Appendix A: Questionnaire

**Q1.** Does it help if you are aware of Client Organizations’ Values, Vision, Mission, and Goal when you get involved in the project?


**Q2 A.** "Did you/your team carry out In-depth study of Stakeholder (External in terms of Opportunity & Threats) before responding to RFI/RFP/RFQ of the program / project. External Stakeholder high level list includes: Customer chain, Supplier chain, Society, Government, End users, Shareholders, Partners, and Competitors."


**Q2B.** "Did you/your team carry out in-depth study of Stakeholder (Internal in terms of Strength & Weaknesses) before responding to RFI/RFP/RFQ of the program / project? Internal Stakeholder high level list includes: Employees, Department owner, senior management, Business owners, Technology owners, Process owners."

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Q3. "Were you aware off Customer / Client Organization clearly stated Financial & Strategic objectives for the project.

A. Financial Objectives: Concern the financial results & outcomes that management wants the organization to achieve

B. Strategic Objectives: Relate to outcomes that strengthen an organization's overall business position & competitive vitality."

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Q4. "To implement the financial & Strategic objectives(ends) , definition for crafting a Stragety (means of achieving them) includes the following:

A. Deliberate & purposeful actions

B. As needed reactions to unanticipated developments & fresh market conditions & competitive pressures

C. The collective learning of the organization over time.

Do you agree?"

Options: "1. Yes, 2. No"

Q5. During Implementing & executing the Strategy, Customer / Client Organization roll out complex multiple Portfolios, under each portfolio single / multiple programs, under each program multiple projects. Do you agree?

Options: "1. Yes, 2. No"
Q6.

Q6 A These portfolios, programs & projects on continuous basis Evaluated for performance, monitoring new developments, Initiating corrective adjustments. Do you agree?
Options: "1. Yes, 2. No"

Q6 B Benefit Realization measured in Qualitative / Quantitative means by Customer and you are kept updated with its results once the program / project is rolled out. Do you agree?
Options: "1. Yes, 2. No"

Q7. One of the key objective/driver for Customer / Client Organization for initiating the Program / Project are
"1. Cost Reduction
2. Reduction in Total Cost of ownership
3. Working out new Value proposition"

Q8."Customer / Client IT Business Unit (In-house) / organization (external) cater Customer / Client's Business goals & objective of their business in best of ability. As an unit/organization this is internally dependent on Systems, Structure, Skills, Staff & Style. Do you agree?"
Options: "1. Yes, 2. No"

Q9. Does the Core project/program leadership team (Project Lead /Project Manager/Program Manager/Delivery Manager) clearly understand the vision of IT organization they belong to.
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Q10. "Does the Core project/program leadership team have a clear focus on satisfying Customers Customer?

[(Three level definition):
First Level: Just satisfying the requirements as provided,
Second Level: Making sure End user is able to utilize it,
Third level: Also making sure End user's customer requirements]
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Q11. Does the Core project/program leadership team have the focus on satisfying to Customer's Usability for the product/service offered?
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. Strongly agree"

Q12. IT Organization's value focus for the project (Select any one)
"1. Skill set provider (Example: Just provide 10 Java skill set resources)
2. Process Driver (Example: Owning the delivery team in terms of Management.)
3. Solution Provider (Example: Consulting, setting up team & managing it too)
4. Business Result Ownership (Example: work as partners)
5. Any other, please specify"

Q13. All key roles in customer's organization which has sufficient influence over Program / project need to be identified, tracked and manage in terms of building relationship accordingly.
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Q13. A  Requirement Gathering well documented, validated & verified with proper mechanism by all key program / project stakeholders during the entire lifecycle of the project
   Options: "1. Yes, 2. No"

Q13. B  Program / Project team responsiveness to all program/project stakeholder throughout the life cycle of the project
   Options: "1. Neglected, 2. below par, 3. at par, 4. above par, 5. Excellent"

Q13. C  To manage perception, appropriate communication management plan was formed & executed at right time for right program / project stakeholders with relevant regular progress reports throughout the life cycle of the program / project
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Q13. D  Negatively impacted stakeholders are handled with utmost care during the entire lifecycle of the program/ project to avoid any negative impact on project result / outcome.
   Options: "1. Yes, 2. No"

Q13. E  How do you rate the success of Stakeholder Management done for the project / program
   Options: "1. Neglected, 2. below par, 3. at par, 4. above par, 5. Excellent"

Q13. F  End user usability criteria fulfilled at the end of project for the product/service offered?
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Q14. IT Organization undertakes a Qualification exercise for the opportunity (Even if it is an existing relationship):

Q14. A. Customers Details

I. In-depth study of Financial Position
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

II. Business area
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

III. In-depth study of Legal aspects
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

IV. Geography details
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

V. In-depth understanding and Verification of the Scope set out in the program/project
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

VI. Detail out the Risk profile and accordingly put in place Risk Management plan
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Q14 B. IT Organization Focus areas

i. "Domain required by client / customer
(does it exist within organization / if new: are we ready to invest & develop : Alignment to Organization Vision, strategy)"
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

ii. "Technology required by client / customer (does it exist within organization / if new: are we ready to invest & develop: Alignment to Organization Vision, strategy)"
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iii. SWOT analysis against competitors offering the same product / services
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iv. In depth Benefit / Risk analysis carried out for areas such as Finance, Time, Cost, Value, and Win - Loss impact
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

v. Your organization’s management team know anyone from the Customer's Management member (Example: CxO level or any other level)
Options: "1. Yes, 2. No"
vi. Senior Management Engagement (Who, Where, When, What) involvement study adequate
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

vii. External partnership / alliances study which will mention out if required or not required
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

viii. Organizational asset for similar type projects
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

ix. Resource Management Analysis (Man, Material & Money)
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Q14 C. Structure
i. Is the program / project structure clearly understood by everyone in the program / project at all levels
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

ii. Is the program / project structure consistent & aligned with current Organization objectives, strategies, policies, & programs.
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
iii. Is the structure flexible enough to align itself with Customer / Client's program / project?

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iv. IT organization standalone entity is projectised Organization

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

v. When rendering services, organization is flexible enough to be integral part (completely aligned) of the Client organization structure for successful Strategic execution

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

vi. Governance structure required at all phases of project is well defined in time with required roles & responsibilities at all levels.

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Q14 D. Shared Values (Culture)**

i Is the culture consistent with current Organization objectives, strategies, policies, & programs.

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
ii Is the culture compatible with the employees diversity of backgrounds
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iii Does the organization take into consideration the value of each nation's culture in which it operates
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iv What is the culture's position on important issues facing the organization (that is on productivity, Quality of performance, adaptibility to changing conditions)
"1. Emerging, 2. Well defined & Established, 3. Does exist for namesake"

v Does the Emerging or well defined & established culture composed of shared beliefs, expectations, & Values
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Q14 E. Staff

i What is the current employee strength (count wise) of your organization
"1. 0-300 (Startup , Niche), 2. 301 - 1000 (Scaling up in particular Domain or Technology), 3. 1001 - 9999 (Emerging in other areas with foot print on one of them), 4. 10000 - 99999 (Considerable share in two or more domains along with Technology pool), 5. 100000+ (Operational in many segment, catering to diverse portfolio)"
iia. Organization employee mix spread for employees having experience between 0 - 5 yrs
   "1. 0 - 50%, 2. 51% - 60%, 3. 61% - 80%, 4. 80% plus"

iib. Organization employee mix spread for employees having experience between 5 - 10 yrs
   "1. 0 - 25%, 2. 26% - 50%, 3. 51% - 80%, 4. 81% plus"

iic. Organization employee mix spread for employees having experience between 10 - 15 yrs
   "1. 0 - 25%, 2. 26% - 40%, 3. 41% - 50%, 4. 51% plus"

iid. Organization employee mix spread for employees having experience between 15+ yrs
   "1. 0 - 10%, 2. 11% - 20%, 3. 21% - 30%, 4. 31% plus"

iii. Recruitment for employees having experience between (0 - 5 yrs) is aptitude + technology focused
     Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iv. Recruitment for employees having experience between 5 yrs - 10 yrs is focused along with Technology background but strong in particular domain
    Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
v. As IT Industry is a knowledge centric industry, recruitment is very structured in execution with a greater rigour on security aspects (Example: Back ground checks)
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

vi. Career map is known to an individual when he/she joins the organization irrespective of his/her designation of joining
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

vii. In IT Industry, immediate bosses plays a vital role in an individual's growth when moving from one project to another
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

viii. Support functions (Finance, HR, Admin) are critical functions for an organization to be kept alive & be competitive
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

IXa. Based on Strategy, Systems & Structures, did you get the required potential Technology staff available to start execution of the project.
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
ixb. Based on Strategy, Systems & Structures, did you get the required potential Domain staff available to start execution of the project.

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

ixc. Based on Strategy, Systems & Structures, did you get the required potential Support staff available to start execution of the project.

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".

x. Risk well identified with respect to Staff availability throughout the life cycle of the project

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

xi. Risk mitigation available for the Risk identified w.r.t Staff availability throughout the life cycle of the project

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".

xii. Is staffing adequate & consistent with the selected strategies

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

xiii. Staff turnover & attrition handled appropriately in project to minimise the effect on the outcome of the project

Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".
xiv. Is the Team motivation level consistently high
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”

xv. Is the health of team interpersonal relationships good
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”

Q14 F. Skills
i. Skills required were primary criteria during staff selection for the project.
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”

ii. Skills enhancement opportunities were provided to all levels of associates in project which helped them to enhance project deliverables during life cycle of the project.
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

iii. Few key performance indicators are directly mapped to the skills possessed by an individual on which he/she is gauged timely basis during the life cycle of the project/program
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”
iv. Leadership skills are closely monitored & evaluated at various leadership position during entire lifecycle of the project
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".

v. Project skill level adequate
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Q14 G. Style**

i. Management commitment & follow through with strategies adequate during the life cycle of the project
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

ii. Are the underlying assumptions & premises continuously monitored for its validity during entire life-cycle of the project
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iii. Assessment for alternative scenarios defined & best fit alternative was taken up during the life-cycle of the project.
   Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Q14 H. Performance Management

i  Did you observe significant schedule overruns
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

ii Did you observe significant cost overruns
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iii Did you observe significant usability challenges
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

iv Did you observe significant Scope deviation
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".

v Did Quality significantly diorite during any phase of project then the agreed set standards
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".

vi Are performance results(Verification & Validation) adequate to identify relevant weak areas/functions during the entire life-cycle of the project
Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".
vii Is the performance measurement output timely provided
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

viii Communication channels are well establish & utilised between all stakeholders during the entire life-cycle of the project
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

ix Project Operational success parameters constantly monitored (Realization, Utilisation, Financial Leverage, Scope, Time, Cost, Quality)
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

x Customer Satisfaction Index periodically caputered during entire life cycle of the project
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

xi Does separate Project Management Office entity exist in your organization
Options: “1. Yes, 2. No”.

xii Project Management Office is proactively involved in Strategic execution & Validation of the Objectives.
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.
xiii  How do you rate your Project Management Office on a scale of 1-5 (5 being highest) to fulfill your strategic objective of the project
Options: 1-5 (5 being highest)

Q14 I. Intrapreneuer / Intrapreneruership

i  Is organization inclined towards building Intrapreneurship culture
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

ii  Does it have a complete structure built in to capture, invest, nurture, freedom given to team with required controls to make Intrapreneurship a success
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

iii  Does the program / project leadership team (Program Director, Sales Owners, Program Managers, Delivery Managers, Project Managers, Program/Project Management Office) understands in totality the responsibility as Intrapreneurs they are performing as a team for the organization
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.

iv  Do you have in house incubation center established with control mechanism to present your ideas and perform the execution of the same with freedom to fail to validate your ideas and processes
Options: “1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree”.