ANNEXURE

A – List of Respondent Organizations

B – Questionnaire Used During Survey
Annexure - A

List of Respondent organisations

- Indian Space Research Organization
- Karnataka Rural Infrastructure Development Ltd
- Railtel Corporation of India Ltd
- Bharat Sanchar Nigam Ltd
- Karnataka Housing Board
- Central Public Works Dept
- Bangalore Electric Supply Company
- Karnataka Power Transmission Ltd
- GMR Infrastructure
- Adarsh Group
- CICON Engineers Pvt Ltd
- Subramanya Constructions & Development Co Ltd
- Mantri Developers P Ltd
- Facilities and Building Solutions P Ltd
- Nagarjuna Construction Co Ltd
- TVS Interconnect systems Ltd
- Indus Towers
- India Telecom Infra Ltd
- VIOM Networks
- ADEA (IT Consulting Co)
• Reliance Communications
• Aricent Technologies
• Tata Teleservices Ltd
• ZTE Bangalore
• Nokia Siemens Networks
• Huawei Telecom P Ltd
• Infosys Technologies Ltd
• SAP global delivery Centre
• Ness Technologies P Ltd
• Samsung India software Operations
• DELL R&D Center
• NOVS Systems
• Tavant Technologies Ltd
• Thomson Reuters
• VM Ware
• HoneyWell Technology Solutions p Ltd
• Pinaki Labs
Annexure -B

Questionnaire Used during survey

The Questionnaire below was used to obtain primary data during the interviews with the respondents.

Company Background Information

1. Name of the Company:
2. Year of Incorporation:
3. Head Office Address:
4. Please Specify number of Branch Offices & location of your company:
5. Please indicate turnover of your company for the last year in INR:
   - upto 10 crores
   - 10-100 crores
   - >100 crores million
6. Please tick the sector your company belongs to?
   - Public
   - Private
   - Government
7. Please select the nature of business that your company deals with.
   - Products oriented
   - Services oriented
   - Both
8. Please tick the products or services your company provides.

- Banking
- Financial services
- Retail and Distribution
- Manufacturing
- Others.

Please specify.................................................................


9) Please indicate the size of the projects in your company currently under execution? In terms of

a) Value
b) Effort (Man months)
c) Duration
d) Milestones
e) Location

10) Please provide details of some of your customer’s & nature of projects you do for them.

**Project Organization**

11) Please describe/explain your project organization structure?

(Interviewer to note down the organization and tick the following)

a) Program focus based
b) Matrix based
c) Project based.
12) Please indicate below your response for the statement "The company’s project organizational structure is appropriate for project scope, size and local conditions ".
   a) Strongly agree
   b) agree
   c) Neither agree/ Nor Disagree
   d) disagree
   e) Strongly disagree
   In case you disagree please indicate briefly why you feel so.

13) Please answer whether the following are clearly defined in your company?
   a) Accountability YES / NO/Others
   b) Authority YES / NO/ Others
   c) responsibility YES / NO/ Others
   d) Job descriptions YES / NO/ Others

14) Please indicate below your response for the statement "The Company’s project organizational structure encourages communication and co-operation between the projects participants".
   a) Strongly agree
   b) Agree
   c) Neither agree / Nor Disagree
   d) Disagree
   e) Strongly disagree

15) Please indicate if your company’s project organizational structure identifies customer/ stakeholders?
   a) Yes
   b) No
16) Please indicate below if your company's project organization follows any Project Management Guidelines/International Standards.
   a) PMBOK
   b) PCM
   c) OPM3
   d) ISO 10006
   e) Any other .....please specify

Project details
17) Please indicate the projects details executed by your company in the last year in terms of?
   a) Value
   b) Effort(Man months)
   c) Duration
   d) Milestones

18) Please indicate if Outsourcing is a part of your projects or company’s strategy?
   a) Yes / No
   b) If yes, what percentage of project was outsourced last year?
      10-25%
      25-50%
      50-75%

Planning
19) Please describe the methods/models for project planning?
   a) Yes (please specify )
   b) Customized/self-developed

20) Please indicate below if your project plan identifies the customer requirements?
   a) Yes
   b) No
21) Please indicate if your project schedule identifies the following
   a) key events YES / NO
   b) milestones YES / No
   c) progress evaluations YES / NO
   d) critical and non-critical activities YES / NO

22) Please indicate below whether prior to finalizing the schedule, whether the customers and other stakeholders were involved in a review before project approval?
   a) Yes   b) No

24) Please indicate if you use Work Break down Structure (WBS) approach for project planning?
   a) Yes   b) No

25) Please indicate if you use Network diagram to identify the critical path and key dependencies during project planning?
   a) Yes   b) No

26) Please indicate below the tools being used in your projects?
   a) Project Management software _____________________________
   b) ERP __________________________________________
   c) CRM ___________________________________________
   d) Others specify ______________________________________

27) Please indicate during the project planning process whether project schedules are linked to project resource plan?
   a) Yes   b) No
28) Please indicate below if reviews and progress evaluation included in the project plan? If yes, does this review include preventive – corrective action plan?
   a) Yes    b) No

29) Please indicate if the project plan includes contingency plan?
   a) Yes    b) No

Process

30) Please provide details of the control structure that support the project during the implementation phase
   a) Centralized
   b) Decentralized
   c) Both

31) Please specify the method used for evaluation/ awarding the contract
   a) open tender process  b) RFP for any project execution.
   Any others ________________

32) Please indicate the rank of the following attributes your company followed while selecting the vendors
   a) Cost Competencies, 1,2,3,4,5
   b) Quality, 1,2,3,4,5
   c) Reputation, 1,2,3,4,5
   d) references, 1,2,3,4,5

33) Please indicate the project progress review frequency? If No tick b
   a) Yes
      1) Daily
      2) weekly
3) Fortnightly
4) Monthly review
5) Quarterly review

b) No

34) Please indicate below if Minutes of Meetings and Action item register are maintained and follow up for corrective actions?
   Yes/No
   If yes, how?
   a) Manually
   b) Automatically through software tool.
   c) If Others, Please specify

35) Please indicate if a method is factored/ provided to collect and analyse the information gained during/ after a project for continual improvement process?
   a) Yes  b) No

36) Please indicate if a provision for self-assessments or internal audits had been made in project planning?
   a) Yes  b) No

Communication

37) Please indicate if communication plan is included in the project plan?
   a) Yes  b) No

38) Please specify the medium used to transmit project communiqués?
   a) Electronic  b) print

43) Please provide samples/ details of your communication plan. Does it include Project Progress Reports?
   a) Yes  b) No
44) Please indicate if project communication plan is reviewed for any shortfalls and corrections /updates made to take care of any changes/requirements?
   a) Yes   b) No

Risk

45) Please specify if project risks are identified during planning?
   Yes/No
   If yes please specify ______________

46) Please specify if the assessment on probability of the occurrence and impact of the identified risk part of the Risk plan?
   a) Yes b) No

47) Please specify the tools used to prioritize, manage and record the identified risks

48) Please indicate the risk assessment review mechanism for your project

49) Please indicate if risks that impact project schedule and budget are identified separately and monitored?
   a) Yes b) No

Managing change

50) Please indicate if Change Management process is part of the project plan. Please provide full details on the initiator, authorizer and approver, frequency of changes, who keeps track of the change
   a) Yes, if yes please give details for following
      Initiator
      Authorizer
      Approver
51) Please rank the type of changes that are frequently encountered during the project life Cycle?
   a) Scope 1,2,3,4,5
   b) Time 1,2,3,4,5
   c) Quality 1,2,3,4,5
   d) Cost 1,2,3,4,5
   e) Others please indicate

Reason for Project failure

52) Please Mention the types of challenges or difficulties that are faced during execution of project and how did you overcome them?

53) Please rate the following causes of project failure?
   a) Lack of Information 1,2,3,4,5
   b) Inadequate PM, Administrative, human & Technical skills, 1,2,3,4,5
   c) Poor Co-ordination with client, 1,2,3,4,5
   d) Lack of project team participation in decision making/Problem solving 1,2,3,4,5
   e) Lack of team spirit and sense of mission within project team 1,2,3,4,5
   f) Not having clarity on roles and responsibilities 1,2,3,4,5

54) Please rate the following reasons because of which project deliverable were not met?
   a) Manpower, 1,2,3,4,5
   b) Working capital, 1,2,3,4,5
   c) lack of team work, 1,2,3,4,5
   d) time factor, 1,2,3,4,5
55) Please provide details of Project failure analysis process that exist in your organization

56) Any other information