APPENDIX III-1

STUDY OF ENTREPRENEURSHIP DEVELOPMENT IN UTTAR PRADESH

1. Name of the Agency
2. Year of establishment
3. Area of operation: National/State/District/Local
4. Organisational set up at operation level
5. Functions with their objectives (in order of priority)
   i) ii) iii) iv)
6. Whether these functions are performed by other agencies? Yes/No
6.1 If 'yes', how the functions of your agency differ from other agencies?

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Your agency's name</th>
<th>Other agency's name</th>
<th>Functions</th>
<th>Difference</th>
</tr>
</thead>
</table>

6.2 If they do not differ why is it performed by other agencies?

7. Is there a need of coordination between your agency and agencies performing the same/different function? Yes/No
7.1 If 'yes', give following details:

<table>
<thead>
<tr>
<th>Name of agency</th>
<th>Nature of coordination</th>
<th>Problem faced in coordinating with them</th>
<th>What type of coordination required</th>
</tr>
</thead>
</table>
7.2 Are you satisfied with this coordination? Yes/No
7.3 If 'not', what do you suggest?
8. Has your agency any branch functioning at National/State/District/Local level? Yes/No
8.1 If 'yes', how does your agency coordinate with them?
9. What criteria do you use to evaluate the performance of your agency?
9.1 How is the success of your agency in terms of these criteria?
9.2 What factors are important for effective performance of your agency?
10. Are you satisfied with the performance of your agency? Yes/No
10.1 If 'not', why?
10.2 What is more needed for better performance?
11. Is there any follow up activity? (Probe)
APPENDIX III-2

INTERVIEW SCHEDULE

STUDY OF ENTREPRENEURSHIP DEVELOPMENT IN UTTAR PRADESH

1. Name of the entrepreneur

2. (a) Age _____ (b) Caste _____ (c) Religion _____
   (d) Regional background _____ (e) Place of birth _____

3. Educational qualification (a) General _____
   (b) Technical _____

4. Job history before entering manufacturing entrepreneurship, if any:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Occupation</th>
<th>Duration</th>
<th>Income</th>
<th>Reasons for leaving</th>
</tr>
</thead>
</table>

5. Occupation of grandfather

6. Occupation of father

7. Is any of your relatives engaged in industry?
   (a) None
   (b) From paternal side
   (c) From maternal side
   (d) From wife's side

8. Have you had any training in entrepreneurship? Yes/No

8.1 If 'yes', please give following details:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Nature of training</th>
<th>Year</th>
<th>Duration</th>
<th>Institution</th>
</tr>
</thead>
</table>

8.2 If 'no', please give reason (in order of priority)

(a) No information of training ( )
(b) No encouragement from caste/community/family ( )
(c) No need of technical knowledge ( )
(d) Training has no use in setting/running industry ( )
(e) Any other (specify) ( )
9. What were the reasons for your going into training? (in order of priority)
   (a) Desire for setting up an industry
   (b) For techno-economic know-how
   (c) Motivated by success of other trained entrepreneur
   (d) Encouraged by family/caste/friends
   (e) Any other (specify)

10. What type of guidance was provided to you by training? (in priority order)
    (a) In the selection of project
    (b) In preparation of project
    (c) In obtaining information regarding financial support/machinery and equipment process and product profiles
    (d) Any other (specify)

11. Did training programmes help you in becoming manufacturing entrepreneur?  
    Yes/No

11.1 If 'yes', how?

11.2 If 'no', why?

12. Do you think training given to you has been adequate to meet the needs in your work?  Yes/No

12.1 If 'yes', how?

12.2 If 'no', why?

13. Do you think that courses/programmes should be modified?  Yes/No

13.1 If 'yes', offer your suggestions regarding:
   (a) Curriculum
   (b) Duration
   (c) Selection of trainee
   (d) Trainers
   (e) Any other
14. Do you have training facility for new entrants in your unit:
   (a) Formal facility ( ) (b) No facility ( )
   (c) Informal facility ( )

15. Name of the unit

16. Year of establishment

17. Year of starting production

18. Nature of the unit

19. Who started this unit?

20. If you started it where from did you get the idea of setting up an industry? (in order of priority)
   (a) Family/relatives/friends ( ) (b) Government agencies ( )
   (c) Self ( ) (d) Any other ( )

21. What are your reasons for entering the manufacturing entrepreneurship? (in order of priority)
   (a) Monetary profit ( ) (b) Technical knowledge ( )
   (c) Traditional occupation ( ) (d) Family was engaged in it ( )
   (e) Encouragement by government assistance ( )
   (f) Non-availability of satisfactory job ( )
   (g) Any other (specify) ( )

22. What are the important factors that you considered while selecting this industry? (in order of priority)
   (a) Financial assistance by government ( )
   (b) Easy availability of raw material ( )
   (c) Infrastructural facilities ( ) (d) Family business in this product ( )
(e) Market potentialities ( )
(f) Government policies ( )
(g) Any other (specify) ( )

23. What was the initial investment of this unit?
23.1 Sources of initial capital
24. What is the total investment of your firm today?
   (a) Loan % ( )
   (b) Source of loan _________
   (c) Non loan % _________

25. Mention the major difficulties you experienced in planning/setting up this industry?
25.1 How did you overcome them?
25.2 What are your suggestions to solve these problems?
26. What type of contacts do you have with government officials/political people/big industrialists?
   (a) No contacts ( )
   (b) Intimate contacts ( )
   (c) Not intimate ( )
26.1 How useful are such people in your business activities?
27. Who are main buyers of your goods?
   (a) Government department UP/All India ( )
   (b) Private consumer UP/All India ( )
27.1 Who are mainly helpful in locating these markets?
   (a) Own efforts ( )
   (b) Family members ( )
   (c) Agents ( )
   (d) Government agencies ( )
28. How is the demand of your goods:
   (a) Increasing ( )
   (b) Decreasing ( )
   (c) Fluctuating ( )
29. To what extent you are satisfied with the growth of your unit?
   (a) Completely satisfied ( )
   (b) Not satisfied ( )
   (c) Just satisfied ( )
30. What are the major problems that are creating hurdles in the progress of your unit? (in order of priority)

(a) Finance ( ) (b) Infrastructure ( )
(c) Marketing ( ) (d) Government policies ( )
(e) Labour ( ) (f) Any other ( )

30.1 To what extent you are able to solve these problems?

30.2 Offer your suggestions to solve these problems

31. Would you encourage your children to become entrepreneur?

31.1 Yes/No, why?

32. A number of programmes have been initiated by the government to help the entrepreneur. Please indicate your awareness of these programmes and the benefits you get from them.

<table>
<thead>
<tr>
<th>Programme</th>
<th>Organisation</th>
<th>Nature of help</th>
<th>Extent of help</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>Hire purchase of machines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>Consultancy</td>
<td>Marketing of goods</td>
<td></td>
</tr>
<tr>
<td>Export</td>
<td>Ancillary unit</td>
<td>Raw material depot</td>
<td>Import</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tool room facility</td>
<td>Land/Shed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Any other (specify)</td>
<td></td>
</tr>
</tbody>
</table>
Kindly indicate the level of your agreement or disagreement with each of the following statements:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Neutral</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Those who are over ambitious generally fail.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Where there is a risk there is a gain.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>When one is not sure to carry out a task successfully it is better not to do it.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Employ the resources to achieve the goals without thinking too much of the later consequences.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>To invent or follow new methods is not essential for high level attainment.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>I do my job because I have to do it.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>What I am doing at present gives me full satisfaction.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Attempt new things if you are sure to achieve positive results within a reasonable time.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>One who always aspires for what he does not possess, loses even what he already has.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>My job is my mission.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>It is irresponsible to put one's entire resources for uncertain benefit.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Normally I find it difficult to take decisions which may benefit in the long run.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>I am doing my job simply to earn a living.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Never follow a routine path if you want to give a lead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>I am doing the present job because I want to achieve something out of it.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX III-3

INTERVIEW SCHEDULE FOR STUDYING MOTIVATIONAL CLIMATE

1. MCC

Under each item rank order the five statements. Put I against the statement which is most descriptive of your organisation, 2 against the one which is fairly true of your organisation, but not as much as 1 and so on. Put 5 or 6 (as the case may be) against the statement which does not describe, or is least descriptive of your organisation.

1 - Orientation

-a People here are more concerned about following rules and procedures.
-b The highest concern in the organisation is about the development of people.
-c Achieving goals or targets set seems to be the main concern.
-d Consolidating one's own personal position and influence seems to be the main concern.
-e Keeping the boss in good humour seems to be the main concern.

2 - Interpersonal Relationship

-a The atmosphere here is very friendly and people spend enough time in informal friendly groups.
-b There are strong cliques in the organisation.
-c Business-like relationship prevails here. People are warm but get-together mostly for work.
-d People have strong associations with their superiors and mostly sit with them.
-e People avoid association with their superiors.
-f People have greater concern for one another, and help others spontaneously when such help is needed.
3 - Supervision

-a Supervision here is usually to check mistakes and "catch" the person.

-b The main spirit of supervision is to help the person supervised.

-c Supervision is effective in creating a climate of commitment and achievement.

-d The main purpose of supervision is to ensure that the targets are achieved.

-e Supervisors are very friendly and find it difficult to communicate strong feedback to their subordinates.

4 - Communication

-a Communication is usually one way - from top to down in the organisation.

-b Only those who know each other will get the information first.

-c Relevant information is available to all who need and can use such information.

-d People taking initiative in communicating show concern for others.

-e Communication is often selective - people usually hold back some crucial information as a way of control.

5 - Decision Making

-a Decisions are usually made at the top and communicated downward.

-b Decisions are made at the appropriate level.

-c In decision making only a few chosen participate.

-d People affected and concerned are involved in decision making.

-e Decision making process in the organisation contributes to its strength and effectiveness.

6 - Trust

-a There is almost no trust in one another.

-b Only close friends are trusted.
-c Only the supervisors (or subordinates) are trusted.
-d There is fairly high personal trust and people confide each other.
-e Generally people can rely on help and support of others.
-f Generally people have trust in the abilities of others.

7 - Managing Problems

-a People solve the problems individually.
-b People consult their friends while dealing with the problems.
-c Groups of people competent to solve the problems get together for working on the problems.
-d People usually refer the problems and look for solution to their seniors.
-e Problems are rather avoided.

8 - Managing Mistakes

-a No notice is taken of mistakes, or the person making a mistake is asked not to worry about it.
-b The person is called and asked to be careful in future.
-c The person is criticised and punished.
-d The person is given help in analysing the mistakes to prevent them in future.
-e A mistake is seen as an experience from which lessons are learnt to prevent failure in future.

9 - Management of Conflict

-a Conflicts are usually avoided and people refer to the friendly atmosphere to help avoid conflicts.
-b Arbitration or third party intervention (usually by seniors) is sought and used.
-c Those who are stronger force in their point of view.
-d Concern is shown and people help in resolving the conflict.
-e The problem is analysed and solution worked out in a dispassionate way.
10 - Managing Rewards

- a Only merit (excellence in work) is rewarded.
- b Loyalty is rewarded more than anything else.
- c Persons helping their junior colleagues to develop and those contributing to team work are rewarded more.
- d The organisation recognises those who are able to get things done by others.
- e Personal relations play a great role in the reward system.

11 - Risk-taking

- a Very little risk is taken by people here.
- b People take risk with the approval of their superiors.
- c People here take very high risk.
- d People take risk with confidence about the help and support they will get from their colleagues.
- e Calculated risk is taken by individuals.