Appendix I

SCHEDULE-Cum-QUESTIONNAIRE

Dear Entrepreneurs,
The questions in this schedule are only for the purpose of research work. Information provided by you in this response sheet, will be taken solely for academic purposes and your confidentiality will be maintained.

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QUESTIONNAIRE
A Study on Small and Medium Enterprises (SMEs) in Arunachal Pradesh

SEGMENT ONE: Profile of SMEs
1. Name of the Unit
2. Location of the Unit
   Block
3. Year of establishment of business
4. Size of business: Micro/Small/Medium
5. Nature of business: Handicrafts/Agro-Based/Artisans
6. Type of Ownership: Sole Trading/ Partnership/HUF/
   Co-operative
7. Main Products
8. Registered under: DIC/Directorate of Industries

Profile of the Entrepreneur:
9. Name
10. Age
11. Sex
12. Educational Background
13. Occupation of the Family
14. Whether First / Second /Third generation:

Particulars of the Unit:
15. Sources of Capital:
   Type of capital | Initial capital | Additional made | Total capital
   a) Owned
   b) Borrowed

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16. Sources of borrowed capital:

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<tr>
<th>Agency</th>
<th>Amount Borrowed</th>
<th>Rate of interest</th>
<th>No of installments</th>
<th>Time/year to get loan</th>
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Employment and Income:

17. Size of Employment:
   a) Skilled
   b) Semi-skilled
   c) Unskilled
   d) Total

18. Average income of workers:

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<tr>
<th>Skilled (Rs.)</th>
<th>Semi-skilled (Rs.)</th>
<th>Unskilled (Rs.)</th>
<th>Total (Rs.)</th>
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Major problems of the unit:

19. Shortage of materials: yes/no
20. Labour problems: yes/no
21. Shortage of power: yes/no
22. Competition: yes/no
23. Lack of demand of product: yes/no
24. Managerial problems: yes/no
25. Shortage of working capital: yes/no
26. Raw materials are available: Locally/Within State/Outside State
27. Is production equipment is ok:

Labour:

28. Whether workers have trained:
29. Absenteeism:
30. Strikes:
31. Labour turnover:
32. Any other:

Transportation:

33. Mode of distance transportation:
34. Economic way of transportation: Truck/Rail/Bus/Auto/Others
35. Suggestion for improvement:

Marketing:

36. Selling of product: Locally/Neighboring States/ Interstate/Export
37. How is the local demand of the product: Poor/Good/Very Good
38. How order is made: Self/Agents/Any Other
39. How is the competition: Tough/No Competition
40. Promotion of product through: Advertising/Publicity/No Promotion
41. Government buying is facilitated: yes/no
Financial:

42. Major source of finance: Own/Bank/APDIFC/SIDBI/Money Lenders/NABARD

43. What is the nature of the business?
   A) Sole proprietor       B) Partnership       C) Family Owned Business
   D) Others, Specify.........

44. How many owners are there in the firm? .................

45. Are the owners from within state or outside the state?
   A) Within state only
   B) Both from within state and outside state
   C) From outside the state

46. What are the reasons for including outside owners?
   A) Experience       B) Finance       C) Other Reasons

47. Are there any written contracts with them? A) Yes   B) No

48. To what extent has technology been used in the firm? (computers, etc.) please specify

49. Is there a website of the firm? If yes, name of the website?

50. Whether owner is also the manger or manager is a different person?
    a) Yes     b) No

51. What is the average tenure for the manager in years? ..........

52. What is average employee leaving their job?

53. What are the reasons for leaving jobs?

54. How many number of years experience your firm manager has?
    A) In your firm ..........       B) In other firm .............

55. Please specify number of technical staff in your firm?

56. Does your manager have a technical background?
    A) Yes     b) No

57. Have the employees undergone any skill development training outside the firm?

58. If yes when & how many times?
    A) 2011-2012       B) 2010-2011
    C) 2009-2010       D) 2008-2009

59. Is audit carried out by your firm?
    A) Yes     b) No

60. If Yes, What is the nature of audit carried out by the firm?
    A) Internal Audit       B) External Audit       C) No audit

61. How many members are there in internal audit committee? ..............

62. Does the firm use information technology IT, use yes / no.
    If yes, what are the reasons of using IT? (please check as many as applicable.)

Reasons:

1. Managing internal record keeping Process,
2. Survival,
3. Competition,
4. JIT,
5. Competitive advantage.
63. Is there a presence of HR planning in your enterprise? Yes / No
64. Is there a presence of Promotion planning? Yes / No
65. Is there a provision of Training and development planning? Yes / No
66. Is there a written HR policy? Yes / No
67. Does your enterprise have Written leave rules? Yes / No
68. Please specify the Source of recruitment:
   - Personal contact / advertisement / walk-in - interview / others
69. How is Performance appraisal done in the enterprise? Please specify
   - Written and formal / informal oral or behavioural
70. What employee compensation rules are followed in the enterprise? Please specify.
   - Formal rules / .industry compensation
71. Does the enterprise provide any additional benefits? Please specify.

SEGMENT TWO: Market Orientation
(Please Code Your Responses on the scale of 1 to 5) 
1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree)

1. In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future?
2. In this business unit, we do a lot of in-house market research.
3. We are slow to detect changes in our customers' product preferences. (R)
4. We poll end users at least once a year to assess the quality of our products and services.
5. We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation). (R)
6. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.
7. We have interdepartmental meetings at least once a quarter to discuss market trends and developments.
8. Marketing personnel in our business unit spend time discussing customers' future needs with other functional departments.
9. When something important happens to a major customer of market, the whole business unit knows about it within a short period.
10. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
11. When one department finds out something important about competitors, it is slow to alert other departments? (R)
12. It takes us forever to decide how to respond to our competitor's price changes. (R)
13. For one reason or another we tend to ignore changes in our customer's product or service needs. (R)
14. We periodically review our product development efforts to ensure that they are in line with what customers want.

15. Several departments get together periodically to plan a response to changes taking place in our business environment.

16. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

17. The activities of the different departments in this business unit are well coordinated.

18. Customer complaints fall on deaf ears in this business unit. (R)

19. Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion. (R)

20. When we find that customers would like us to modify a product of service, the departments involved make concerted efforts to do so.

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