QUESTIONNAIRE

A STUDY ON FACTORS INFLUENCING THE SURVIVAL AND GROWTH
LEADING ORGANISATIONAL EFFECTIVENESS WITH SPECIAL REFERENCE
TO SMALL INDUSTRIES IN COIMBATORE.

Name and Position of the Interviewed: ....................

Code No. ........................................

PROFILE OF THE FIRM

1. General Information:
   1. Name of the Firm: ................................
   2. Address of the firm and Telephone No.: ........

3. Month and year of establishment: ....................

4. Is your firm presently
   a) Sole Proprietorship: ............................
   b) Partnership: ...................................
      (i) Joint Family: ..............................
      (ii) Others: ..................................

5. If Partnership, state the number of partners: ....

6. How many are working partners? ....................
7. (i) Has the Legal status been the same, since it was established.
   Yes  No

(ii) If not, what changes were made? when?

8. What do you feel are some of the major advantages and disadvantages of your present form of ownership.

9. Do you think the growth of your firm would have been more rapid under a different form of ownership?
   Yes  No

PERSONAL BACKGROUND OF THE OWNER

1. Name of the owner-manager :

2. Birth Place :

3. Caste and Religion :

4. Age :

5. Occupation of your father :

6. Mention your educational background :
   College/Polytechnic
   High Matriculation/
   Elementary

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7. Specify your academic qualification

8. State your previous occupation and experience: Agriculture/Traders/Manufacturing Professional/Technical/Factory/Office

9. Specify the nature of experience related to the present line.

10. Did you have any of the following experiences before setting up this unit?
    a) Training experience: Yes No
    b) Management experience: Yes No

ORIGIN OF THE FIRM

1. Who gave you the idea about starting/acquiring ownership interest in the firm?

2. Why did you decide to start the firm?
   (Tick the relevant item)
   a) Perceived market gaps
   b) Dissatisfied with previous employment
   c) Felt need for independence
   d) Innovative urge
   e) Any other (specify)
3. What were the initial considerations for setting up this unit in this city? (Tick the relevant item)
   a) Availability of raw materials
   b) Availability of skilled labour
   c) Marketing facilities
   d) Birth place
   e) Any other (specify)

4. What product or type of products does your firm currently produce? (Mention the other income earning activities)

5. Could you tell why and how you selected this particular product to manufactures rather than something else?

6. Is the type of present products produced currently substantial different from that which your firm produced in the past?
   Yes          No
   a) If yes, what products were produced formerly?
6. b) If yes, why was the last change in product made?

c) If product changes were not made, what were the reason?

7. How much did you invest at that time? Indicate the source of initial capital?

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<tr>
<th>Amount invested in 000's</th>
<th>Sources of Capital</th>
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<tr>
<td></td>
<td>Your- Family</td>
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<td></td>
<td>Friends Money</td>
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<td></td>
<td>Commercial lenders</td>
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<td></td>
<td>Banks</td>
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</table>

8. What considerations determined the initial size of the unit?
FINANCIAL AND ACCOUNTING FACTORS:

1. Does your firm consistently use bank credit?
   (i) If yes, is this generally a big proportion of capital employed
       Yes   No
   (ii) If no, have you any comments?

2. In your opinion, do you think that banks located in Coimbatore city are helpful to, and understanding of small engineering units in the city and your firm in particular?
   Yes   No

3. In your opinion, is it very difficult for your firm to get finance from different financial institutions in the city? State if very difficult, mention the difficulties in getting finance from these institutions.

4. Do you have overdraft facilities?
   Yes   No
   (i) If yes, has your overdraft in the last five years (Tick the relevant item)
       a) Reduced
       b) Maintained
       c) Increased
5. During the past ten years, has your firm tried to obtain long term finance for the expansion of it?

Yes  No

6. What were the major sources for financing the growth of your firm during the past ten years? (Tick the relevant item)

a) Fresh capital supplied by the proprietors
b) Borrowings from commercial bank
c) Borrowing from TIIC
d) Borrowing from friends and relatives
e) Taking in more partners
f) Financed by a large company
g) Past profits
h) Public deposits
i) Selling of Assets
j) Funds from other business by the owner
k) Hire-purchase
l) Any other (Specify)

7. (i) Do you feel that financing has been one of the major problems holding down the effectiveness of your firm?

Yes  No

(ii) If yes, could you suggest any way in which financing methods could be improved?
8. (i) Has there been any serious pressure on the liquid assets of your firm for the past 10 years?

Yes

No

(ii) If yes, what were the reasons for the pressure on firm's liquidity (Tick the relevant item)

a) Reduction in Bank overdraft limit
b) Payment of income tax
c) Repayment of loan
d) Some large customers delayed payment of their accounts
e) Some large suppliers demanded prompt payment
f) Strikes in the firm
g) Any other (specify)

9. (i) Had your firm at any period used the excess internally generated funds?

Yes

No

(ii) If yes, how was this excess fund used for?

a) Diversification
b) Enhancement of production capacity
c) Setting up a subsidiary unit
d) Building new factory premises
e) Any other (specify)
10. (i) An any time, was the availability of external finance at liberal terms fully utilised by the firm

Yes No

(ii) If yes, for what purpose
(Tick the relevant item)

a) For enhancement of capacity
b) Diversification with or without new technology
c) Any other (specify)

11. What were the constraints in using the excess internally generated funds? (Tick the relevant item)

a) Shortage of skilled labour
b) Shortage of managerial skills
c) Lack of opportunity
d) Difficulty of changing work organisation
e) Any other (specify)

12. (i) Does your firm keep traditional accounting records?

Yes No

(ii) If yes, does it draw up regular balance sheet and profit and loss statements?

Yes No

(iii) If yes, does it draw there up at regular intervals

Yes No

(iv) If yes, at what intervals?
13. Does your firm have formal budgeting procedure (i.e.)
   Does it project estimated costs and expenses ahead for some interval?

   Yes          No

14. Does your firm make regular sales forecasts?

   Yes          No

15. Do you undertake capital budgeting together with full assessment of capital projects and alternative uses of funds?

   Yes          No

**PRODUCTION AND COST:**

1. (i) Nature of accommodation: Owned / Rented

   (ii) How many times have you changed your factory premises?

2. For what reasons did you change your premises?
   (Tick the relevant item)
   a) Inadequacy of existing accommodation
   b) Higher rent
   c) Uncertain security of tenure
   d) Discontinuance of lease agreement
   e) Upgrading the plant size
   f) Locational advantages
   g) Any other (specify)
3. Did your plant have been built specifically for the operations of your firm?

   Yes   No

4. Approximately, how did is your plant?

5. If you have more than one building, how old is the

   Oldest ................................
   Newest ................................

6. Do you think the present accommodation is conducive to the growth of your firm?

   Yes   No

7. Do you feel that your plant is modern when compared to other firms in your industry?

   Yes   No

(ii) If no, what are the causes which led to the present condition of your plant? (Tick the relevant item)

   a) No proper depreciation policies
   b) Lack of forward planning
   c) Inadequate maintenance
   d) Lack of Technological awareness
   e) Any other (specify)
8. Mention the plant capacity and the average utilised capacity in your firm by product-wise?

<table>
<thead>
<tr>
<th>Name of the Product</th>
<th>Plant capacity</th>
<th>Avg. Utilised capacity</th>
</tr>
</thead>
</table>

9. (i) Had your production level been steady over the study period

   Yes                     No

   (ii) If not, what were the reasons?

   (Tick the relevant item)

   a) Lack of production, planning and control
   b) Material problems
   c) Power
   d) Working capital problem
   e) Inadequate production capacity
   f) Any other (specify)

10. If there had been unutilised capacity, what were the reasons for such unutilised capacity?

    a) Insufficient orders
    b) Plant imbalance
    c) Ineffective fund Management
10. d) Improper sales mix
   e) Ineffective production planning
   f) Poor maintenance
   g) Excessive capacity
   h) Shortage of labour
   i) Lack of marginal investment to balance capacity
   j) Lack of additional finance
   k) Any other (specify)

11. Do you have any subcontracting, arrangements with local firm? Explain the nature of such arrangements.

12. In 1991, what percentage of gross sales was wages of production employees in your firm?

13. In your opinion, was this percentage for your firm in this state? (Tick the relevant item)

   Above average  Average  Below average

14. From your experience do you believe wages in your manufacturing industry are higher in Coimbatore than in most other locations in the State of Tamil Nadu.

   Yes  No

15. Is productivity of labour higher here, than in most other places in the state?

   Yes  No
16. If you were to rank the cost factors according to how they have hindered the growth of your firm, how would you rank the following? (Tick the relevant item)

a) Labour cost
b) Transportation cost
c) Raw material cost
d) Power and fuel cost
e) Interest charges
f) Any other (specify)

17. Is raw material a problem for you?

Yes  No

18. (i) Do you have systematic purchasing operations?

Yes  No

(ii) If yes, whether the purchases are made directly by the management?

Yes  No

19. Do you have sound maintenance policy in your firm?

Yes  No

20. Are one or more of your products patented?

Yes  No
MARKETING AND LOCATIONAL FACTORS

1. Do you think your firm is conveniently located near source of raw material it uses?

Yes  No

2. Please give the name of raw material your firm utilises in greatest quantity and location(s) of present suppliers.

(i) Do you experience difficulties in getting raw materials? If yes, describe the nature of these difficulties and how they affect your firm?

(ii) How do government institutions help you in getting indigenous and imported raw materials?

3. (i) Is your firm, in your opinion, located conveniently near its markets?

Yes  No

(ii) If no, what location might be satisfactory for the present?

Yes  No
4. (i) Do you have a separate sales department in your firm?

Yes  No

(ii) If yes, mention the number of persons in that department?

5. Where do you market your firm's product(s)? Specify the quantity marketed as a percentage share?

(Tick the relevant item)

a) In Coimbatore
b) In the State
c) Outside the State
d) Abroad (specify)

6. What percentages of your sales are made in the following categories?

Indicate percentage share of main category

a) To customers directly
b) To Government Organisations
c) Through your own marketing organisation
d) Through wholesalers/Distributor/Retailers
e) To other manufacturing establishments
f) Any other (specify)

7. What percentage of total sales last year (1990) was accounted for by the single largest individual customer who took the largest share?

Less than 10%  10-25%  25-50%  50-75%
8. Indicate the sales promotion activities undertaken by your firm (Tick the relevant item)

a) Advertisement through films, Radio, T.V. and Newspaper

b) Direct mailing of catalogues

c) Customer promotion

d) Personal selling

e) Dealer promotion

f) Outdoor campaigns

g) Credit sales

h) Technical advice to customers

i) Training distributors and sales force

j) Conducting exhibition

k) Any other (specify)

9. What were the objectives of your advertising campaign? List the factors in order of importance?

a) To introduce new products

b) To support the middle men handling the products

c) To build brand preference

d) Any other (specify)

10. (i) What percentage of sales did your firm spend on advertising in the first and current year of operation?
10. (ii) Do you think that it is adequate as compared to advertising expenses of other firms in the industry?

Yes  No

(iii) If no, what factors prevented you from increasing your expenses on advertising?
(Tick the relevant item)

a) Abundant demand
b) Value of product does not demand any advertisement
c) Fixed customers
d) Prohibitory cost of advertising

11. According to you what are the important factors that influence the customers decision to select your product?
(Tick the relevant item)

a) Product quality (design and other technical features)
b) Customer services
c) Price, discount, trading terms
d) Manufacturer's reputation
e) Prompt delivery
f) ISI marks
g) Any other (specify)
12. What were your marketing strategies in the past for increasing sales (Tick the relevant item)

a) Rationalisation of sales, production and administration
b) Intensification of sales and market segmentation
c) Developing better products
d) Diversification of markets
e) Extending ranges of products produced
f) Any other (specify)

13. How did you manage a situation in which the demand for the product increased? Did such a situation lead to the establishment of additional capacity or was any other strategy adopted?

14. What are your constraints in meeting increased demand?
(Tick the relevant item)

a) Additional skilled labour
b) Better Technology
c) Additional finance
d) Any other (specify)

15. (i) Have you conducted market research?
Yes No

(ii) If no, why do you hesitate to do market research for your product?
16. (i) Do you export?

Yes  No

(ii) If ye, mention the percentage of sales exported?

17. Specify your marketing channel
(Tick the relevant item)

a) Manufacturer - Customer
b) Manufacturer - Branch - Customer
c) Manufacturer - Dealer - Retailer - Customer
d) Any other (specify)

18. Specify the reasons for choosing your marketing channel

19. If your market share has not been increasing to the extent you expected, what are the reasons for decline in market share? (Tick the relevant item)

a) Product unsuitability
b) Competitors activity
c) Decline in sales activity
   (in promotion, in sales effort, followup)
d) Service deficiencies (Technical and After sales)
e) Pricing problems
f) Any other (Specify)
PRICING POLICIES

1. What objectives do you have while fixing the price for your firm's products?
   (Tick the relevant item)
   a) To attain market penetration
   b) To discourage the entry of competitors
   c) To achieve a satisfactory rate of return
   d) Any other (specify)

2. What method do you follow in fixing the price for your firm's products?
   (Tick the relevant item)
   a) Cost plus pricing
   b) Comparative pricing
   c) What the market will hear
   d) Any other (specify)

3. (i) Do you follow differential pricing in your firm?

   Yes  No

   (ii) If no, mention your techniques of differential pricing and point out their advantages.

4. Did your trade association influence the fixing of the price level of your product

   Yes  No

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5. Does your firm adjust the price level deliberately to account for?
   (Tick the relevant item)
   a) Replacement
   b) Dividend
   c) Taxation

COMPETITION

1. Mention whether there is substantial competition for your firm's product(s)?
   a) Within the city
   b) From other districts in Tamil Nadu
   c) From other States
   d) From abroad

2. Is your firm competing directly with substantially large firms? or with small firms?
   (Tick the relevant item)
   a) Large
   b) Small
   c) Both

3. What is at least one unique feature of your product(if any) that makes it different from that produced by competitors?

4. In which area are your major competitive advance lies?
5. In which area your major competitive advance lies? (Tick the relevant item)
   a) Price
   b) Design/Qualities
   c) Prompt delivery
   d) Promotional strategy
   e) Flexibilities in meeting the customer's specifications
   f) Patent rights
   g) After sales service
   h) Location
   i) Brand reputation
   j) Any other (specify)

6. If you had serious problems of competition how did you overcome them? (Tick the relevant item)
   a) By improving production
   b) By improving distribution
   c) Attempting an association with experienced distributors?
   d) Pressing the Government to enforce protection of industry
   e) Could do little or nothing in this respect
7. (i) Did your competitive strength change in any way?

    Yes    No

(ii) If yes, the major internal factor responsible was
    (Tick the relevant item)
    a) from changes in design
    b) Production
    c) Marketing
    d) Any other (specify)

(iii) and the major external factor was
    a) Rise of new firms
    b) Advent of new process
    c) Advent of new materials
    d) New promotional approach of competitor?
    e) Changing markets
    f) Any other (specify)

7. Is market for your product line/services expanding or declining or static?

8. How do you treat competition?
    a) Healthy or necessary
    b) Unwarranted
9. Are you aware of competitive firms in your industry that are growing more rapidly than yours? Would you speculate? Why?

10. Do you get assistance from Government in marketing your products? If yes, what is the nature of assistance? (Tick the relevant item)
   a) Only information
   b) Exhibition at various places
   c) Purchase by Government
   d) Any other (specify)

TAXATION

1. Mention the different types of taxes you have been paying to the Government

2. What are the local taxes you have been paying?

3. How much do you pay towards different taxes per year? Amount expressed as % of Total sales

4. (i) Has the present system of business taxation substantially affected the efficiency and growth of your firm?
   Yes          No
4. (ii) If yes, specify the taxes which you think has adverse effect.

5. Do you adjust the price level according to tax rates?
   Yes          No

6. Do you by virtue of size or due to other reason enjoy any tax concessions? Is it helpful?

7. (i) Do you have any suggestion in restructure the tax system with special reference to your industry
   Yes          No

   (ii) If yes, specify your suggestions

8. Do you think the tax system in our state is higher when compared to other states?
   Yes          No

**POWER**

1. (i) Does your firm get adequate power for its operations regularly?
   Yes          No
1. (ii) If no, how did you meet the power deficiency? (Tick the relevant item)
   a) Installing a generator
   b) Announcing lay off
   c) Closing the unit for some time
   d) Any other (specify)

(iii) Is power problem seasonal or perennial?

2. By anticipating power cut, do you take prior steps to produce and stock products?
   Yes
   No

3. Mention the percentage decline of annual production in your firm due to power cut yearwise

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<tbody>
<tr>
<td>% decline in production</td>
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4. In 1991 what percentage of gross sales constituted cost of power and fuel in your firm?
5. How does the power tariffs in our state compare with those in other states.

6. Regarding uninterrupted power supply how does our state compare with other states

GOVERNMENT ASSISTANCE

1. (i) Did you experience any difficulty in getting assistance from Government Departments

   Yes   No

   (ii) If yes, how did you tackle the problems of dealing with Government Departments (Tick the relevant item)

   a) Assigning a senior member of the management to generalise in dealing with Government department.

   b) Mostly taking charge of the matter yourself

   c) Paying for the services of third parties who are more effective in the job of pushing matters through Government departments.

   d) Could do little or nothing that was effective in this respect

2. (i) Has the Central/State Government industrial policy hindered the growth of your firms in recent years

   Yes   No
2. (ii) If yes, explain

3. What type of assistance did you obtain from the Government agencies? Mention the sources also.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Type of assistance</th>
<th>Name of sources</th>
<th>Availed or not</th>
<th>Satisfied/ not Satisfied</th>
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<tbody>
<tr>
<td>1</td>
<td>Machinery on Hire purchase basis</td>
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<tr>
<td>2</td>
<td>State aid to industries</td>
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<td>3</td>
<td>Industrial estate</td>
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<td>4</td>
<td>Stores purchase programme of Central Government</td>
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<td>5</td>
<td>Liberalised credit by State Bank of India</td>
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<td>6</td>
<td>Export Assistance</td>
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<td>7</td>
<td>Special financing scheme for technical entrepreneur</td>
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<td>8</td>
<td>Credit guarantee scheme</td>
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<td>9</td>
<td>Financial assistance</td>
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<td>10</td>
<td>Preparation of feasibility</td>
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<td>S.No.</td>
<td>Type of assistance</td>
<td>Name of sources</td>
<td>Availed</td>
<td>Satisfied/ not satisfied</td>
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<td>11</td>
<td>Land &amp; Building</td>
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<td>12</td>
<td>Tax concessions</td>
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<tr>
<td>13</td>
<td>Power Tariff</td>
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<tr>
<td>14</td>
<td>Training of workers &amp; Managerial personnel</td>
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<tr>
<td>15</td>
<td>Technical guidance &amp; Consultancy</td>
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</table>

4. What types of assistance other than the above can help the growth of your firm?

5. What were the constraints in utilising any of these facilities?

**RESEARCH AND DEVELOPMENT**

1. (i) Does your firm carry a formal programme of Research that is does your firm employ research staff or specific employees who devote a part of all of their time to the improvement of productive methods, the development of new products, or the study of market conditions

   Yes  
   No
1. (ii) If your answer to the question is yes
   a) How long has this programme been in existence ............. years
   b) How much was spent on this programme last year - Rs. ............... 
   c) How many employees work in this programme
      - Full time -               - Part time - 

(iii) If yes, what were the basic purpose of this Research/Development (Tick the relevant item)
   a) To develop entirely new products
   b) To improve existing products
   c) To develop new machinery/Process
   d) Other purpose (specify)

2. (i) Does your firm employ the services of outside research specialists/consultants of research agencies
   Yes                                         No
   (ii) If yes, how much was spent on such services last year - Rs. .................

3. Are the services of Research specialists employed on a continuing basis or only as needed in solving specific problems? (Tick the relevant item)
   a) On continuing basis
   b) In solving specific problems
4. (i) Has your firm employed any of the research information and technical advances made available by Government research agencies and programs

Yes No

(ii) If yes, in any particular employee or department charged with the responsibilities of studying Government or private research reports for information and data pertinent to your industry?

Yes No

5. What type of innovation have you introduced in your firm in the last ten years? (Tick the relevant item)

a) Product innovation

b) Process innovation

6. How many distinct product or product line does your firm produce?

(i) Number of products or product lines

(ii) Will you please list their products

(iii) Has the number of products produced by your firm, increased or decreased in the past 10 years (Tick relevant item)

Increased Decreased
7. (i) Does your firm make deliberate effort to differentiate its products from those of competing firms?

(ii) If yes, please indicate the relative emphasis placed on the following techniques

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Very Significant</th>
<th>Of some significance</th>
<th>Of little significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Use of Brand Names and Trade marks</td>
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<tr>
<td>b) Changing physical and functional features of the product</td>
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<td>c) Advertising, Personal selling &amp; sales promotion</td>
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<td>d) Packaging of the product</td>
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<td>e) Services to the Buyer</td>
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<td>f) Other (specify)</td>
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</table>

(iii) If no, please indicate the major reason for not deliberately differentiating your product?
8. State the reasons for product diversification if any undertaken by your firm. Indicate the relative importance

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Very significant</th>
<th>Of some significance</th>
<th>Of little significance</th>
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<tbody>
<tr>
<td>a) To utilise the plant capacity fully</td>
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<tr>
<td>b) To explicit a new product turned out by R &amp; D</td>
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<tr>
<td>c) Decline in rate of profit</td>
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<tr>
<td>d) To avoid or even out cyclical fluctuations</td>
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<tr>
<td>e) To produce joint products</td>
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<tr>
<td>f) To produce demand related products</td>
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<tr>
<td>g) Competition</td>
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<tr>
<td>h) To spread the risk</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9. Mention the problems and difficulties of diversification in your firm (Rank them in order of preference) (Tick the relevant item)

a) Lack of product knowledge
b) Lack of finance
c) Lack of skilled labour
d) Lack of marketing facilities
e) Government policy
f) Lack of Techno-managerial skill
g) Lack of infrastructure
h) Lack of interest
i) Poor decision making process
j) Any other (specify)

10. Do you believe that many firms imitate the products and practices of successful business in their industry?

   Yes  No
MANAGEMENT

1. Do you have the following units or functional departments in your firm?

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Departments</th>
<th>Year of Establishment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) Production</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) Sales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) Purchasing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d) Quality Control</td>
<td></td>
</tr>
<tr>
<td></td>
<td>e) Product Research &amp; Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>f) Personnel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>g) Industrial Engineering</td>
<td></td>
</tr>
<tr>
<td></td>
<td>h) Market Research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>i) Any other (specify)</td>
<td></td>
</tr>
</tbody>
</table>

2. (i) Including yourself, how many management personnel do you employ now...

(ii) How many Supervisory employees...

(iii) How many clerical employees...

(iv) How many production workers...

(v) How many technical graduates and diploma holders are among your employees...

(vi) Ratio of production workers to Managerial Personnel...

(vii) Ratio of clerical workers to Management Personnel...
3. How do you recruit your personnel for managerial and operative positions (Tick the relevant item)

   a) By merit
   b) By other considerations

4. RATINGS (Tick one response)

<table>
<thead>
<tr>
<th>To what extent do you</th>
<th>Not at all</th>
<th>Some-</th>
<th>Fre-</th>
<th>Exten-</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>times</td>
<td>quently</td>
<td>sively</td>
<td></td>
</tr>
</tbody>
</table>

   a) Allow staff freedom to express their ideas and abilities
   b) Permit staff to take risks for activities for which they are completely responsible
   c) Delegate authority
   d) Take the risk of not watching and controlling your staff closely
   e) Believe the staff can produce good results, on their own if they are given opportunity

5. Information should be the basis for all types of decisions. As a business man, you should be vitally concerned with your information system. What type of information systems do you have controlling internal operations and understanding external changes.
2. If there were any significant sources of uncertainties and difficulties in the following areas, please rank four of them (Tick the relevant item)

a) Dealing with Government Departments
b) Shortage of working capital
c) Services provided by Government Enterprises
d) Shortage of skilled labour/manpower
e) Economic and financial policies of the Government
f) General recession in business
g) Labour relations
h) Marketing the firms' products/competition
i) Services provided by other firms
j) Shortage of suitable management personnel
k) Problems in Organisational structure
l) Technological changes

3. Have external factors such as inflation, tax changes, Technological development affected the company in significant ways?
11. Did your firm utilise any outside agencies in the following areas?

                                      Not at all  Occasionally  Regularly

a) Auditing                      .

b) Legal

c) Accounting

d) Advertising

e) Product Research

f) Labour Relations

g) Industrial Design

h) Market Research

i) Employee Training

j) Organisation Planning

k) Executive Development

l) Any other (specify)

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12. In what association do your executives enjoy membership (Tick the relevant item)

a) CODISSIA

b) Chamber of Commerce

c) Coimbatore Productivity Councils

d) Engineering Manufacturers Association

e) Institution of Engineer

f) Institute of Foundrymen

g) None

h) Any other (specify)
13. To what public service organisations do your executives belong
(Tick the relevant item)
   a) Lions Club
   b) Rotary Club
   c) Recreation Club
   d) Any other (specify)

14. If you find difficulties in recruiting skilled labours, what are the reasons?
(Tick the relevant item)
   a) The firm's image
   b) Conditions of employment
   c) Competition
   d) Economic Environment

ECONOMIC CONDITIONS

1. (i) Has your firm been seriously affected due to adverse business conditions in the last ten years.

   Yes       No

(ii) If yes, mention the year and its consequences to your firm

(iii) How did you overcome this problem?
2. If there were any significant sources of uncertainties and difficulties in the following areas, please rank four of them. (Tick the relevant item)

a) Dealing with Government Departments
b) Shortage of working capital
c) Services provided by Government Enterprises
d) Shortage of skilled labour/manpower
e) Economic and financial policies of the Government
f) General recession in business
g) Labour relations
h) Marketing the firms' products/competition
i) Services provided by other firms
j) Shortage of suitable management personnel
k) Problems in Organisational structure
l) Technological changes

3. Have external factors such as inflation, tax changes, Technological development affected the company in significant ways?
MISCELLANEOUS

1. If your firm has registered growth how far the following factors contribute to the growth? (Tick the relevant item)

   a) Task
   b) Skilled management
   c) Opportunities
   d) Hardwork
   e) Good products

2. How many of the following changes taken place since the unit was established give details:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Nature of change</th>
<th>Yes/No</th>
<th>Year of Introduction of change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PRODUCT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i)</td>
<td>Expansion of output of existing product</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ii)</td>
<td>Product range widening</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iii)</td>
<td>Manufacturing parts previously bought out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iv)</td>
<td>Development of new products closely related/different</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(v)</td>
<td>Any other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>