PHASE-II QUESTIONNAIRE

PART-I

1. Name of the Organization:

2. Turnover (in Rs.)

3. Your Name & Designation:

4. Percent Growth in the Market Price of Company’s Share in the last financial year.
   a) More than 100%
   b) 50% - 100%
   c) 25% - 50%
   d) 1% - 25%
   e) No growth
   f) Decline

5. Your Collaborators (Name and Country)
   1. Since ....................
   2. Since ....................
   3. Since ....................

6. In which year did your organization start its production?

7. What were the products being made by your organization at the time?
   1.
   2.

8. What was the strength of the following at the time of commissioning?
   (1) Manpower
   (a) Managerial .................... (b) Workmen ....................
   (2) No of Layers in the Hierarchy
(3) No of Locations of your Plant
(4) No. of Dept's.
(5) Name the Dept's. 1. ..............................
2. .............................. 3. ..............................
4. .............................. 5. ..............................
6. .............................. 7. ..............................

(9) Please draw an outline of your Org. Structure at time of commissioning. (Please attach the sheet)

(10) What are the products being made now?
1. .............................. 2. ..............................
3. .............................. 4. ..............................
5. .............................. 6. ..............................
7. ..............................

(11) What is the strength now of the following:
(1) Manpower
(a) Managerial  (b) Workmen
(2) No of Geographical Locations
(3) No of Layers in the Hierarchy:
(4) No of Depts.
(5) Name the Department: 1. ..............................
2. .............................. 3. ..............................
4. .............................. 5. ..............................
6. .............................. 7. ..............................
8. .............................. 9. ..............................
10) .............................. 11) ..............................

12. What are the landmarks in the history of your Company (e.g. a new plant commissioned, a new product added etc)?
13. Please attach a copy of your present Organization structure.

14. What kind of organization structure would you state your company has?
   (a) Customer focused structure
   (b) Adhocracy
   (c) Simple Structure
   (d) Functional Structure
   (e) Divisional structure (Product Structure)
   (f) The Sector Structure/The Geographical Structure
   (g) The Conglomerate Structure
   (h) S B Us
   (i) Matrix Structure.
   (j) Any other (Please name)

PART - II

The following questions are meant to study the elements of your present organization structure. Please tick the appropriate choice.

1. How many different job titles are there?
   a) very few  b) small number
   c) moderate number  d) large number
   e) great number

2. What proportion of employees hold advanced degrees or have many years of specialized training?
   a) 0 –10 %  b) 11 – 20%
   c) 21 – 50%  d) 51 – 75%
   d) 76 – 100%

3. How many vertical levels separate the Chief Executive/M.D. from those employees working on shop floor in the largest/ deepest single Department?
4. What is the mean number of hierarchy levels for the organization as a whole?
   a) 1 or 2   b) 3 to 5
   c) 6 to 8   d) 9 to 12
   e) More than 12

5. What is the number of separate geographic locations where organization members are employed?
   a) 1 or 2   b) 3 to 5
   c) 6 to 15   d) 16 to 30
   e) more than 30

6. What is the average distance of these separate units from the organization's headquarters?
   a) less than 10 miles   b) 11 to 100 miles
   c) 101 to 500 miles   d) 501 to 3500 miles
   e) More than 3500 miles

7. What proportion of the organization's total work force are located at these separate units?
   a) Less than 10%   b) 11 to 25%
   c) 26 to 60%   d) 61 to 90%
   e) More than 90%

8. How much direct involvement does top Management has in gathering the information input that they will use in making decisions?
   a) None   b) little
   c) Some   d) a great deal
   e) a very great deal

9. To what degree does top management use the information/ opinions given by their juniors in decision making?
   a) 0 -20%   b) 21 - 40%
ANNEXURE-II

10. To what degree does top management directly control the Implementation/execution of the decision?
   a) 0 – 20%
   b) 21 – 40%
   c) 41 – 60%
   d) 61 – 80%
   e) 81 – 100%

11. How much power does the typical Dept. Head have over establishing his or her Deptt’s budget?
   a) very great
   b) great
   c) Some
   d) little
   e) None

12. How much discretion does the typical Dept. Head have over determining how his or her Dept’s performance will be evaluated?
   a) very great
   b) great
   c) Some
   d) little
   e) None

13. How much discretion does the typical Dept. Head have over hiring and firing personnel?
   a) very great
   b) great
   c) some
   d) little
   e) none

14. How much discretion does the Dept. Head have over personnel rewards (i.e. salary increases, promotions)?
   a) very great
   b) Great
   c) some
   d) Little
   e) none

15. How much discretion does the Dept. Head have over purchasing of equipment and supplies?
   a) very great
   b) great
16. How much discretion does the Dept. Head have over establishing a new project or program?
   a) very great       b) great
   c) some             d) little
   e) none

17. How much discretion does the Dept. Head have over how work exceptions are to be handled?
   a) very great       b) great
   c) some             d) little
   e) none

18. Written job descriptions are available for
   a) Operative employees only.
   b) Operative employees and first line supervisors only.
   c) Operative, first line supervisory and middle management personnel.
   d) Operative, first-line supervisory, middle and upper-middle management personnel.
   e) all employees, including senior management
   f) none

19. Where written job descriptions exist, how closely are employees supervised to ensure compliance with standards set in the job description?
   a) Very loose       b) Loose
   c) Moderately loose d) Close
   e) very close

20. How much latitude (freedom) are employees allowed from the standards?
   a) a great deal     b) a large amount
   c) a moderate amount d) very little
   e) None
ANNEXURE-II

21. What percentage of non-managerial employees are given written operating instructions or procedure for their jobs?
   a) 0 - 20%
   b) 21 - 40%
   c) 41 - 60%
   d) 61 - 80%
   e) 81 - 100%

22. Of those managerial employees who are given written instructions or procedures, to what extent are they followed?
   a) None
   b) Little
   c) Some
   d) a great deal
   e) a very great deal

23. To what extent are supervisors and middle managers free from rules, procedures, and policies when they make decisions?
   a) a very great deal
   b) a great deal
   c) Some
   d) little
   e) None

24. What percentage of all the rules and procedures that exist within the organization are in writing?
   a) 0 - 20%
   b) 21 - 40%
   c) 41 - 60%
   d) 61 - 80%
   e) 81 - 100%

PART - III

Please Note: These questions relate to any changes that might be going on or have taken place in your organization.

1. When did your company undertake major restructuring?

2. What are the reasons for your company to restructure? (you can tick more than one)
   a) New Economic Policies
   b) Entry of MNC’s in India
   c) Removal of Industrial Licensing
   d) Inability to update technology

   ( )
e) Breaking of joint family relationships ( )
f) Decline of Markets for existing products ( )
g) Lack of resources to stay in market ( )
h) Domestic market opportunity ( )
i) Overseas market opportunity ( )
j) Abolition of monopoly concept. ( )
k) Lower import duties ( )
l) Abolition of Substantial additional resources from the market ( )
m) Any other reason ( )

3. Given below are the needs stated by organizations to undertake restructuring. Kindly indicate on a five point scale ranging from 1-5 (where 1 is not important at all and 5 is Highly important), their importance as relevant to your Company.

<table>
<thead>
<tr>
<th>Need to Restructure</th>
<th>Importance Scale</th>
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<tbody>
<tr>
<td>1. Change in technology</td>
<td>( )</td>
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<tr>
<td>2. Restructuring of Parent Company</td>
<td>( )</td>
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<td>3. Joint Venture</td>
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<tr>
<td>4. Merger of Product lines</td>
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<td>5. Acquisition of synergistic business</td>
<td>( )</td>
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<td>6. Condition by financial collaborator</td>
<td>( )</td>
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<td>7. Customer Requirements</td>
<td>( )</td>
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<tr>
<td>8. Simplifying internal Communication</td>
<td>( )</td>
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<tr>
<td>9. Simplifying organizational structure for faster response</td>
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<tr>
<td>10. Diversification into unrelated products and markets</td>
<td>( )</td>
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<tr>
<td>11. Diversification/closing down of unlivable units</td>
<td>( )</td>
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<tr>
<td>12. Concentrating on core competencies only</td>
<td>( )</td>
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<tr>
<td>13. Overseas expansion</td>
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</table>
14. Aggressive competition which has focussed on your business.  
15. Capacity expansion  
16. More locations for manufacturing/ marketing/ service  
17. Market opportunities  
18. Dilution of family equity stakes in companies  
19. Providing growth opportunities to people  
20. Financial Institution pressures  
21. New information technologies which enable reduction of layers of management  
22. Financial constraints/losses  
23. The Company had grown too big  
24. Change in strategy  
25. Any other need  

4. Below is a set of processes adopted by some organizations in restructuring. Kindly tick the ones used by your organization (You can tick more than one) 

a) Flattening organizational hierarchies – Reducing the No. of layers  
b) Decentralizing Decision Making – (i.e. Pushing the Decision Making Power down the line)  
c) Retraining  
d) Re deployment  
e) Creating self-managing task teams (e.g. Specific marketing situation, financial or production problems etc.)  
f) Creation of Strategic Business Units  
g) Creation Product oriented teams  
h) Improving Communication Channels  
i) Streamlining product portfolio  
   1. Introducing brand franchise  


2. Improving Quality

j) Getting representation in more market segments

k) Making company salary structures more competitive

l) Moving from functional structure to SBU (Profit Centre)

m) Improving availability of scarce functional skills by developing a matrix structure

n) Moving from functional structure to product structure

o) Moving from functional structure to geographical structure

p) The introduction of more project-based work groups

q) Changes in the role of first-line manager & supervisor

r) Small organizational units

s) Breaking down functional barriers creating internal profit centres

t) Opening divisions/offices abroad

u) Opening new branches in India

v) Adding new branches in India

w) Downsizing

x) Reducing the work force

y) Divesting in existing businesses

z) Investing in new acquisitions

1) Up-gradation and Relocation

2) Voluntary Retirement Schemes

5. What are the barriers to restructuring in your organization. Please rate on five-point scale from low to high.

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<th>3</th>
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a) Time Involved

b) Cost involved
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<tr>
<td>c)</td>
<td>Legal barriers ( )</td>
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<td>d)</td>
<td>Political barriers ( )</td>
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<td>e)</td>
<td>Resentment among employees ( )</td>
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<td>f)</td>
<td>Difference with Parent Company ( )</td>
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<td>g)</td>
<td>Difference in the Culture of merged/acquired companies ( )</td>
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<tr>
<td>h)</td>
<td>Employees do not have the skill to absorb new technological changes ( )</td>
</tr>
<tr>
<td>i)</td>
<td>Rigid organizational values ( )</td>
</tr>
</tbody>
</table>
| j) | Salary structure based on ( )
| 1) | Seniority ( )|
| 2) | Qualification ( )|
| 3) | Performance ( )|
| 4) | Tasks ( )|
| k) | Accountability among senior management for key performance indicators laid down ( )|
| l) | Entrepreneurial skills available ( )
| i) | Top management ( )|
| ii) | Middle management ( )|
| iii) | Sales force ( )|
| iv) | Blue Collar workers ( )|
| v) | Unions ( )|
| m) | Others (Specify)
| 1. |   |
| 2. |   |
| 3. |   |

6. How does your top management react to change? Please tick the appropriate choice.
a) Top Management accepts change only when forced to change by the circumstances.
b) Top Management is very progressive; foresees the situation and takes steps to change, to keep ahead of others in industry.
c) Inspite of many signs in the company like huge losses etc. Mgt. turns a blind eye and does not change.
d) On perceiving the signs like unrest, financial losses etc, the top Management brings above change.

7. Please rate the following on a scale of 1–5 (1-very high, 5-very low) keeping in view the environment of your Company.

1) Rate of innovation of new or better processes used in industry
2) Rate of innovation of new or better products in industry
3) Intensity of competition in raw material, technical manpower etc.

The External Environment of your company is (Please rate on 1-5 scale (1 - very high, 5-very low)

i) Turbulent
ii) Stable
iii) Very risky
iv) Very predictable
v) Periodic fluctuations
vi) Hostile
vii) Technologically sophisticated and complex
viii) Similar for 2-3 years or even longer

8. Which one of the mentioned Environmental factors effect your company the most? Please rate on, 1-5 scale (1 – Highest, 5-lowest)

1) Political
2) Social
3) Economic
4) Legal
5) Technological
6) Any other (please specify)

10. Questions below are related to the technology used in your organization. Please tick the most appropriate for your organization on a scale of 1-5
1) Automation in the technology of your operations is
Very little automation 1 2 3 4 5 Completely automated.

2) Extent to which each of the following technologies are used in your firm.
   a) "Custom technology" (Production or fabrication of a single unit or few units of products or services to customer specifications or needs)
      Not used at all or 1 2 3 4 5 very extensively used or minimally used.
   b) "Small batch, job shop" technology (creation of small batches of similar units)
      Not used at all or 1 2 3 4 5 very extensively used minimally used.
   c) "Large batch technology" (e.g. used in manufacturing large batches of drugs & chemicals)
      Not used at all or 1 2 3 4 5 very extensively used minimally used.
   d) "Mass Production" technology (e.g. used in mass production of textiles etc.)
      Not used at all or 1 2 3 4 5 very extensively used minimally used.
   e) "Continuous Process" technology (e.g. used in chemical Industry)
      Not used at all or 1 2 3 4 5 very extensively used minimally used.

11. The following questions relate to the strategy used by your top management in running the organization. Please tick the appropriate

1) Top Management seeks stability by producing limited set of products directed at a narrow segment of the total potential market (True/False)

2) Top Management is always looking for new markets and exploiting new product and market opportunities. (True/False)

3) Top Management seeks to minimize risk. They seek to move into new products or markets only if others have already become successful in it. They themselves do not take the lead (True/False)

4) Top Management does not change with changing times (True/False)

12. Which functions in your company are being restructured/have already been restructured/ are in the process of being restructured. Also mention briefly the areas under each of the functions which is restructured.

   Marketing Is not being Has already Are/is in the restructured restructured process of being
<table>
<thead>
<tr>
<th><strong>ANNEXURE-II</strong></th>
<th><strong>restructured</strong></th>
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<tbody>
<tr>
<td><strong>1.</strong> Changing the distribution system</td>
<td>( ) ( ) ( ) ( )</td>
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<tr>
<td><strong>2.</strong> Creating your sales</td>
<td>( ) ( ) ( ) ( )</td>
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<tr>
<td><strong>3.</strong> Creating Product Management</td>
<td>( ) ( ) ( ) ( )</td>
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<tr>
<td><strong>4.</strong> Creating Central advertising</td>
<td>( ) ( ) ( ) ( )</td>
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<tr>
<td><strong>5.</strong> Creating market research cell</td>
<td>( ) ( ) ( ) ( )</td>
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<tr>
<td><strong>6.</strong> Others (Specify)</td>
<td>( ) ( ) ( ) ( )</td>
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**Finance**

| **1.** Preparing results by SBU’s | ( ) ( ) ( ) ( ) |
| **2.** Preparing results by geographical regions | ( ) ( ) ( ) ( ) |
| **3.** Preparing results by products | ( ) ( ) ( ) ( ) |
| **4.** Preparing results every | ( ) ( ) ( ) ( ) |
| a) Month | ( ) ( ) ( ) ( ) |
| b) Quarter | ( ) ( ) ( ) ( ) |
| **5.** Others (Specify) | ( ) ( ) ( ) ( ) |

**Production**

| **1.** Creating company’s improvement group | ( ) ( ) ( ) ( ) |
| **2.** Additional capacity | ( ) ( ) ( ) ( ) |
3. New Technology

4. Rearranging Production Lines

5. Job Rotation

6. Creating Smaller Production Teams

7. Introducing just in time inventory systems

8. More out-sourcing

9. Creating Cost Improvement Groups

10. Business process Re-engineering

11. Any other?

**Personnel**

1. Introducing personnel function in each SBU

2. Succession planning at all levels

3. Training as part of career progression

4. Worker training

5. Job rotation program

6. System of clearly defined rewards & punishments

7. Formal appraisal program system
8. Sharing appraisal ( ) ( ) ( )
    with employees

9. Any other ? ( ) ( ) ( )
   GENERAL Is not being Has already Are/is in the
    restructured been restructured process of
    being Restr-uctured

1. Role of Board of Directors ( ) ( ) ( )

2. Role of Committees ( ) ( ) ( )

3. Role of cross functional Teams ( ) ( ) ( )

4. Introducing Quality of work life ( ) ( ) ( )

5. Getting ISO 9000 certification ( ) ( ) ( )

6. Introducing Quality circles ( ) ( ) ( )

7. Introducing suggestion schemes ( ) ( ) ( )

8. Any other ( ) ( ) ( )

13. What are the changes in future, which you foresee in your organization ?

14. Any thing else you would like to tell us about your Company's structure, which could be important but hasn't been asked so far. Please state.