

APPENDIX

Questionnaire for Respondents

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(A) Personal Data:

1. Name of the organization :
2. Name of the respondent :
3. (a) Age :
- (b) Sex : Male/Female
4. Designation :
5. Department :
6. Educational Qualifications :
7. Experience :

(B) 1. What are the short-term plans do you make?

- | | |
|----------------|---------------|
| (a) Financial | (b) Personnel |
| (c) Production | (d) Market |
| (e) Profit | (f) Any other |

2. What are the long-term plans do you make?

- | | |
|----------------|---------------|
| (a) Financial | (b) Personnel |
| (c) Production | (d) Market |
| (e) Profit | (f) Any other |

3. Is there any 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 | |

5. What are the practical difficulties in planning?

- | | |
|---------------------------------------|----------------------------|
| (a) Non-cooperation from subordinates | (b) lack of communication, |
| (c) Ignorance of subordinates | (d) Rules and restriction |
| (e) Budget | (f) Any other |

6. Do you have any problems in the :
implementation of plans? :

Yes/No

7. If yes, what are the problems?

- | | |
|---------------------------------------|---------------------------|
| (a) Inadequate staff | (b) Shortage of funds |
| (c) Adverse Government policy | (d) Lack of communication |
| (e) Non-cooperation from subordinates | |
| (f) Political pressure | (g) Inefficient staff |

8. Do you plan for improvement in
sugarcane production? :

Yes/No

9. If yes, which of the following?

- | | |
|--|--------------------------------|
| (a) Soil-testing | (b) Lift-irrigation programmes |
| (c) Supply of quality-seeds & fertilizers | |
| (d) Loan facilities for land reform | |
| (e) Subsidy for digging wells and borewells. | |

10. Do you plan for the supply of sugarcane to the factory? : Yes/No
11. If yes, How?
 (a) By extending cultivation area of sugarcane within the factory area.
 (b) By demanding gatecane (c) Any other
- (C) 1. Which of the following characteristics do you give importance to in your organization?
 (a) Division of labour (b) Combination of labour
 (c) Coordination
2. What are the steps involved in the process of organization?
 (a) Identification of activity (b) Grouping of activity
 (b) Assigning activity (d) Delegation of authority
3. Which of the following committees are formed in your factory?
 (a) Advisory (b) Problem-solving
 (c) Fact-finding (d) Action committee
 (e) Any other
4. Are the committees helpful for solving the problems? : Yes/No
5. Are you satisfied with the present organizational structure? ; Yes/No
6. If not satisfied, what are the reasons? :
7. How are you going to overcome the above problems? :
- (D) 1. Is there proper delegation of authority and responsibility in the organization?: Yes/No
2. Do the subordinates get sufficient authority to do their job well? : Yes/No
3. Is there centralization of authority in the organization? : Yes/No
- (E) 1. What is the procedure of recruitment in your factory?
 (a) Direct recruitment (b) Through employment exchange
 (b) Advertisement (d) Recommendations of reputed persons
 (e) Any other
2. What types of tests are taken at the time of selection?
 (a) Physical test (b) Intelligence test
 (c) Aptitude test (d) Medical test
 (e) Any other
3. What methods are followed by the factory for recruitment and selection?
 (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 the factory?

| | |
|--|----------------------------------|
| (a) Advertising in newspapers | (b) Executive placement agencies |
| (c) University research & teaching staff | (d) Financial institutions |
| (e) Professional associations | (f) Business friends |
| (g) Other companies | |
 5. Are the employers providing 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) One week | (b) One month |
| (c) Three months | (d) Six months |
| (e) One year | (f) Two years |
 8. To whom the 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 job performance? Yes/No
 12. Are you satisfied with your employees ability to learn new skills on their present job?

| | |
|--------------------|--------------------------|
| (a) Satisfied | (b) Moderately satisfied |
| (c) Well satisfied | (d) Not satisfied |
| (e) Any other | |
- (F)
1. Are the proper directions given to the workers about the work? : Yes/No
 2. What type of techniques of directions are used in the organization?

| |
|------------------|
| (a) Consultative |
| (b) Free rein |
| (c) Autocratic |
- (G)
1. How do you communicate to your employees?

| | |
|--|--------------------------------|
| (a) Giving oral orders | (b) Written instructions |
| (c) Holding question and answer sessions | (d) Circular |
| (e) Personal visits | (f) Holding talks with workers |
| (g) Any other. | |
 2. What are the main barriers to communication in your factory?

| | |
|--|------------------------|
| (a) Lack of communication policy | (b) Poor listening |
| (c) Language barriers | (d) Overconfidence |
| (e) Too many items in the same message | (f) Lack of motivation |
 3. What are the types of communication used in your factory?

| | |
|----------------|------------------------|
| (a) Downward | (b) Upward and lateral |
| (c) Horizontal | (d) Diagonal |
 4. Are you satisfied with the communication system? : Yes/No

- (H) 1. How do you motivate the employees?
- | | |
|---|--|
| (a) By giving financial incentives | (b) By giving non-financial incentives |
| i. By giving good wages | i. Good working conditions |
| ii. By offering bonus | ii. Tactful discipline |
| iii. By offering other financial incentives | iii. Job security |
| | iv. Appreciation of work |
| | v. Systematic understanding of personal problems |
| | vi. Promotion and growth within factory |
2. What do you want from your employers?
- | | |
|----------------------|------------------------|
| (a) Good work | (b) Tactful discipline |
| (c) Interest in work | (d) Management loyalty |

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- (I) 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. Do you evaluate the performance of your subordinates frequently in your organization? Yes/No
3. If yes, How?
4. If no, Why?
5. Do you receive reports from all the concerned people? : Yes/No
6. If Yes, in what form?
- | | |
|------------------------|-------------------|
| (a) Written form | (b) Balance-sheet |
| (c) Profit & Loss a/c. | (d) Any other |
7. What is the frequency of reports?
- | | |
|-----------------|---------------|
| (a) Daily | (b) Weekly |
| (c) Monthly | (d) Quarterly |
| (e) Six-monthly | (f) Yearly |
8. Do you use the following controlling tools in your management practices?
- | | |
|-------------------|--------------------------|
| (a) Budget | (b) Break-even analysis |
| (c) Cost analysis | (e) Return-on-investment |
| (f) Any other | |
- (J) 1. Which of the following types of decision-making is followed in your factory?
- | | |
|--------------------------------|----------------------------------|
| (a) organizational or personal | (b) Routine or strategic |
| (c) Policy and operative | (d) Programmed or non-programmed |
2. Which of the following approaches do you think the best approach for the alternative evaluation?
- | | |
|---------------------------|-------------------------|
| (a) Marginal theory | (b) Mathematical theory |
| (c) Psychological theory. | |

3. Do you make the decisions by consulting your subordinates? : Yes/No
4. Do you agree that "The manager should compare the actual results of action with the predicted results? : Yes/No
- (K) 1. How do you coordinate with the various departments and workers in your factory?
 (a) By direct contact (b) By early beginning
 (c) Continuity in coordination (d) Reciprocal relation
2. Do you feel that the effective coordination takes place due to -
 (a) Coordination by committees (b) Coordination by general staff
 (c) Special coordination (d) Self coordination
3. In an organization, coordination is needed because of-
 (a) Number and complexities of activities
 (b) Conflicting individual and organizational goals
4. What do you think that the coordination is the responsibility of -
 (a) Management (b) Management and staff
 (c) Only staff
5. Do you agree with the following statement? Yes/No
 "No coordination can be achieved without the leadership of the top management".

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