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APPENDIX I

M.PHIL : COMMERCE AND MANAGEMENT

: 1987-88 :

* QUESTIONNAIRE *

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TITLE : * A STUDY OF ADMINISTRATIVE AND MANAGERIAL
PROBLEMS IN ENGINEERING INDUSTRY IN
KOLHAPUR CITY *

PART I : INTRODUCTION

- 1) Name of the Unit :
- 2) Address :
- 3) Constitution :
 - a) Proprietary concern
 - b) Partnership
 - c) Private Limited Company
 - d) Public Limited Company
 - e) Co-operative concern.
- 4) Date of Establishment :

PART II : PERSONNEL FUNCTION

- 1) No. of Employees :
 - a) Proprietor/Partners/
Directors :
 - b) Officers :
 - c) Supervisors :
 - d) Clerks :

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- e) Other office staff :
 - f) Workers :
 - i) Skilled :
 - ii) Semi-skilled :
 - iii) Unskilled :
 - iv) Casual workers :
- 2) How do you do your manpower planning ?
- a) Forecasting the requirements considering technical aspect.
 - b) Forecasting the requirements considering non-technical aspect.
 - c) Arbitrary method.
- 3) Difficulties in manpower planning.
- a) Anticipating vacancies.
 - b) Job requirements and description.
 - c) Determination of sources of requirements.
 - d) Selection method.
 - e) All of the above.
 - f) Any other : Scarcity of workers.
- 4) Availability of skilled workers.
- a) Abundant (Plenty).
 - b) Adequate.
 - c) Scarce.
- 5) Whether training is given to your personnel ? Yes/No
- 6) If Yes, Methods of training.
- a) On the job training.

- b) Apprenticeship training.
 - c) Classroom method.
 - d) Vestibule training.
 - e) Understudy.
 - f) Any other : External training.
- 7) To whom it is given ?
- a) Managers.
 - b) Supervisors.
 - c) Workers.
- 8) Problems in training faced by your Organisation ?
- a) Inadequate teaching staff.
 - b) Finance.
 - c) Availability of tools and equipments.
 - d) Workers participation.
 - e) Any other : Language, Timing, Job rejection etc.
- 9) Basis of wage payment :
- a) Time.
 - b) Piece.
 - c) Others.
- 10) Whether the employees satisfied with the wages/
salaries paid ? Yes/No
- 11) Labour relations :
- a) Cordial.
 - b) Fair.
 - c) Conflicting.
- 12) Is there any employee Union ? Yes/No
- 13) If Yes, Name (s)

PART IV : PRODUCTION FUNCTION

- 1) **Introductory Part :**
 - a) **Name of the product :**
 - b) **Method of the production : Process/Job/Batch**
 - c) **No.of shifts operating : One/Two/Three per day.**
 - d) **Shift Timing and Workers per shift :**
 - First - Time :**
Workers :
 - Second - Time :**
Workers :
 - Third - Time :**
Workers :
- 2) **Extent of Mechanisation :**
 - a) **Capital intensive.**
 - b) **Semi-capital intensive.**
 - c) **Labour intensive.**
- 3) **Break-down of machinery :**
 - a) **Frequently.**
 - b) **Not so frequently.**
 - c) **Occasionally.**
- 4) **Causes of break-down :**
 - a) **Lack of preventive measures.**
 - b) **Improper handling of machines by operators.**
 - c) **Inferior quality of machines.**
 - d) **Wear & Tear.**

- 5) Power shortage :
 - a) Limited quota supply.
 - b) Higher charges.
 - c) Frequent shut down.
- 6) Raw material shortage :
 - a) Difficult to procure.
 - b) High costs.
 - c) Scarce availability.
 - d) Quality problems.
 - e) Uncertain supply.
 - f) All of above.
- 7) Whether there is production planning ? Yes/No
- 8) Practical difficulties in production planning :
 - a) Product of diverse characters.
 - b) Large scale production.
 - c) Change in consumers tastes.
 - d) Improved products.
 - e) Less capacity utilisation.
 - f) High material wastage.
 - g) Any other : Competition, Inferior quality of raw material.
- 9) Working conditions :
 - a) Good/proper
 - b) Fair
 - c) Bad

- 10) Opportunities to acquire more technical skill or new knowledge of production :
- a) More
 - b) Sufficient
 - c) Non
- 11) Labour productivity :
- a) High
 - b) Satisfactory
 - c) Poor
- 12) Difficulties in production control :
- a) Quality problems
 - b) Production according to schedule
 - c) Follow up
 - d) Optimum utilisation of resources.
 - e) Absenteesm
 - f) Demand fluctuation.
- 13) Do you face store keeping problems ? Yes/No
- 14) If yes of what type :
- a) High rent
 - b) Inadequate place
 - c) Atmosphere
 - d) Any other
- 15) Whether measures for quality control and inspection are undertaken in your concern ? Yes/No
- 16) If Yes, Mention them :
- (I) a) Standerdisation and specification of production.
 - b) Control over production operations.
 - c) Applications of statistical methods of quality control.

- (II) a) Raw material inspection.
- b) Process inspection.
- c) Tool/Equipment/Machinery inspection.
- d) Finished goods inspection.

PART V : MARKETING FUNCTION

- 1) Introductory part :
 - a) Name of the product to be marketed.
 - b) Type of consumer :
 - i) Industry
 - ii) Reseller
 - iii) End user.
 - c) Market covered :
 - i) Local
 - ii) State
 - iii) National
 - iv) International
 - d) Sales personnel
- 2) Channel of distribution :
 - a) Through retailer and wholeseller
 - b) Through retailer.
 - c) Through wholeseller.
 - d) Direct to the customer.
- 3) Difficulties in marketing :
 - a) Market segmentation.
 - b) Consumer behaviour.
 - c) Pricing.
 - d) Any other.
- 4) What means of transport do you adopt ?
 - a) Roadways
 - b) Railways
 - c) Water-ways
 - d) Air-ways.

- 5) Problems regarding transport :
 - a) High charges
 - b) Availability of carrier.
 - c) Availability of required means of transport.
 - d) Any other.

- 6) What measures are undertaken for sales promotion ?
 - a) Advertisement - Paper, Magazines, Radio, T.V., Cinema.
 - b) Free samples.
 - c) After sales services (Home delivery, Parking, free repairing etc.).
 - d) Quantity discount.
 - e) Cash discount.
 - f) Trade discount.
 - g) Taking part in Exhibition.
 - h) Personal visits.

- 7) What are the methods of selling ?
 - a) Cash sales
 - b) Credit sales
 - c) Hire purchase/Instalment System.

- 8) If credit facilities are offered to the customers what difficulties are likely to be faced ?
 - a) Bad debts : i) Fully ii) Partly.
 - b) Extended credit facility.
 - c) Any other.

- 9) What are the medias of advertising :
- a) Newspapers
 - b) Magazines
 - c) Radio/T.V.
 - d) Electric moving pictures
 - e) Air ballun
 - g) Neon hoarding.
- 10) Is there any competition for your product ? Yes/No
- 11) If Yes, how do you face it ?
- a) Low pricing.
 - b) Quality improvement.
 - c) Business combination.
 - d) Better after sales services.
- 12) Do you undertake the market research programme ?
Yes/No
- 13) If Yes, what practical difficulties do you face ?
- a) Less interest and time to executives.
 - b) Inadequate data/Less accuracy.
 - c) Non-availability of qualified researcher.
 - d) Non co-operation from customers.
- 14) Whether you prepare sales budget ? Yes/No
- 15) Is there any variation between Budgeted Yes/No
and actual figures of sales ?
- 16) If yes, how do you fill up the gap ?
- a) Sales premotion activities.
 - b) Minimising cost of sales.
 - c) Quality improvement.
 - d) Identifying new customer.
 - e) Reducing price.

- 17) Rejection rate of the finished product to be marketed.

PART VI : GENERAL

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| 1) Do the employees have adequate space to do their job ? | Yes/No |
| 2) Do the employees have adequate tools & equipments to do their job ? | Yes/No |
| 3) Whether the adequate safety precautions are taken to protect the employees on their job ? | Yes/No |
| 4) Whether the environmental factors (Light, Air etc.) comfortable for employees ? | Yes/No |
| 5) Are their adequate non-job related facilities ? (Parking, Rest room etc) | Yes/No |
| 6) Are the employees assured of the job as long as they perform effectively ? | Yes/No |
| 7) Do the employees work together as a team ? | Yes/No |
| 8) Do the employees help each other in their jobs ? | Yes/No |
| 9) Do all individuals in the organisation understand the organisations objectives and policies. | Yes/No |
| 10) Are the employees always informed of important changes, before they occur ? | Yes/No |
| 11) Are policies and rules are applied equally to all employees. | Yes/No |
| 12) Are advancements and promotions based on merit ? | Yes/No |
| 13) Are the employees free to use their own ideas in performing their job ? | Yes/No |

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| 14) Are the employees able to learn new skills on their present job ? | Yes/No |
| 15) Are the employees recommendations used in decision concerning their job.? | Yes/No |
| 16) Do the workers find their work interesting. | Yes/No |
| 17) Do the supervisors like to employees ideas for improving their jobs. | Yes/No |
| 18) Are the supervisors give the clear and understandable instructions. | Yes/No |
| 19) Do the supervisors allow employees to take decision of their job. | Yes/No |

PART VII : OTHER PROBLEMS

- 1) Future
 - a) Bright
 - b) Fair
 - c) Bad
- 2) Co-operation from large organisation :
 - a) Good
 - b) Fair
 - c) Bad
- 3) Co-operation from Government Authorities :
 - a) Good
 - b) Fair
 - c) Bad