

# **ANNEXURE**

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Interview Schedule

## Performance of Cotton Textile Industry in Bangladesh: An Inter-Sectoral Survey

### INTERVIEW SCHEDULE

*[The data will be used for Academic Research only. Strict secrecy will be maintained]*

#### A. GENERAL INFORMATION

1. Name of the Enterprise / Mill:
2. Registered office:
3. Year of Establishment / Incorporation:
4. Year of Nationalisation / Disinvestment (if converted):
5. Investment size:
6. Date of commencement of production:
7. Number of installed spindles:
8. Total number of employees on payroll:
 

i) Officers .....	ii) Employees.....	iii) Workers	}	Permanent
			}	Casual
9. Is this a sick Enterprise?     Yes     No
10. If yes, causes of sickness:
  - i) .....
  - ii) .....
  - iii) .....
11. What measures are being taken for its revival or rehabilitation?
12. What major problems are being faced to run the mill successfully?
  - i) Labour unrest, ii) Financial, iii) Shortage of raw cotton, iv) Marketing,
  - v) Inefficient management, vi) Others (Please specify).
13. What modernisation programmes have been undertaken during the last ten years from 1987-88 to 1996-97, (Please specify) :
  - i) ....., ii) ....., iii) .....
  - iv) ....., v) .....
14. Your contribution to national exchequer during the last ten years (1987-88 to 1996-97):

Year	Contribution to national exchequer	Year	Contribution to national exchequer
1987-88		1992-93	
1988-89		1993-94	
1989-90		1994-95	
1990-91		1995-96	
1991-92		1996-97	

### **B. PRODUCTION ASPECT**

1. Installed capacity of production: .....

2. Your budgeted production and actual production during 1987-88 to 1996-97:

Year	Budgeted Production	Actual Production	Year	Budgeted Production	Actual Production
1987-88			1992-93		
1988-89			1993-94		
1989-90			1994-95		
1990-91			1995-96		
1991-92			1996-97		

3. What were the main causes of shortfall in production, if any. (please specify)

i) ..... iv) .....

ii) ..... v) .....

iii) ..... vi) .....

4. What was the average rate of wastage of raw materials during the last ten years?

Year	Wastage of Raw Materials	Year	Wastage of Raw Materials
1987-88		1992-93	
1988-89		1993-94	
1989-90		1994-95	
1990-91		1995-96	
1991-92		1996-97	

5. Please provide the per spindle per shift production during 1987-88 to 1996-97:

Year	PSPS Production	Year	PSPS Production
1987-88		1992-93	
1988-89		1993-94	
1989-90		1994-95	
1990-91		1995-96	
1991-92		1996-97	

6. Are you facing the under utilisation of capacity?  Yes  No

7. What are the main causes of under utilisation of capacity?

- i). Absenteeism, ii) Power failure, iii) Shortage of spare parts,  
iv) Shortage of raw cotton, v) Machinery break down, vi) Other factor, if  
any. (Please rank the above the factors).

8. Please provide your production loss due to above reasons during 1987-88 to 1996-97:

Year	Production Loss	Year	Production Loss
1987-88		1992-93	
1988-89		1993-94	
1989-90		1994-95	
1990-91		1995-96	
1991-92		1996-97	

9. Please provide the rate of Capacity Utilisation during 1987-88 to 1996-97:

Year	Capacity Utilisation	Year	Capacity Utilisation
1987-88		1992-93	
1988-89		1993-94	
1989-90		1994-95	
1990-91		1995-96	
1991-92		1996-97	

10. Measures / steps generally taken for improving productivity:

i) ..... ii) ..... iii) .....

11. What other measures should be taken in this regard?

i) ..... ii) ..... iii) .....

12. What are your suggestions to raise production efficiency and productivity?

### C. COST ASPECT

1. Do you have a proper system of costing to ensure the cost control?  Yes  No

2. If yes, is it i) Standard costing, or ii) Budgetary control?  i  ii

3. Please furnish the statement of costs during the last ten years (1987-88 to 1996-97).

4. What was the trend of cost of production-increasing / decreasing ?

5. If increasing, state the reasons. i)..... ii) ..... iii) .....

6. Please provide budgeted cost of production and actual cost of production during 1987-88 to 1996-97:

Year	Budgeted Cost	Actual Cost	Year	Budgeted Cost	Actual Cost
1987-88			1992-93		
1988-89			1993-94		
1989-90			1994-95		
1990-91			1995-96		
1991-92			1996-97		

7. Did you face the increasing material cost, wages and salaries, power and fuel cost or store and spare cost?

8. If yes, state the reasons.

i) ..... ii) ..... iii) .....

9. What are your suggestions to reduce cost?

i) .....

ii) .....

iii) .....

**D. FINANCIAL ASPECT**

1. What are the sources of your working capital?
  - i) Cash credit from Bank, ii) Internal resources, iii) Short term loan,
  - iv) Money Market, v) Any other (please specify).
2. Please mention your yearly requirement of working capital.
3. What factors do you consider while estimating the requirement of working capital: i) Production cycle, ii) Cash requirements, iii) Terms of purchase, iv) Sales policy, v) Others.
4. Do you think that the size of working capital was adequate during the last ten years (1987-88 to 1996-97).  Yes  No
5. If yes, how are you handling it? .....
6. If shortage of working capital is a chronic problem what are your suggestions to face it? i) ..... ii) ..... iii) .....
7. Do you review stock, credit and cash policies periodically to keep working capital at the optimum level?  Yes  No
8. How do you control inventory? Is there a system of ABC Analysis so that control by exception is possible?  Yes  No
9. Do you think idle investment in inventory is causing a financial loss to your mill?  Yes  No
10. If yes, which component of inventory blocks the fund unreasonably?
  - i) Raw materials, ii) Work-in-process, iii) Finished stock, iv) Stores and spares.
11. Do you keep constant watch on the solvency and liquidity of the mill?  Yes  No
12. Do you have a credit and collection department?  Yes  No
13. How many days are given to debtors as a normal practice to pay their dues?....
14. What factors do you generally consider in analysing credit worthiness and credit risk of the concern? .....
15. Do you allow discount for prompt payment?  Yes  No
16. If yes, what are the terms of discount? .....

17. Is there any separate department or cell for cash management?  Yes  No
18. How do you assess the adequacy of cash balance to be kept? .....
19. Do you have internal control system of cash?  Yes  No
20. Do you invest excess cash in short-term securities?  Yes  No
21. How would you evaluate the efficiency of working capital? .....
22. What are your suggestions to increase the efficiency of working capital management? .....
- .....

### **E. MARKETING ASPECT**

1. How do you fix-up the price of your products?  
i) Based on costs, ii) Govt. fixes the price, iii) BTMC/ Individual mill fixes the price.
2. Which factors do you consider in your pricing?  
i) ..... ii) ..... iii) ..... iv) .....
3. To what extent are prices set on sound cost, demand and competitive criteria?...
4. Price and quality should be competitive. Do you consider this?  Yes  No
5. Are you selling your product only in national market or also in international market? .....
6. Do you think any problem of decrease in demand for your product?  Yes  No
7. If yes, the reasons for: i) Low quality of product, ii) High pricing, iii) Smuggled yarn.
8. What are your suggestions to face it? .....
9. Do you have any Research and Development wing?  Yes  No
10. Have you faced the problem of stock piling of yarn during the last ten years (1987-88 to 1996-97).  Yes  No
11. Is there a proper control over stock of finished goods?  Yes  No
12. How do you study your market potentiality? What is the basis of forecasting sales during the planning period? .....

13. What factors do you consider while making demand analysis? .....

14. Please state your budgeted sales and actual sales during 1987-88 to 1996-97:

Year	Budgeted Sales	Actual Sales	Year	Budgeted Sales	Actual Sales
1987-88			1992-93		
1988-89			1993-94		
1989-90			1994-95		
1990-91			1995-96		
1991-92			1996-97		

15. The reasons fall in sales (if any):

- i) Bad quality of yarn,      ii) Smuggled yarn,      iii) High price of yarn,  
iv) Poor marketing capability,      v) Any other (please specify).

16. How much competition do you face in local and international market?

- i) Low,      ii) Moderate,      iii) High.

17. What major problems of marketing have you been facing during the last ten years (1987-88 to 1996-97).

- i) ..... ii) ..... iii) .....  
iv) ..... v) ..... vi) .....

18. How do you create new market for your products?

- i) Through advertising,      ii) Participation in International Trade Fair,  
iii) With Government assistance,      iv) Any others (please specify).

19. Do you think that your enterprise is being effected by Free Market Economy?

Yes       No

20. If yes, what sorts of effect do you face? i) ..... ii) ..... iii) .....

#### **F. PERSONNEL ASPECT**

1. How do the workers express their grievances mostly?

- i) Agitation,      ii) Strike,      iii) Go-Slow,      iv) Any other (please specify).

2. Do you have the provision of workers participation in management?  Yes  No

3. Is your mill over staffed?  Yes  No
4. If yes, at what level and what extent? .....
5. State the causes of overstaffing in your mill. ....
6. How do you face the problem of absenteeism? .....
7. Did you have decline in productivity?  Yes  No
8. If yes, state its reasons? .....
9. Do you have any system to evaluate the performance of workers at different level?  Yes  No
10. What welfare measures for employee does your mill undertake?  
 i) ..... ii) ..... iii) .....  
 iv).....v) .....
11. Is there any provision for workers' training and education?  Yes  No
13. Have you any management training centre of your own?  Yes  No
14. Is there any arrangement for executive development programme?  Yes  No