employees trained before they placed on the job?
   (a) Yes  (b) No
24. How many training programs were conducted in your organization in last three years?
   (a) Less than 5  (b) 5-10  (c) 10-20  (d) More than 20

25. How do you assess training need?
   (a) Organizational Analysis  (b) Questionnaire
   (c) Operational Analysis  (d) Observation
   (e) Others  (f) Task analysis
   (g) Employees themselves

26. Which kind of training programs is generally arranged for employees?
   (a) On the job  (b) Off the job

27. What is the average amount spend on training per annum?
   (a) Below 10000  (b) 10000-50000  (c) 50000-200000  (d) More than 200000

28. What is the basis for training programme?
   (a) Performance based  (b) Fixed time based  (c) As and when need arise
   (d) Any other

29. Which training method do you use frequently?
   (a) Case study  (b) Role play  (c) On the job  (d) Lecture method
   (e) Demonstration  (f) All the above  (g) Any other (Specify)
   (h) Use of external agencies  (i) Online training

30. Do you call experts from outside or use in-house experts services to train employees?
   (a) In house experts  (b) External Experts  (c) Both
31. How do you evaluate individual performance?

(a) Formal performance appraisal (b) Individual appraisal (c) Project wise appraisal
(d) Team appraisal (e) Time based

32. What is the time interval for performance appraisal?

(a) Yearly (b) Half Yearly (c) Quarterly (d) Monthly (e) Project wise

33. Which method of performance appraisal is generally used in your organization and why?

(a) Standard Appraisal Form (b) Grading Method (c) Critical incident method (d) Panel review method (e) MBO approach (d) Human asset accounting method (g) Any other (pls. Specify)

34. Who does the Appraisal?

(a) Director (b) Unit Head/Software Manager (c) Personnel Dept. and Software manager combined (d) Any other (pls. Specify)

35. What is the basis of compensation determination?

(a) Performance only (b) Experience and Performance (c) Job evaluation (d) Demand/supply Ratio

36. What is average salary is being paid to software professional in your company?

(a) Below 5000 (b) 5000- 15000 (c) 15000-30000 (d) 30000- 50000 (e) More than 50000

37. What are the criteria for salary increment and promotion?

(a) Seniority (b) Purely Performance basis (b) Seniority & performance (d) Project based (e) Efficiency/ quality of work

38. How frequently formalize salary increment and promotions are given to employees averagely in a year?

(a) Once (b) less than 3 (c) More than 3 times (d) Not certain
39. What is the basis for the bonus payments?
   (a) Time based (b) project based (c) No bonus is paid

40. What efforts are taken to motivate employees?
   (a) Incentives (b) Promotion (c) Recreational facilities (d) Any other

41. What are the techniques used to reduced job stress?
   (a) Yoga (b) Meditation (d) Flexi time (d) Recreational facilities

42. What sort of employee participation is there in management?
   (a) Suggestion (b) Works committees (c) Joint management council/decision-making (d) No Participation

43. Is job evaluation done in your organization?
   (a) Yes (b) No

44. If yes, which method of job evaluation is used in your organization?
   (a) Job classification (b) Grading (b) Point comparison (d) Factor comparison

45. What is the employee turnover rate in your organization?
   (a) less than 5% (b) 5-10%  
   © 10 -20% (d) 20-40% (e) Above 40%

46. What type of facilities are provided to your employees?
   (a) Canteen Facilities (b) LTC (b) Free children Education (d) paid holidays (e) Any others (please specify)

47. What types of fringe benefits are given to your employees?
   (a) Gratuity (b) P.F. (c) Family Pension (d) Any Other (please specify)

48. What extra measures/benefits are given to employees to retain them longer in organization?
   (a) ESOP (b) Flexi time (c) Performance base incentives (d) Any Others (e) None
49. Is there any conflict management system in your organization?
   (a) Yes  (b) No

50. What do you do to resolve conflict in your organization?
   (a) Group Meeting  (b) Grievance Committee  (c) No such system  (d) Others

51. What are the general HR problems faced by HR department?

52. What was the toughest situation faced by HR department last year?

53. What are the grievance handling methods used?
   (a) Counseling  (b) complaint box  (c) any others

54. What is the ratio of Gujarati and non-Gujarati employees in your organization?

55. How do you manage diversity in your organization?

56. What do you do to upgrade your employees with latest technology?
   (a) Training programs  (b) Seminars  (c) Send employees to different institutes  (d) Any Other  (f) None

57. What the company is doing for providing better career advancement opportunities to employees in your organization?
   (a) Career advancement scheme  (b) Abroad training facilities  (c) Any other  (d) None

58. If yes, Kindly brief about your career advancement scheme of your organization?

59. What are the areas of future challenges of software industry?

60. Do you feel that Demand & supply parity exist in the software industry?
   (a) Yes  (b) No
61. Do you practice Human resource accounting and auditing in your organization?
   (a) Yes  (b) No

62. What is the approximate investment of your organization?
   (a) less than 50 lakh  (b) 50 to 100 lakh  (c) 100 to 1000 lakh
   (d) 1000 to 50 00 lakh  (e) above 5000 lakh

63. What are the approximate sales turnover of your organization?
   (a) Less than 50 lakh  (b) 50 to 100 lakh  (c) 100 to 500 lakh
       (d) 500 to 1000 lakh  (e) Above 1000 Lakh

64. Can you give approximate ratio of Domestic sales and export sales?

65. After the bubble blast of dot.com, what are the significant changes in HR practices if any?

66. What is the main areas of differences between HR Practices in software companies and non software Companies?

67. How software development is done?
   (a) Individually  (b) In team

68. Do you believe that team are provided with sufficient resources?
   (a) Yes  (b) No

69. Do you practice team-building exercise?
   (a) Yes  (b) No

70. Do you believe that team building exercise has increased and benefit group cohesion?
   (b) Yes  (b) No
67. Which of the following is a possible reasons for recent recession in software industry?

(a) 11th September Attack (b) Demand Supply mismatch (c) Due to market/ Economic recession (d) Cyclic variation (e) Any other