



Management Association of Pakistan

“To Lead the Change Process towards Best Management Practices”

## MANAGEMENT ASSOCIATION OF PAKISTAN

# 37<sup>TH</sup> CEA QUESTIONNAIRE FOR APPRAISAL OF MANAGEMENT PRACTICES

*(To be submitted by 7<sup>th</sup> February 2022)*

*Processing Fee Applicable: Rs. 25,000/-*

Company Name: \_\_\_\_\_

Approved by: \_\_\_\_\_

Name & Designation: \_\_\_\_\_

### **Instructions:**

1. We have placed Word format copy of Questionnaire for your ease for filling it. Please do not re-format or change the wording of questions in the soft copy of Questionnaire as any attempt to do so will disqualify the entry.
2. Please attach cheque of applicable processing fee (Rs. 25,000/-) in favour of the Management Association of Pakistan.
3. No Questionnaire, other than the specific 37<sup>th</sup> CEA Questionnaire herewith, duly filled in with approver's signature, name and designation will be valid.
4. Additionally, Cover Letter on company's letterhead duly signed by approving authority must be attached.
5. Any Questionnaire not fulfilling the above conditions will be considered invalid. Please cooperate by complying with the above requirements.
6. Softcopies may be emailed to [info@mappk.org](mailto:info@mappk.org) and [programs@mappk.org](mailto:programs@mappk.org) however, the **hardcopies must be sent through courier** at the address given below.

**Executive Director - Management Association of Pakistan**

3rd Floor “K-House” Plot No.1-C, Khayaban-e-Shahbaz Lane-4, 26th Street, Phase- VI, DHA Karachi,  
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**Section A. - Corporate Governance**

*Please indicate your choice as per the information asked for.*

*All questions listed below must be answered.*

*Please mention NA if the question is not applicable to your company.*

1.	The Board is chaired by an independent non-executive director elected from minority shareholders?	Yes	No
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2.	Describe the mechanism put in place for an annual evaluation of Board's own performance
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3.	Has there been any non-compliance issue on code of corporate governance? <i>(If yes, please explain)</i>	Yes	No
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4.	Describe any other practice of Good Governance not covered under Code of Corporate Governance as applicable to listed companies of Pakistan. <i>(If yes, please explain)</i>	Yes	No
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**Section B - Strategic Planning & Communication**

*Please indicate your choice by writing the appropriate information  
All questions below must be answered,*

1.	The strategic planning and budgeting systems are interlinked and integrated. <i>(If yes, please keep copies ready for viewing by the MAP Evaluation Team)</i>	Yes	No
2.	Is the Business Planning system based on Key Performance Indicators?	Yes	No
3.	The company has a <del>well defined</del> <u>well-defined</u> written policy to identify and mitigate risks associated with the business. <i>(If yes, please keep a copy ready for viewing by the MAP Evaluation Team)</i>	Yes	No



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***Section C - Leadership***

Please rate your company's overall leadership pattern on the five point scale: S=Satisfactory, F=Fair, G=Good, Very Good=VG, E=Excellent. *(Please give an example/s of how each aspect was applied during the last year. Use additional sheet's if required.)*

1	<b>Team Work</b>	<b>Rating</b>
	Example(s)	

2	<b>Empowerment</b>	<b>Rating</b>
	Example(s)	



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3	Vision is disseminated to the organization	Rating
	Example(s)	



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**Section D - Social Responsibility**

*Please indicate your choice by writing the appropriate information  
All questions must be answered.*

1	Does your company have a written policy for donating certain amounts as a % of sales/profits for social causes? <i>(If yes, please state the figure)</i>	Yes	No
2	Does your company comply with “Disabled Persons (Employment and Rehabilitation) Ordinance 1981” for providing employment to handicapped people?	Yes	No
3	The company regularly donates money for charities and other social causes. <i>(If yes, please give the figures pertaining to charitable donations for current as well as previous two years)</i>	Yes	No
	Current Year		
	Last year		
	Year before last		
4	Is your company NEQS (National Environment Quality Standards) compliant <i>(If no, please state reason for non-compliance)</i>	Yes	No
5	Has the company voluntarily adopted measures beyond the requirements of Environmental Protection Act? <i>(If yes, please keep some examples ready for discussion with the MAP Evaluation Team)</i>	Yes	No



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**Section E - Customer and Market Focus**

*Please indicate your choice by writing the appropriate information  
All questions must be answered.*

1.	Are surveys/audits undertaken to measure the quality of service by your outlets? <i>(If yes, please keep details ready for viewing by the MAP Evaluation Team)</i>	Yes	No
2.	The company measures customer satisfaction/complaints systematically. <i>(If yes, please keep the last evaluation report ready for discussion with the MAP Evaluation team)</i>	Yes	No
3.	Market research is done identifying consumers insights which are then designed into the products and brands	Yes	No





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**Section F - Human Resource Focus**

Please indicate your choice as per the information asked for

All questions listed below must be answered

Please mention N/A if the question is not applicable to your company

Please attach an organogram and provide information on the number of people employed in your company by categories of management, sales staff, support staff and workers.

1.	The succession and career planning system is reviewed every: <i>(Please tick the one that apply predominantly if answer to this question is Yes)</i>	Yes	No
	1 Year	Yes	No
	2 Years	Yes	No
	3 Years	Yes	No
	Other <i>(please specify)</i>	Yes	No
2.	The company has clearly defined and documented compensation policies. <i>(If yes, please keep a copy ready for viewing by the MAP Evaluation Team)</i>	Yes	No
3.	The staff turnover ratio in your company is		
4.	Does your company have an absenteeism issue or high attrition rate? If yes:	Yes	No
	What is the rate recorded for each?		
	How is it monitored and controlled?		
5.	Please provide the number of people employed in your company by qualification. <i>(The numbers should add up to the total work force strength)</i>		
	Doctoral degree (Ph. Os)		
	Masters degree (MBA/M.Sc./M.Com.etc.)		
	Professional degrees (CA/MBBS/BE etc.)		
	Bachelor's degree (B.Com./B.Sc./BA etc.)		
	Intermediate or less		
6.	The company has a training and development program for its employees? <i>(If yes, give man-days spent in training per employee and details of multi-skill programs)</i>	Yes	No
7.	How many women (as a % of total workforce) are employed by your organization?		
8.	There is reliance on a performance evaluation system for all employees?	Yes	No



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**Section G - Operations Management 1 (For Manufacturing Concerns)**

Please indicate your choice as per the information asked for.

All questions listed below must be answered.

Please mention NA if the question is not applicable to your company.

1	Does the company establish key performance indicators to evaluate and improve awareness and quality of work at all levels of operations management? <i>If yes, please state:</i>	Yes	No
	Productivity per employee		
	% of Units produced "Right First Time" as % of total production		
	Savings per unit cost in past three years		
2	Does management have a safety, health, environmental management, and waste handling policy/plan? <i>If yes:</i>	Yes	No
	How many man-hours have been worked without a lost time accident?		
	Trend of waste generated / unit of production over last three years		
	Incidents of regulatory non-compliance		
	Incidents of occupational illness		
3	Does the company have established criteria that are used to compare its performance against competitors and best-in-class operators? <i>If yes:</i>	Yes	No
	What data is compared and how has performance changed in last three years?		
4	Does the company have well-defined systems for monitoring plant and equipment performance? <i>If yes, please state:</i>	Yes	No
	Plant Availability (asset utilization) %		
	Maintenance plan v/s actual %		
	Spares inventory as % of asset cost		
	Maintenance cost as % of total cost of manufacturing		
5	Does the company have a continual program for operational innovation, development, and improvement? <i>If yes, show examples (where available) of each and completion status.</i>	Yes	No
6	Does the company work in partnership with its suppliers to meet its current and future requirements? <i>(If yes, please state how and what savings have been achieved or are likely to be achieved?)</i>	Yes	No



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**Section H - Operations Management 2 (For Banks, Financial Institutions & Insurance Companies)**

*Please indicate your choice as per the information asked.  
 All questions listed below must be answered.  
 Please mention NA if the question not applicable to your company.*

1	The service efficiency standards are developed, monitored and improved continuously. <i>(If yes, please keep some examples ready for discussion with the MAP Evaluation Team)</i>	Yes	No
2	The customers/stakeholders are involved in the development of service standards. <i>(If yes, please keep some examples ready for discussion with the MAP Evaluation Team)</i>	Yes	No
3	There have been improvements in service efficiency in the year under review. <i>(If yes, please keep some examples ready for discussion with the MAP Evaluation Team)</i>	Yes	No
4	The operations and service standards were adhered to and improved in the following areas: <i>(If yes, please keep some examples ready for discussion with the MAP Evaluation Team)</i>		
	Customer Order Management	Yes	No
	Use of Technology	Yes	No
	Information Processes	Yes	No
	Other <i>(please specify)</i>	Yes	No
5	The service network efficiency is measured through: <i>(Please tick the ones that apply predominantly)</i>		
	Self Audits	Yes	No
	Third Party Audits	Yes	No
	Customer Interviews/surveys	Yes	No
6	The credit ratings given to the organization by independent rating agencies were:		
	Current year		
	Last year		
	Year before last		



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**Section I - Information/Risk Management**

*Please indicate your choice as per the information asked for.*

*All questions listed below must be answered.*

*Please mention N/A if the question is not applicable to your company.*

1.	There are written procedures for judging the accuracy, relevance and sufficiency of information and technology evaluation. <i>(If yes, please keep a copy ready for viewing by the MAP Evaluation Team)</i>	Yes	No
2.	The company has a well-defined written system of information quality audits. <i>(If yes, please keep a copy ready for viewing by the MAP Evaluation Team)</i>	Yes	No
3.	Do you have a Business Continuity Plan (BCP)? <i>((If yes, please keep a copy ready for viewing by the MAP Evaluation Team)</i>	Yes	No
	Do you have a Disaster Recovery Plan? <i>(If yes, please keep a copy ready for viewing by the MAP Evaluation Team)</i>	Yes	No
4.	Is there a mock exercise (planned and/or spontaneous) and executed on a timely basis regularly to identify the company's level of incident preparedness?	Yes	No
5.	Is there any security-oriented management of information assets of the company?	Yes	No



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*All questions listed below must be answered.*

*Please mention N/A if the question is not applicable to your company.*

**Section J - IT Governance**

1	Do you have any IT steering / governing Committee headed by Director level person and comprise over departmental heads?	Yes	No
	(A strategy committee should ensure board oversight of IT and one or more steering committees, in which business and IT participate, should determine prioritization of IT resources in line with business needs. Processes, administrative policies and procedures need to be in place for all functions, with specific attention to control, quality assurance, risk management, information security, data and systems ownership, and segregation of duties. To ensure timely support of business requirements, IT is to be involved in relevant decision processes.)		

**Section K - IT Infrastructure**

1	Do you have any IT Resource (hardware/Software/Application) acquisition process in place?	Yes	No
	(Organizations should have processes for the acquisition, implementation and upgrade of the technology infrastructure. This requires a planned approach to acquisition, maintenance and protection of infrastructure in line with agreed technology strategies and the provision of development and test environments. This ensures that there is ongoing technological support for business applications.)		

**Section L - IT Service Delivery**

1	Do you have any internal service level agreements, based on competitive rates for comparison with quality and value of the service provided internally	Yes	No
	(Financial Management calculates and assigns monetary value to a service or service component so that they may disseminated across the enterprise. These agreements identify the ROI and quality of the service provided internally)		



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**Section M - IT Security**

*Please indicate your choice as per the information asked for.*

*All questions listed below must be answered.*

*Please mention N/A if the question is not applicable to your company.*

1	<p>Do you have Information Security policy, approved by the senior management and reviewed at planned intervals?</p> <p>(An information security policy document shall be approved by management, and published and communicated to all employees and relevant external parties. The information security policy shall be reviewed at planned intervals or if significant changes occur to ensure its continuing suitability, adequacy, and effectiveness.)</p>	Yes	No
2	<p>Do you plan to conduct independent review of information security and its implementation?</p> <p>(The organization's approach to managing information security and its implementation (i.e. control objectives, controls, policies, processes, and procedures for information security) shall be reviewed independently at planned intervals, or when significant changes to the security implementation occur)</p>	Yes	No
3	<p>Do you offer Information security awareness, education and training to the employees specifically associated with the processing of information?</p> <p>All employees of the organization and, where relevant, contractors and third party users shall receive appropriate awareness training and regular updates in organizational policies and procedures, as relevant for their job function</p>	Yes	No

*Sources:*

- *Cob IT 4.1 Control Objective Management Guidelines developed by The IT Governance Institute (ITGI).*
- *ITIL (Ver. 3) Service Management Practices developed by Office of Government Commerce UK.*
- *ISO/IEC 17799 Information technology: Code of practice for information security management.*