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ANNEXURE I

Business Size: *Please tick*

Micro. Small. Medium

Code: / / /

Name of the Business: (optional)

QUESTIONNAIRE

Family Business / Non-Family Business

Dear Sir/ Madam

*I would like to invite you to participate in my Ph.D. research survey which attempts to assess **Family Business and Non-Family Business Performance in Assam**. Kindly answer the given questions that best suits your knowledge and understanding. Please be assured of confidentiality related to the information you provide. The information provided will be used for academic purpose only.*

Please tick (✓) the appropriate option.

1. Year of Establishment:

2. Location of the business:

3. Generation currently leading the business (for FB)

First	Second	Third	Fourth
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4. Next Successor of Business (for FB)

Male	Female	Not Decided	No Successor
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4. Number of Employees:

5. Type of Industry:

Manufacturing	Services	Wholesale/ Retail
Agriculture	Construction and Real Estate	Tourism and Hospitality

6. Industry Segment

Food	Textile	Chemicals
Furniture	Education / IT	Others (Please Specify)

Below are the group of statements describing concept of a family business with which you may agree or disagree. Using the 1-7 scale below, indicate your agreement with each item. Please treat each statement separately from the other. (1-strongly disagree, 2-disagree, 3- somewhat disagree, 4- neutral, 5- somewhat agree, 6- agree, 7- strongly agree).

7. Please indicate your level of Entrepreneurial Orientation in your business: (For FB)

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A We are willing to take chances on new ideas	O	O	O	O	O	O	O
B We are willing to take risk to enter new markets	O	O	O	O	O	O	O
C We are willing to invest resources to develop/introduce new products/services	O	O	O	O	O	O	O
D We introduce new products/services more quickly than our competitors	O	O	O	O	O	O	O
E Our business is quick to seize opportunities and take the lead in the industry	O	O	O	O	O	O	O
F We actively seek to stay ahead of competitors through proactive strategies	O	O	O	O	O	O	O
G We are always on the lookout for new technologies that could help our business	O	O	O	O	O	O	O
H We are always looking for new business opportunities	O	O	O	O	O	O	O
I We actively introduce improvements and innovations in our business	O	O	O	O	O	O	O

8. Please indicate the level Socioemotional wealth in your business: (For FB)

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Continuing family legacy and tradition is an important goal	0	0	0	0	0	0	0
B Transfer of business to the next generation is an important goal	0	0	0	0	0	0	0
C No evaluation of the investment on a short-term basis	0	0	0	0	0	0	0
D Strong emotional bonds between family members	0	0	0	0	0	0	0
E Maintaining family harmony and cohesion is a priority	0	0	0	0	0	0	0
F There is a feeling of warmth for each other in the family business	0	0	0	0	0	0	0
G There is a feeling of strong emotional attachment to the business	0	0	0	0	0	0	0
H The business represents a significant part of our family's history and heritage	0	0	0	0	0	0	0
I Family members are proud to tell others that we are a part of the family business	0	0	0	0	0	0	0

9. Please indicate the level of family member resilience in your business:

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Free support from family members in running the business	0	0	0	0	0	0	0
B Use of family members' personal assets (car, flat, etc.) to support the business	0	0	0	0	0	0	0
C Securing a new loan with family members' private assets	0	0	0	0	0	0	0
D Family members providing monetary support (loans, recapitalization)	0	0	0	0	0	0	0
E Family members working without pay	0	0	0	0	0	0	0
F Family members agreeing to delay their remuneration	0	0	0	0	0	0	0
G Continued involvement of family members helps in quick crisis management	0	0	0	0	0	0	0

10. Please indicate the level of Human capital resilience in your business:

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Members/Employees ability to identify new opportunity	0	0	0	0	0	0	0
B Members/Employees capacity to work harder in times of crisis	0	0	0	0	0	0	0
C Employee's loyalty and commitment	0	0	0	0	0	0	0
D Retaining valuable employees in tight labor markets while paying less than competitors	0	0	0	0	0	0	0

11. Please indicate the level of social capital resilience in your business:

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Easy access to financial assistance during of crisis in the community	0	0	0	0	0	0	0
B Easy access to technical assistance during of crisis in the community	0	0	0	0	0	0	0
C Strong and longstanding relationship with external stakeholders	0	0	0	0	0	0	0

12. Please indicate the level of long-term vision in your business

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Long term involvement of members/employees	0	0	0	0	0	0	0
B Healthy relationship between members and employees	0	0	0	0	0	0	0
C Focus on long-term goals over short-term goals	0	0	0	0	0	0	0
D Clear vision and focus on goals during uncertainty	0	0	0	0	0	0	0

13. Please indicate the organization culture in your business

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Viewing challenges as learning opportunities	0	0	0	0	0	0	0
B Free flow of communication in the organization	0	0	0	0	0	0	0
C Various measures to cope with crisis	0	0	0	0	0	0	0
D Effective conflict management during crises	0	0	0	0	0	0	0
E Fast reactivity in crisis situation	0	0	0	0	0	0	0
F Less formal control and flexible work structure	0	0	0	0	0	0	0
G Employee participation in decision-making	0	0	0	0	0	0	0
H Clearly defined roles and responsibilities	0	0	0	0	0	0	0

14. Please indicate the external support received by agencies at time of crisis

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Government aid and support was provided	0	0	0	0	0	0	0
B Support from industry associations or groups	0	0	0	0	0	0	0
C External collaboration and initiatives received	0	0	0	0	0	0	0

15. Please rate the outcome of your business compared to your competitor during the past 3 years

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
A Growth in Sales	0	0	0	0	0	0	0
B Growth in Profit	0	0	0	0	0	0	0
C Growth in Market Share	0	0	0	0	0	0	0
D Growth in Return on Capital	0	0	0	0	0	0	0
E Growth in Number of Employees	0	0	0	0	0	0	0

16. How would you rate the overall impact of the Covid-19 pandemic on your business.

(Scale: 1-7, with 1 being *Positive impact*, 4 being *No impact* and 7 being *Severe impact*)

1. 2. 3. 4. 5. 6. 7.

Additional Comments- Any additional information or comments you would like to share regarding challenges faced in Covid-19

17. Challenges and difficulties in Continuation of the Business: (Please tick the appropriate options)

Challenges	Yes	No
Lack of professionalization		
Succession planning		
Limited access to finance		
Technology adoption		
Government regulation and policies		
Family dynamics and interpersonal conflicts		
Talent acquisition and retention		
Market volatility and competition		
Raw material procurement		

Space for additional comments-

General Information

19. Community:

Assameese	Bengali	Marwari	Others
Punjabi	Jain	Baniya	

20. Age of the owner:

Below 18	18-24	25-31
32-38	39-45	Above 45

21. Education:

Primary	Secondary	Senior Secondary
Diploma	Graduate	Post Graduate

22. Number of Family members involved: (for FB)

Males	Females

23. Orientation

Local	North-east	National	Global
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24. Gender of the owner:

Male	Female	Others
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25. Organization Structure (for FB)

Controlling owner	Sibling Partnership	Cousin Consortium
		Spousal Partnership

26. Nature of Business

Public Limited Co.	Private Limited Co.	General Partnership
Limited Partnership	Sole Proprietorship	HUF

27. Financial Education and Skills.

Yes / No.

Please share the details of Family Business Ownership Structure

Ownership Percentage of the Business (for FB)	
How many members in the business have Shares	
No. of meeting held each year by the Board of Directors	
No. of Directors on the Board (Males)	
No. of Directors on the Board (Females)	

28. Are you a member of any association or chamber of commerce

Yes / No.

If yes please specify the names:

Space for additional information-

ANNEXURE II

Questionnaire on Business Resilience Strategies

This study aims to explore the resilience strategies businesses adopt to sustain operations, both in general and during crises such as COVID-19. Your responses will help identify key themes in business resilience. All responses will remain confidential and used solely for research purposes.

Section A: Business Profile

- Business Type:
 - ☐ Family Business
 - ☐ Non-Family Business
- Industry Type: _____
- Number of Employees: _____
- Years in Operation: _____

Section B: Resilience Factors

1. Family/Social/Financial Capital

In what ways does your family or community contribute to the success of your business? Did you receive any additional support from your family or community during the COVID-19 crisis? If yes, how? How do family or community relationships impact decision-making in your business?

2. Organizational Culture

How would you describe the work culture in your business? How do you involve employees in decision-making? What strategies did your business adopt to maintain stability and employee morale during the COVID-19 crisis?

3. Human Capital

How do you recruit, train, and retain employees in your business? What challenges do you face in managing human resources during normal business conditions? What specific actions did you take to support employees during COVID-19 (e.g., salary support, flexible work, skill training)?

4. External Assistance

Have you received any support from government, banks, or other institutions? If yes, how did it help? What kind of external resources or collaborations have been most beneficial for your business? During COVID-19, what external assistance (if any) did you seek, and how effective was it?

Section C: Reflections on Resilience

In your experience, what are the most important factors that help a business survive in difficult times? What key lessons have you learned about business resilience from the COVID-19 pandemic?

APPENDIX

List of Publications

Journal

Prasad, G., Roy, A. Resilience in crisis: a systematic review of family business literatures. *Manag Rev Q* (2024). <https://doi.org/10.1007/s11301-024-00483-4>

Conferences

Digitalization of Family Businesses. In Conference on Excellence on Research Excellence in Research and Education (CERE), 2022, IIM Indore.

Managing Diversity, Inclusion, and Socio-economic Mobility Challenges in Family Firm. In India Strategy Conference (ISC), 2023, IIM Bangalore.

Towards and Inclusive Growth Strategy: Understanding Assam's Entrepreneurial Landscape. In ICSSR Sponsored National Seminar on Vision for Vikshit Bharat@2047: Opportunities and Challenges, 2025, CKB Commerce College, Jorhat.