



Management Association of Pakistan

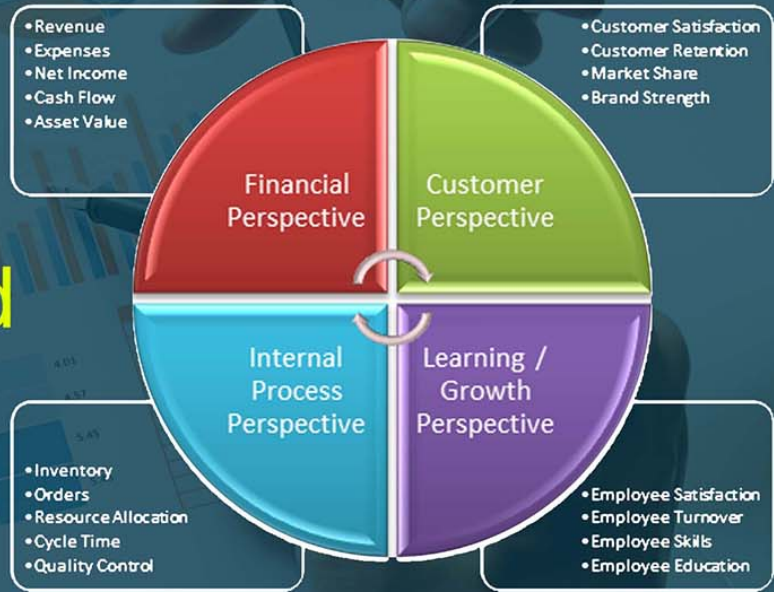
# Balanced Scorecard

Vision > Strategy > Tactics – Translation, Integration and Management

by Zafar Bashir

2-Day Workshop: 2<sup>nd</sup> & 3<sup>rd</sup> May, 2018

From: 10:00 am - 04:30 pm



Managing a business solely using financial performance measures has been likened to driving a car looking only in the rear-view mirror. While financial reports of past performance are an irrefutable proof of the soundness (or otherwise) of our past decisions, and to that extent guide us for the future, they are at best lag indicators of performance. There is a need to keep a predictive finger on the pulse of the organisation, so that emerging issues can be spotted and timely corrective actions taken. This necessitates going beyond financial measures, and keeping tab on the processes and practices where value is created for the business.

## OVERVIEW:

The Balanced Scorecard (BSC) concept was introduced in the early 90's by Robert Kaplan and David Norton. BSC proposes use of score-cards based on perspectives for Customers, Internal Processes, and Employee Learning & Growth, in addition to the traditional Financial ones. Since its introduction, the BSC concept has been adopted by thousands of organisations in the private, public and non-profit sectors, and shown to produce results. It has been cited by Harvard Business Review as one of the 75 most influential business ideas of the 20th century. Over the years, the concept has also evolved from being a set of interlocking functional metrics into a communication device for percolating an enterprise's vision, through strategies, down to its tactics.

## PROGRAM CONTENTS:

Blend of introduction to BSC concepts, illustrated with real-life examples, and case-based practice of applying BSC tools.

- Conceptual overview of the **BSC Process**
- Role of **Values, Mission and Vision** in steering an organisation
- **Strategy Mapping** through the 4-perspective integration
- Developing meaningful **Objectives**, and setting relevant **Targets** and **Performance Measures** for each business perspective
- Building organisational alignment through **BSC Cascading**

## LEARNING OUTCOMES:

Understanding of Balanced Scorecard concept, structure and tools. Deploying the integrative power of BSC in organisations, in order to achieve effective and tractable implementation of strategic plans built upon the four pillars of

- Financial Value
- Customer-centricity
- Internal Processes' effectiveness & efficiency, and
- Employee learning, development & growth

## FACILITATOR'S PROFILE:



Mr. Zafar Bashir is an IBA, Karachi alumnus. His work experience spans areas of Operations, Sales & Marketing, Customer Experience Management and Business Leadership in the Oil, FMCG, Agricultural Products and Financial Services sectors. He was associated with DuPont - a 200+ year old US powerhouse of scientific discovery and innovation - for a decade, where he trained as a Six Sigma Black Belt and worked in deploying the programme in the field of Sales & Marketing. He has conducted many in-house and public workshops on various management topics. Among other management consulting work done for various companies, he was also engaged in deploying Six Sigma programme at Engro Chemical Pakistan Limited as a lead consultant.

## WHO SHOULD ATTEND?

- Organisational / Business Units Heads, or employees marked for such roles in the future
- Middle to Senior Management personnel in Strategic Planning and Human Resources functions

## WHEN & WHERE?

2<sup>nd</sup> & 3<sup>rd</sup> May, 2018 | From 10:00 a.m - 04:30 p.m.  
Venue: The Royal Rodale Club, Phase V, DHA, Karachi.



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## REGISTRATION FORM

Institutional Member  Student Member   
Individual Member   
Non-Member

Name \_\_\_\_\_

Designation \_\_\_\_\_ Membership No. \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_ City \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Mobile \_\_\_\_\_ E-mail \_\_\_\_\_

### ADMINISTRATIVE INFORMATION

#### MODE OF PAYMENT

Cash/Cheque No. \_\_\_\_\_

Dated \_\_\_\_\_

Amount \_\_\_\_\_

	Early Bird Fee (register by) 18-April-2018	Regular Fee (register after) 18-April-2018
Registration Fee*		
MAP Institutional Member	Rs. 23,000/-	Rs. 27,000/-
For two or more Institutional member nominations	Rs. 21,500/-	Rs. 24,500/-
MAP Individual Member	Rs. 16,500/-	Rs. 18,000/-
Student Member	Rs. 8,000/-	Rs. 9,000/-
<b>Non-Member</b>	<b>Rs. 24,500/-</b>	<b>Rs.28,500/-</b>

\*Includes: MAP Certificate, Printed Course Material, Lunch & Tea.

#### Registration:

Registration to be confirmed only on receipt of cheque in advance

- Cancellations or substitute nominees acceptable up to 48 hours prior to the event.
- Early bird discount can only be availed if payment is made before the day of event. Otherwise, invoice will be reissued at Standard Fee.
- Please complete the Registration Form attached here to along with a crossed cheque for the applicable fee, in favor of Management Association of Pakistan, to be sent to MAP's address given below:

#### For Direct Transfer:

- Acct Title : Management Association of Pakistan
- Bank Name : MCB Bank Limited
- Account Number : 0006903010000302
- IBAN : PK62 MUCB 0006 9030 1000 0302
- Branch Name : GTB Branch Karachi (0069)
- Payment Advice to be sent at:  
[accountant@mappk.org](mailto:accountant@mappk.org) | [info@mappk.org](mailto:info@mappk.org)