

QUESTIONNAIRE - AQUESTIONNAIRE FOR OFFICERS

M.Phil. - Commerce & Management

Year - 1987-88

Research Student - G.P.Kapase

Research Guide - Prof.(Dr.) M.M.Ali

Title - A Case Study Of Management Process Adopted
By Terna Shetkari Sahakari Sakhar Karkhana
Ltd., Dhoki (Ternanagar) Dist. Osmanabad.

1. Name of the Officer -

2. Designation -

3. Address -

4. Age

Signature

PART - I

A) Introductory Information -

1) Name of the Unit

2) Address Phone

3) Date of Establishment

4) Authorised Capital

5) Initial amount of capital with which the factory
was started Rs.

6) Source of initial capital (strike the relevant items)

a) Own funds b) Bank Loan c) Money lenders

d) Govt. agencies e) Share capital

B) Fixed Assets -

Original Value
Rs.

Book value
Rs.

1) Land & Buildings

2) Plant & Machinery

	Original value Rs.	Book value Rs.
--	-----------------------	-------------------

- 3) Fixtures & fittings
- 4) Furniture
- 5) Vehicles
- 6) Others

Total fixed Assets - Rs.

- C) Working Capital (Sources)
 - a) Banks b) Money lenders c) Own funds d) Reserves
- D) Production and Sales
 - a) Total production b) Total Sales
- E) Marketing of the products
 - a) Foreign b) State c) Local
- F) Labour and Employment
 - a) Number of Officers
 - b) Number of Supervisors
 - c) Number of Employees
 - i) Skilled ii) Semi-skilled iii) Unskilled
 - iv) Badli workers (seasonal workers)

PART - II

A) Planning

- 1) What are the objectives of Terna S.S.Sakhar Karkhana Ltd.?
- 2) What type of planning do you make ?
 - a) Financial b) Administrative c) Operative d) Profit
 - e) Short term - long term f) All of these g) Any other
- 3) Is there planning Department for making various plans ?
Yes / No

- 4) What are the difficulties faced in planning :
 - a) Non qualified executives
 - b) Inaccurate past data
 - c) Lack of experience and knowledge of executives
 - d) Any other
- 5) What are the practical difficulties in planning ?
 - a) Non-Co-operation from subordinates
 - b) Lack of communication
 - c) Ignorance of subordinates
 - d) Contingencies
 - e) Any other
- 6) Do you plan for soil testing ? Yes / No
- 7) If yes, how ?
 - a) Getting clay from farmers
 - b) Going on spot and bringing samples
 - c) Any other
- 8) Do you plan for water facilities to the farmers ? Yes / No
- 9) If Yes, how ?
 - a) Bore well facilities with concessional rates
 - b) Lift irrigation programmes
 - c) Digging wells and giving subsidy
- 10) Is there planning for quality seeds and fertilizers? Y / N
- 11) Do you plan for inter village roads and approach roads in factory area ? Yes / No
- 12) Do you plan for supply of sugarcane to factory ? Yes / No
- 13) If yes, how ?
 - a) By extending cultivation area of sugarcane within the factory area
 - b) By demanding gate cane
 - c) Any other

- 14) Is there planning for supply of technical assistance for employees and farmers ? Yes / No
- 15) Do you plan for marketing of manufactured sugars ? Y / N
- 16) Do you plan for farmers and rural articians training ?
Yes / No
- 17) Do you arrange planning programmes for village development under the factory area ? Yes / No
- 18) If yes, what type of welfare activities area undertaken
- a) Planning for house building to homeless
 - b) Planning for public building
 - c) Planning for village leadership
 - d) Planning for maintenance and improvement of village streets including drainage and sanitation
 - e) Family planning and other welfare activities
 - f) Any other
- 19) Do you plan for basic minimum needs ? Yes / No
- 20) If yes, what basic needs are satisfied ?
- a) Drinking water b) Nutritious foods c) Health
 - d) Primary education e) Any other
- 21) Do you plan for increase in productivity of sugarcane ?
Yes / No
- 22) If yes, what are the methods adopted ?
- a) Providing new variety of sugarcane b) providing loan facilities for land reform c) providing fertilizers in cheap rates d) subsidy for digging wells and borewells
 - e) arranging soil testing programmes f) any other

B) Organising

- 1) What type of organisation is adopted by factory ?
 - a) Line organisation
 - b) Line and staff organisation
 - c) Functional organisation
 - d) Committee type of organisation
- 2) Do the employers follow organisation structure ? Yes / No
- 3) Is organisation structure useful for factory ? Yes / No
- 4) If yes, how it is useful ?
 - a) It acquaints all members of the factory with their responsibilities
 - b) It eliminates unnecessary functions
 - c) It eliminates friction and playing of politics
 - d) Any other
- 5) What type of committees are there in the factory ?
 - a) Problem solving committee
 - b) Fact Finding Committee
 - c) Advisory committee
 - d) Action committee
 - e) Any other
- 6) Are the committees helpful for solving the problems ?
Yes / No

C) Authority and Responsibility

- 1) Is there proper delegation of authority and responsibility in the organisation ? Yes / No
- 2) Does the subordinates get sufficient authority to do their jobs well ? Yes / No
- 3) Is there centralisation of authority in the organisation
Yes / No

D) Staffing & Training

- 1) What is the procedure of recruitment in the factory ?
 - a) Directly from market
 - b) Through employment exchange
 - c) Recommendations of reputed persons
 - d) Any other
- 2) What type of tests are taken at the time of selections ?
 - a) Physical test
 - b) Intelligent test
 - c) Aptitude test
 - d) Medical test
 - e) Any other
- 3) Does the factory follows the following methods or tools for recruitment and selection ? Yes / No
 - a) Initial interviews
 - b) Application blank
 - c) Interviews and tests
 - d) Reference checks
 - e) Physical examination
 - f) Selection decision
 - g) other methods
- 4) What are the external sources used for recruitment in factory ?
 - a) Advertising in financial and trade magazines & Newspapers
 - b) Executive placement Agencies
 - c) University research and teaching staff
 - d) Financial institutions
 - e) Professional associations
 - f) Business friends
 - g) Other companies
- 5) Are the employees provided training facilities ? Yes / No
- 6) If yes, what ?
 - a) on-the-job
 - b) off-the-job
 - c) Job orientation
- 7) What is the duration of training ?
 - a) a week
 - b) one month
 - c) three month
 - d) six months
 - e) one year
 - f) two years

8) To whom training is given ?

- a) Managers b) Supervisors c) Foreman d) Workers
- e) All of them

9) Are the employees given promotion chances ? Yes / No

10) If yes, What is the basis

- a) Seniority b) Merit c) Nepotism

11) Are the employees suggestions taken into consideration for improving the job performance ? Yes / No

12) Are the employees able to learn new skills on their present job ? Yes / No

13) Who undertake the training activity in the factory ?

- a) training manager b) managing director c) board of directors d) accademicetions e) others

E) Direction and leadership

1) Are the proper directions given to workers about the work ? Yes / No

2) What type of technique of direction is used in the organisation ?

- a) consultative b) free rein c) Autocratic

3) How many supervisors are there in the organisation ?

No.-

G) Communication

1) How do you communicate to your employees ?

- a) giving oral orders b) written instructions
- c) group information d) circular e) any other

2) What are the types of communication used in the factory ?

- a) downward b) upward and lateral c) horizontal d) diagonal

- 3) What are the main barriers of communication in your factory ?
- a) Lack of communication policy b) Poor listening
 - c) Over confidence d) To many items in the same message
 - e) Language barrier f) Lack of motivation
- 4) Do the supervisors give clear and understandable instructions ? Yes / No
- 5) Do the supervisors give all the information they need to do their jobs well ? Yes / No

H) Motivation

- 1) How you motivate the employees ?
- a) By giving financial incentives
 - b) Non financial incentives

I) Controlling

- 1) What measures you adopt to control the activities if they fall short of standards ?
- a) Price cutting b) Personnel cutting c) Investment cutting d) Pressure on workers e) Sale of unused property
- 2) Does the organisation have the computer facility ?
Yes / No
- 3) If, No, does the management get any computer work from outside ?

OoO

QUESTIONNAIRE - B

QUESTIONNAIRE FOR FARMER MEMBERS OF TERNA SHETKARI SAHAKARI
SAKHAR KARKHANA LTD., DHOKI (TERNANAGAR) DIST. OSMANABAD .

PART - III

(1) Name of the member -

(2) Full Address -

(3) Age -

(4) Caste -

(5) Date -

Signature

1. Do you get seeds and fertilizers from the factory ? Yes/No

2. Are you satisfied with the price paid by factory for the sugarcane ? Yes / No

3. Whether the irrigation schemes are undertaken by the factory ? Yes / No

4. Do you get technical guidance for cultivation of sugarcane from the factory ? Yes / No

If Yes, in what respect ?

a) water b) fertilizers c) seeds d) pesticides

e) cultivation methods f) other

5. Whether the transportation facilities are provided you by the factory ? Yes / No

6. Does the factory provide you improved plants ? Yes / No

If Yes, what types ?

a) Nilgiri b) Subabhul c) Coconut d) Mango e) Dalimb f) Other

7. Whether the factory provides educational facilities for your children ? Yes / No

If yes, in what respect ?

a) primary education b) secondary and higher secondary education c) higher education d) technical e) medical

8. Whether you get any financial assistance for animal husbandry, dairy, poultry, gobar gas plant etc. from factory ? Yes / No
9. Does your factory provides you any of the following agricultural equipments ? Yes / No
 - a) ploughs b) electric pump sets c) tractor d) Bullockcarts
 - e) others
10. Do you get sugar from the factory at concessional rates ?
Yes / No
11. Does the factory give guarentee to the banks or credit societies for loans taken by you ? Yes / No
12. Does the factory takes cane competition for its members ?
Yes / No. If yes, how it rewards ? a) Kind b) Money
13. Whether the factory has implemented any social welfare programmes in your village ? Yes / No
If yes, what types ?
 - a) road construction b) drainage c) drinking water facilities
 - d) public meeting hall e) shelters to homeless
14. Whether the factory arranges family planning camp, ENT camp, Eye camp ? Yes / No
15. Whether the factory takes your care at proper time ? Yes / No
16. Whether the factory arranges boring and blasting scheme for its members ? Yes / No

17) Does your factory arranged tours for members ?

Yes / No

18) Whether the factory arranges soil testing programme
for its members ? Yes / No

If yes, how

- a) Taking samples from farmers
- b) Taking samples from the farm
- c) Other sources

(Shri G.P.Kapase)
Research Scholar
Chh.Shahu Central
Institute of Business
Education and Research,
KOLHAPUR.

(Prof.(Dr.)M.M.Ali)
Research Guide
Chh.Shahu Central
Institute of Business
Education and Research,
KOLHAPUR.