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APPENDIX - I

ABDUL HAMID HAJI POUR SHOUSHTARI,
ADDRESS : No. 19 God's Gift
Gidney Park
Salisbury Park,
POONA - 411 001.

Date : 17th October, 1986.

To,
The Manager,

Dear Sir,

I am a Ph.D Research student of Commerce Faculty from Poona University. The Topic of my research is "PERSONNEL ASPECTS IN SMALL SCALE INDUSTRIES". with Special reference to some selected Industrial Units in Poona Region.

In order to enable myself to fulfil such a task, I am in need of your kind cooperation for the collection of some information through a questionnaire with regard to the aspects of the employees engaged in your Company.

Hence I shall be enormously grateful, if you would kindly permit me and do the needful.

A post-card is enclosed. Kindly send me your willingness to help me in the project.

With highest regards,

Yours faithfully,

(A.H. HAJI POUR SHOUSHTARI)
Research Student
Pune University.
APPENDIX - II

QUESTIONNAIRE FOR THE MANAGEMENT

1. Name of the Unit :

2. Address :

3. Type of Organisation : (i) Private Limited Company.
   (ii) Partnership.
   (iii) Proprietorship.

4. (a) Date of Commencement of the Business.
   (b) Number of employees working in your company.
      (i) Skilled _________ (iv) Office Staff _________
      (ii) Semi-skilled _________ (v) Management Staff _________
      (iii) Unskilled _________

5. (a) Does your unit come under the Jurisdiction Yes/No of Factories Act?
   (b) Type of Industry
      (i) Manufacturing.
      (ii) Processing.
      (iii) Ancillary.
      (iv) Job work.
   (c) Products or ancillaries of the Company.

6. Qualification of the Proprietor.

7. The Recruitment Policy of your Company is based upon:
   (i) Government Legislations. (iii) Traditional Criteria.
   (ii) Personal attitude. (iv) No specific policy.
8. (A) From which of the following channels, do you recruit your required personnel?
   
   i) Newspaper Advertising.
   ii) Existing employee relatives.
   iii) Recruiting Agency.
   iv) Educational Institutions.
   v) Adhoc Methods.
   vii) Any other ________________________________

   (B) Do you specify any special qualifications while recruiting employees. Yes/No

   If so, please give details:—

9. (a) How would you describe your working conditions?
   
   (i) Good
   (ii) Adequate
   (iii) Inadequate
   (iv) Bad

   (b) What are the essential amenities/facilities provided for your employees?

   i) Transport
   ii) Canteen Facilities
   iii) Drinking Water Facilities
   iv) Latrine
   vi) Good Ventilation
   vii) Lighting
   viii) Medical
   ix) Any other ____
10. In comparison with Minimum Wages policy of the Government, your payment to the employees is:

(i) High  (iii) Low
(ii) As per Min. Wages Act.

11. (a) What are the reasons for the dismissal of your employees?

(i) Absenteeism  (iv) Theft
(ii) Incompetency  (v) Misbehaviour
(iii) Low Production  (vi) Any other ____________

(b) To what extent you are faced with the absenteeism in your firm.

(i) Very often  (iii) Sometimes
(ii) Often  (iv) Seldom

(c) Please state the reasons briefly for the same:

12. (a) Have you at any time faced any strike? Yes/No

(b) If So, No. of times ____________________________

(c) How many manndays are lost? ________________

(d) Reasons thereof:

13. (a) Do you follow the criteria of payment of bonus act. Yes/No

(b) If yes, what is the extent of your bonus paid? (Legal = 8.33% ____________________________)

(i) 10% of the Salary.  (iii) 30% of the Salary.
(ii) 20% of the Salary.  (iv) Any other ____________

(c) In case of kind pay, please specify ____________
14. What is the nature of your communication with your employees?
   (i) Good.  (iii) Unsatisfactory.
   (ii) Satisfactory.  (iv) Bad.

15. From the following labour problems, which one is pressing you? (Please give preferences.)
   (i) Labour trouble.
   (ii) Absenteeism.
   (iii) Inavailability of skilled labour.
   (iv) Inavailability of unskilled labour.
   (v) High labour turnover.
   (vi) Low Productivity.
   (vii) Any other ____________________________

16. (a) Is there any system of training for your employees?  Yes/No
   (b) If yes, please specify:
      (i) On the job
      (ii) Outside institutions.
      (iii) No special training.

17. Is there any labour union in your firm?

18. How do you decide on "Internal Promotion"?
   (i) Seniority  (iii) Seniority cum merit
   (ii) Merit  (iv) Any other ____________________

19. From the following, what incentives do you provide to workers for improving productivity and efficiency? (Motivation).
   (i) Monetary Incentives  (ii) Non-Monetary Incentives
      a) Overtime  a) Promotion
      b) Rewards  b) Security of work
      c) Any other  c) Good behaviour
      d) Justice  d) Security of work
      e) Entrusting Responsibility  e) Good behaviour
      f) Participation in Mgt.  f) Justice
      g) Individual respect.  g) Entrusting Responsibility
      h) Any other h) Participation in Mgt.
20. In the event of your employees having taken seriously ill, in what following ways do you help?

i) Do you take him to hospital? (Medical care).

ii) Do you call for a Doctor? (Medical care).

iii) Do you pay him medical allowance?

iv) Do you offer him leave of sick?

v) Do you issue the order of expulsion?

21. a) Do you think that your business is well established?

   YES / NO / GROWING

b) What are your plans of expansion.

22. Are you facing any problems which have not been covered in this questionnaire? If so, please mention them briefly with reference to the following:

i) Government

ii) Customers

iii) Competitors

iv) Any other
APPENDIX - III

INTERVIEW GUIDE FOR CONDUCTING INTERVIEWS OF OWNER-MANagers

1. Family background of the owner-manager (entrepreneur).
2. Brief history of the unit.
3. Performance of the unit for the last 5 years. e.g. sales, number of workers, profit/loss, and cost of administration (specially workers salaries).
4. Relation with customers.
5. Expansion plans. (Research and Development)
7. Special personnel problems of the Industry.
9. Attempts made for solving the problems e.g. appointment of management, training programmes, using outside counsellors, etc.
10. What is your idea of Human Resources Development? What is done in last 3 years in this regard? What is done in last 3 years in this regard? What is proposed to do in next 3 years.
11. Any attempts for modernisation?
12. Any thought given for employees' welfare?
14. Provident Fund Insurance or pension?
15. Any steps in direction of promoting deserving employees.
17. Proper marketing in accordance to the competitors and market feedback.
18. Pre-planned personnel policy?
19. Implementation of personnel policy?
20. Communication in between employer - employees.
22. Medical aid.
23. etc. etc.
APPENDIX - IV

QUESTIONNAIRE FOR THE EMPLOYEES

1. a) Name : 
   b) Age : 

2. a) What is your qualification _________________
   b) No. of years of experience _________________
   c) Did you have apprentices training? Yes/No
   d) How long have you been working in this firm? ______
   e) How many persons are dependent upon you for their livelihood? _________________

3. How will you describe your job in about 5 lines?

4. How did you join this firm?

5. a) What is the extent of your salary per month?
   1) Rs. 00.00 to Rs. 500.00
   2) Rs. 500.00 to Rs. 1000.00
   3) Rs. 1000.00 to Rs. 1500.00
   4) Rs. 1500.00 to Rs. 2000.00
   b) Do you think this salary is adequate? Yes/No
      if yes, why? _________________________________
      if no, why? _________________________________
   c) How do you spend your salary? (Total 100%)
      1) Food ......%  4) Children education .......
      2) Cloth .......%  5) Recreation/Drink .......
      3) Rent .......%  6) Misc. ...........%
6. With regard to your personal life, the atmosphere or living conditions of your home is:
   i) Harmonious (Best)  iii) Not bad
   ii) good (O.K.)  iv) Full of tension and conflict.

7. Are you aware about the Minimum Wages Act?
   Yes/No.

8. In comparison with the Minimum Wages Act, the extent of your salary is:
   i) High  iii) Low
   ii) As per Minimum Wages Act.

9. To what extent are you satisfied with the working conditions of your workplace:
   i) Highly satisfied  iii) Not satisfied
   ii) Satisfied

10. Which of the following facilities are available at your workplace?
    i) Canteen facilities  v) lighting
    ii) Drinking Water facilities  vi) medical
    iii) latrine  vii) Any other
    iv) good ventilation
11. What are the basic amenities/facilities made available at your home?
   i) Cooking gas     vi) Radio/T.V.
   ii) Fan           vi) Refrigerator
   iii) Cycle/Scooter vii) Any other _____________
   iv) Electricity

12. Have you at any time worked with any other company? If yes, give the reason for the leaving of the job.

13. Have you at any time being warned by the firm for any misconduct, absenteeism, breakages, or any other? Yes/No.
   If yes, specify:-

14-a) Is there any union in his firm? Yes/No
   b) Are you a member of any labour union? Yes/No
      If yes, why have you joined? .......
      If no, why have you not joined? ......

15. Did you previously participate in any strike in this firm?
    If yes, reasons thereof:

16. What is the distance travelled by you, every day to reach your workplace?
17. a- Please specify the amount of bonus received by you.

b- Are you satisfied by the bonus received by you? Yes/No

If yes, why?
If no, why?

18. What is the number of working hours of your workplace?

_____ hours.

19. Have you participated in any training system in your workplace? Yes/No.

If yes, specify its nature?

20. What are your suggestions regarding appointment, promotion, etc.?

21. Are you satisfied with the Govt. labour laws? Yes/No.

Please give reason in brief.

22. Do you drink, If so, How many times?

23. In case you leave this firm, do you think that job will be easily available for you in other firm? Yes / No / Not sure.

If yes, why?
If No, why?
24. a- What measures your employer has taken to solve your personal or on the job problems.

i) Personal problems
1. Ill health
2. Addiction
3. Medical

ii) Problems on-the-job
1. Accident
2. Fire
3. Out dated machines

b- What is the nature of help provided by your employer?

25. In the event of any fire in your company, what measure would you adopt for it.

i) Escape.

ii) Keep supervisor informed.

iii) Will you inform fire station

iv) Attempt to put off fire.

26. How will you narrate your experience in this firm?

27. Have you faced any problems which have not been covered by the above questions? If so, please mention them briefly.
APPENDIX - V

कामगारांतिठी पुस्तकाका

1] [अ] नाम :--
[ब] वय :--

2] [अ] तुम्ही शैक्षिक पात्रता काय आहे ?
[ब] फिली कर्मचार अनुभव आहे ?
[क] तुम्ही सिक्कयु मध्ये काम केले आहे का ? होय/नाही.
[ड] तुम्ही या पात्रमध्ये फिली वर्ष काम करता ?
[ई] तुम्हावर घरातील फिली लोक अवलंबून आहेत ?

3] तुम्ही तुम्ही कामाची पाच ओळीत माहिती घा.

4] तुम्ही ह्या कारखान्यात मध्ये कसे दाखल झालात ?

5] [अ] तुम्ही दरम्यान पगार काय ?
1] स. 000/- स. 500/- 2] स. 100/- स. 150/-
2] स. 500/- स. 1000/- 3] स. 150/- स. 200/-
4] 2000 पंढा जाता

[ब] तुम्हाला हा पगार पुरेता वाचलो काय ? होय/नाही

जर होय तर का ?

जर नाही तर का ?

[क] तुम्ही तुम्हा पगार कसे करता ? [100 X ]
1] केवळ एक -- X 5] मुलाचे शिक्षण -- X
3] रिश्ता, घरासाठी -- X 7] इतर -- X
6] फुंदू वैयक्तिक जीवन क्रम अतिरिक्त। हुमच्छा घरमध्ये राहणारायणी स्थिती

1] अतिवलम्ब
2] वाईट लाइट.
3] वागली
4] डोक्यावर अल्टी बोजा व मांडणे.

5] हुमच्छा किमाने केवळ कायमची माहिती आहे काय?

6] किमाने केवळ कायमची फुंदू करता हुमच्छा पणाराणी अवश्यक.

1] अधिक
2] कमी
3] कायमचने

7] हुमच्छा तर्क काम करून अलेल्या ठिकाणी कोणतं सामान्यनी आहे?

1] कारच समाधानी
2] समाधानी
3] अल्टी आढ़मानी

8] मुद्र केल्या कोणत्या तत्वात्मक हुमच्छा काम करणारायणी ठिकाणी आहेत?

1] वेबसाइटी सोसा
2] विश्वासपणे पाणी
3] लॅस, मुलारी
4] उत्तम योगमान

9] हुमच्छा घरी मुद्र केल्या कोणत्या तत्वात्मक अवस्था उपलब्ध आहेत?

1] केबिनेटी गेस
2] बांध
3] तासकल/स्पूटर
4] लाइट
22] तुम्ही तकर कोष्ठकाची कैमी मध्ये कधी काम केला का ?
जर होय, तर सोडण्याने कारण साधा का ।

23] तुम्हळा याईट वर्त्तुकी बाबत, गैर हवर राहण्या बाबत, तोडलेल्याते ना-कोई मध्ये समु देय आलेले होती का ?
जर होय, तसेल तर स्पष्टीकरण था का ।

24] [a] तुमच्या संस्थेमध्ये युविन साधे का ? होय/नाही.
[b] तुम्ही कामगार युविनलेले समाधान आहात काय ?
जर होय, तुम्ही कामगारती सामील झाला का ।

25] तुम्ही संस्थेमध्ये कौशलाची संपाद तामील झाला होता काय ?
जर होय, तर कारण साधा.

26] तुम्ही दररोज कामगार संस्थेमध्ये जाण्यासाठी किंवा प्रवास करता का ।

27] [a] तुम्हळा किंवा बार्ण भिंडला.
[b] तुम्हळा मिळालेल्या बांट येत तुम्ही समाधानी आहात काय ?
जर होय, तर का ?
जर नाही, तर का ?

28] तुमच्या संस्थेची कामार्थी वेग काय ?

29] तुमंचे मारल तुमच्यांची सेवा साधतात ।
1] वारंवार  3] कधी कधी
2] नेहमी  5] कविता
20] तुम्हया तत्वमध्ये तुम्ही प्रशिक्षणनात रूढी सामील भाषात काय ।
21] तुम्हया नेम्मुकी बाबत्, बदलीबाबत काय धुमना आहेल ।
22] तुम्ही तरकारीच्या कामगार कायदानात सामाधानी आहात काय । हॉय-नाही.
तुम्हया थोडक्यात कार्य सांगा।
23] तुम्ही दारू विषये परते करता काय । असल्यास तर कीती प्रमाणात ।
भरपूर मध्यम अभिवादन नाही
24] जर तुम्ही या तत्वमध्ये नौकरी तोडली तर तुम्हाना धुंद की तस्मिन सहजातता नौकरी भिडणे असे वाटावा का ।
जर हॉय असेल तर, का ।
जर "नाही" असेल तर का ।
25] [३] तुम्हया मालकने तुम्ही वैधिकता असर नौकरी बाबत्या पुढील पुरुष/अद्वानी तोडण्यासाठी कोणते उपाय यांच्या ।
१] वैधिक पुरुष । २] क्राम करताना निमाण होणारे
१] अजारपण । २] अपघात
२] नाग । २] आग
३] वैधिक । ३] नाहुलत निफान्य येते
[५] तुम्हाना तुम्हया मालकने कसा पुढथे मदत केली ।
(xvii)

26] हमें जीवनेंत्रको आग लागत्वात हमी काय उपाय योजना कराल?

1] तपजुन जाणार
2] सुपरचावयकको तपजुन प्रतिकार
3] हमी पायर ग्रांड स्टेशनचा काम कराल का?
4] आग विकाशविकायी हमी प्रयत्न कराल का?

27] हमचा तस्केखडल हामी काय अनुभव आहे आपण काय मत आहे?

28] बरोबर अवघणी व पुर्णा व्यक्तिरिक्त हमी आपणी काही अवघणी विवाह पुर्ण माहू इच्छिला काय?

जे असेल तर धीरक्यात वर्णन करा.
APPENDIX - VI

COST OF STUDY

As a guideline for those who want to undertake such kind of research project, I would like to put the following table in regard to the cost of this study.

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<th>Sr. No.</th>
<th>Particulars</th>
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<td>1</td>
<td>Cost of letters to Industrial Managers (including postal charges)</td>
<td>95.00</td>
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<tr>
<td>2</td>
<td>Cost of questionnaires (Typing + Cyclostyling)</td>
<td>125.00</td>
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<td>Cost of visits (approximately 50 times x 12 (Cost of per visit)</td>
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<td>Cost of books and journals including library fees (approxamately)</td>
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Total Rs. 5,530.00
APPENDIX VII

LIST OF ABBREVIATIONS

(BIET) : British Institute of Engineering and Technology.
(CNC) : Computerised Numerical Control
(DBM) : Diploma in Business Management.
(EN Series) : Emergency Number Series (Wrought Steel Series)
(ERDL) : Explosive Research Development Laboratory
(ESI) : Employees State Insurance
(ESIS) : Employees State Insurance Scheme
(Engg.) : Engineering
(Engs.) : Engineers
(FASII) : Federation of Association of Small Industries of India
(GEC) : General Electric Company
(HMT) : Hindustan Machine Tools
(I.E.) : Institute of Engineering
(I.Q.) : Intelligent Quotient
(IIFT) : Indian Institute of Foreign Trade
(IIM) : Indian Institute of Management
(III) Industrial Training Institute
(IMTEX) : Indian Machine Tool Exhibition
(KOEL) : Kirloskar Oil Engines Ltd.
(MIDC) : Maharashtra Industrial Development Corporation
(MMS) : Master in Management Science
(MSEB) : Maharashtra State Electricity Board
(MSFC) : Maharashtra State Finance Corporation
(MS Series) : Mild Steel series
(MSSIDC) : Maharashtra Small Scale Industrial Development Corporation
(M.W.A.) : Minimum Wages Act
(N.A.) : Non Agricultural
(N.D.A.) : National Defence Academy
(xx)

(PDPC) : Poona Divisional Productivity Council
(P.F.) : Provident Fund
(P.F.I.) : Provident Fund Insurance
(P.M.) : Per Month
(P.M.T.) : Perfect Machine Tools
(PVT.LTD.) : Private Limited
(RCC) : Re-enforced Concrete Construction
(R.&D.Dept.) : Research and Development Department
(SIET) : Small Industries Extension Training Centre
(SKF) : SKF Bearing India Ltd.
(S.S.C.) : Secondary School Certificate
(S.S.C.E.) : Secondary School Certificate Examination
(SQ.FT.) : Square Feet
(STD.) : Standard
(S.S.) : Small Scale
(S.S.I.) : Small Scale Industry
(S.S.Is.) : Small Scale Industries
(S.S.S.) : Small Scale Sector
(S.S.U.) : Small Scale Unit
(ST.J.T.I.) : St. Joseph's Technical Institute
(S.S.PLATES) : Stainless Steel Plates
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