APPENDIX ‘B’

QUESTIONNAIRE

SECTION -I

1. Name of Respondent : ________________________________

2. Post Held : ________________________________

3. Organisation : ________________________________

4. Location : [ ] Haryana  [ ] Punjab  [ ] Chandigarh

5. Type of Organisation : [ ] Public Sector  [ ] Private Sector  [ ] Joint Sector
   : [ ] Manufacturing  [ ] Services  [ ] Others

6. Number of Years Company in Business : _____________

7. Number of employees in the Organisation : _____________

8. Percentage of Export Market (if any) : _____________

9. Type of ownership : _____________

SECTION –II

1. Has your organisation formally adopted TQM as a quality improvement strategy?
   □ Yes
   □ No
   □ Unknown

2. Has your organisation formally identified its customers under TQM?
   □ Yes
   □ No
   □ Unknown

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3. Rank in order of importance the following customer categories (1 = most important; 9 = least important):

- Other departments/divisions
- Upper management
- (in same organization)
- Other government agencies
- Manufacturing organizations
- Others (Please specify)
- Service organization
- Government organizations
- Private organizations

For the applicable questions circle the appropriate responses from this scale:

- A = Strongly Disagree
- B = Disagree
- C = Neither Agree Nor Disagree
- D = Agree
- E = Strongly Agree

4. In my opinion, external forces pressurized the firm to adopt TQM.

5. In opinion the staff at various levels is familiar with TQM principles.

6. In my opinion, the managers believe that TQM contributes nothing new or of greater value to management practices than does traditional management practices.

7. I believe that TQM contributes immensely towards organization.

8. I am familiar with TQM principles.

9. This organisation is integrating TQM principles into its operation.

10. The organisation demonstrates by words and deeds that continuous improvement is part of the organisation culture.

11. In my opinion, extra and heavy liability is required to be carried by all while adopting TQM activities.
12. I believe that current rules and regulations are required to be modified to incorporate the statutory requirements of TQM implementation.

13. In my opinion, ways in which this organisation could integrate TQM include (Rate all those that apply)

   i Comprehensive TQM based training for all, including management and non-management employees.
   ii One day TQM overview for all employees.
   iii Ensuring vision, mission, goals and values of the organisation by all.
   iv Empowered employees for on the spot decisions.
   v Team work with knowledge sharing and knowledge integration.
   vi Supportive organisational structure and roles.
   vii Focus on customer satisfaction.
   viii Others (Please specify).

14. In my opinion, potential problems to successful TQM implementation in this organisation include: (Rate all those that apply).

   i Lack of awareness and understanding for TQM.
   ii Lack of top management support and commitment for TQM implementation.
   iii TQM is not a serious issue to upper management.
   iv Resistance to change (Culture conflict).
   v TQM is perceived as just another fad.
   vi Difficulty motivating others to participate.
   vii Difficulty measuring the effectiveness of TQM improvements.
   viii Takes too much time from our real work.
   ix Tried it and found it didn’t help.
   x Lack of accountability.
   xi Benefits of TQM not properly understood.
   xii Lack of fund for implementing changes.
   xiii Management behavior is not supportive to TQM implementation.
   xiv Lack of reward schemes.
xv Dominance of individualization rather than collectiveness for improvement of quality. A B C D

xvi Others (Please specify). A B C D

15. In my opinion, the potential causes of poor quality in this organisation include: (Rate all those that apply).
   i. Inadequate information. A B C D
   ii. Poor communication. A B C D
   iii. Lack of supervision. A B C D
   iv. Poor understanding and implementation of various total quality improvement tools. A B C D
   v. Lack of quality prioritization. A B C D
   vi. Discontinuity of training on TQM. A B C D
   vii. Efforts are not well rewarded. A B C D
   viii. High cost of remedial work. A B C D
   ix. Others (Please specify). A B C D

15. In my opinion; the following measures are typical for the improvement of TQM implementation. (Rate all those that apply):
   i. Improvement of employees' financial standard and linking them with quality. A B C D
   ii. Improvement / up gradation of training methodology. A B C D
   iii. Development of Research and Development departments. A B C D
   iv. Widening the scope of co-operations with advanced organisation. A B C D
   v. Improving the organisations' methods and procedures of selecting suppliers and customers. A B C D
   vi. Increasing employee's participation in quality improvement efforts. A B C D
   vii. Improving cash flow by improving company's liquidity. A B C D
   viii. Increasing awareness and understanding of quality importance among all employees. A B C D
   ix. Other, (Please specify). A B C D
16. Possible measure that might be used to determine the success of TQM efforts in my organisation includes: (Please list as many as you can think of. If you have specific examples, be sure to include them also).

_____________________________________________________________________

_____________________________________________________________________

17. How would you describe the image of your organisation in your state?

_____________________________________________________________________

_____________________________________________________________________

18. According to you, what is the best way for your organisation to strengthen its image?

_____________________________________________________________________

_____________________________________________________________________

19. In your opinion, the current TQM involvement in last one year can be characterize as:

☐ Increasing significantly

☐ Increasing moderately

☐ Staying about at the same level as it has been

☐ Decreasing moderately

☐ Decreasing significantly

Thank You