

A P P E N D I X

APPENDIX - 8.1

QUESTIONNAIRE

- 1. Your company is (please check)
 - 01 the headquarters of a multidivisional firm
 - 02 a division of a large Indian corporation
 - 03 a division of a large foreign corporation
 - 04 an independent firm
2. Please check the form of your firm
 - 01 Unitary-form (the components of the Unitary form are divisions which perform particular functions (sales, finance, production etc) for all the product lines of the firm.
 - 02 Multidivisional form (firm is composed of 'operating divisions' or 'quasi firms' which perform all these functions for each single product and are responsible to a head office, which both supervises the operating decisions of the quasi firms and allocates capital funds).
3. Do you have foreign collaboration ?
 - 01 yes
 - 02 no
4. If yes, please mention the nature of collaboration.
 - 01 technical
 - 02 financial
 - 03 both

5. Do you agree that the business has its social responsibility and should as one of the institutions meet its expectations ?
- 01 yes
 - 02 no
6. If yes, to what extent ?
- 01 to a little extent
 - 02 to some extent
 - 03 to a considerable extent
 - 04 to a great extent
 - 05 to a very great extent
7. Please check the measures undertaken by your firm in meeting its social obligations
- 01 donations to charitable trusts
 - 02 " to schools, hospitals, research institutions
 - 03 " to flood relief & other relief funds
 - 04 " to community development schemes
 - 05 any other (please specify)
8. How do you measure your firm's performance ?
- 01 production performance
 - 02 sales "
 - 03 profits "
 - 04 any other (please specify)

9. Please check the kinds of uncertainties that your firm is facing in its business.
- 01 inflation
 - 02 labour problem
 - 03 rapid technological progress
 - 04 availability of raw materials
 - 05 competition
 - 06 any other (please specify)
10. Please mention the number of products being produced ?
11. Please mention the number of by-products made.
12. Please mention the reasons for producing the by-products.
- 01 minimising the wastage thereby costs
 - 02 supplementing income
 - 03 diversifying product structure
 - 04 any other (please specify)
13. Please check the nature of demand for your products.
- 01 somewhat certain
 - 02 considerably certain
 - 03 certain
 - 04 very certain

14. How do you fix the prices of your products?
- 01 marginal cost pricing
 - 02 average cost pricing
 - 03 full cost pricing
 - 04 mark-up pricing
 - 05 competitive pricing
 - 06 any other (please specify)
15. Please mention the philosophy of your price policy?
- 01 less sales but high unit price
 - 02 low unit price but more sales
16. Do you think that the prices of your products are kept lower than what it can get ?
- 01 yes
 - 02 no
17. Do you think that the prices of your products could still be increased without affecting the present revenue flow ?
- 01 yes
 - 02 no
18. Please mention the growth policy of your firm.
- 01 high accumulated retained earnings
 - 02 high rate of growth of assets
 - 03 " sales
 - 04 " production

05 high rate of growth of profits

06 any other (please specify)

19. Please check the type of competition your firm is facing in its business.

01 price competition

02 'quality' competition

03 non-price competition

04 any other (please specify)

20. Please check to what degree.

01 to a little degree

02 to a some degree

03 to a considerable degree

04 to a high degree

05 to a very high degree

21. Under which of the type of competition does your firm fair well or better placed ?

01 price competition

02 quality competition

03 non-price competition

22. Please mention the measure you adopt to protect your firm's competitive position.

01 sub-optimal pricing

02 improving quality of the products

03 increasing sales promotion efforts

04 any other (please specify)

23. Do you think that the hire and fire policy helps maintain

- 01 high degree of discipline ?
- 02 " productivity ?
- 03 " flexibility of the volume of staff
- 04 any other (specify)

24. Would you please indicate your company objectives and RANK them ?

<u>S.No.</u>	<u>Rank</u>	<u>Goals</u>
01		Growth of the firm
02		Maximum sales revenue
03	"	production
04	"	market share
05	"	profit
06	"	dividends
07		Minimum costs
08		customer satisfaction
09		employee welfare
10		research and development
11		product quality and services
12		business diversification
13		overall efficiency
14		financial stability
15		resource conservation
16		management development

<u>S.No.</u>	<u>Rank</u>	<u>Goals</u>
17		diversification of product structure
18		price stability
19		social responsibility
20		solving environmental degradation
21		smooth running of the firm

25. How do you adjust the following Economic Leverage variables in order to stabilise/smoothen the income series of the firm ?

<u>S.No.</u>	<u>Economic Leverage</u>	During		Bad times	
		<u>1.increase</u>	<u>2.reduce</u>	<u>3.increase</u>	<u>4.reduce</u>
01	assets	-	-	-	-
02	capitalisation of costs	-	-	-	-
03	outside investment	-	-	-	-
04	loans and advances	-	-	-	-
05	public services expenses	-	-	-	-
06	employee welfare expenses	-	-	-	-
07	bonus and wages	-	-	-	-
08	managerial perquisites	-	-	-	-
09	expenses on machineries	-	-	-	-
10	sales discounts	-	-	-	-
11	sales promotion expenses	-	-	-	-
12	research & development expenses	-	-	-	-
13	office modernisation costs	-	-	-	-

14	deferred revenue expenses	-	-	-	-
15	capacity utilisation	-	-	-	-
16	price incentives	-	-	-	-
17	customer services expenses	-	-	-	-
18	product line or mix	-	-	-	-
19	volume of staff and workmen	-	-	-	-

26. While adopting the above measures you must be having a varied experience e.g., all of them might not be equally feasible and at the same time the deliberate management of these Economic Leverage variables does equally help stabilising/smoothing the income of the firm under different circumstances. Please assign the weightages as per the following scheme.

<u>weight</u>	<u>degree</u>
5	to a very great extent
4	to a great extent
3	to a considerable extent
2	to some extent
1	to a little extent
0	not at all

<u>S.No.</u>	<u>Economic Leverage variables</u>	<u>Feasibility</u>
01	assets	.
02	capitalisation of costs	.
03	outside investment	.

- 04 loans and advances .
- 05 public services .
- 06 staff and workmen welfare expenses .
- 07 bonus and wages .
- 08 managerial perquisites .
- 09 expenditure on machineries .
- 10 sales discounts .
- 11 sales promotional expenses .
- 12 research & development expenses .
- 13 office modernisation expenses .
- 14 deferred revenue expenses .
- 15 capacity utilisation .
- 16 price incentives .
- 17 customer service expenses .
- 18 product line or mix .
- 19 volume of staff and workmen .