

DIRECTORS' REPORT



The Directors of the Management Association of Pakistan are pleased to present the Annual Report together with the audited financial statements of the Association for the year ended December 2013.

OVERVIEW

As you all are aware, MAP endeavors to work towards achievement of our Vision i.e. 'To Lead the Change Process towards Best Management Practices'. Keeping in line with our Vision, various events were held from the standpoint of attracting a greater interest from our members. The details of the proceedings of the year 2013 are as follows:

Mr. Kamal Chinoy stepped down as the President after serving in the position for two years; the Executive Committee (EC) announced and confirmed Ms. Saadia Naveed as his successor.

This is another historic moment for MAP as Ms. Saadia Naveed is the first female President of MAP; this follows the earlier historic moment where Mr. Kamal Chinoy took over as President in 2011 following his father's footsteps who was MAP's Founder-President in 1964. Such momentous moments give MAP a reason to be proud of its past and its achievements. The current EC constitutes of the following members: Ms. Saadia Naveed -President, S. Masood Hashmi-Vice President, Mr. Asif Ikram-Hon-Secretary, and Mr. Amir J. Abbasi-Hon-Treasurer. Members: Mr. Kamal A Chinoy, Mr. Sarfaraz A. Rehman, Mr. Sarmad Ali, Mr. Talib S. Karim, Mr. Babar B. Nawaz and Syed Salahuddin Haider. MAP Secretariat is headed by Mr. Salah Uddin, Executive Director.

Our members would be pleased to note that HEC's National Business Accreditation Committee (NBEAC) has started involving Executive Director MAP in their committee as one of the members for accreditation of business schools of various universities in Pakistan. NBEAC is increasingly emphasizing on the need for corporate linkages for these business schools; indeed, MAP can play a vital role in the formation of such linkages.

29th CORPORATE EXCELLENCE AWARDS

MAP's 29th Corporate Excellence Awards ceremony was held on 22nd August 2013 which was presided by the President of Pakistan, **Mr. Mamnoon Hussain**; as per our past tradition the evaluation was carried out by an independent third party. The Industrial Category top Award was named as 'Amir S. Chinoy – Corporate Excellence Award' to recognize the contribution of Mr. Amir S. Chinoy, founding member of MAP. The Chinoy family also extended an endowment of Rs. 5 million towards MAP to further strengthen the relationship. This year, we will be holding MAP's 30th Corporate Excellence Awards; the process will soon be underway and the winners will be announced on completion of the evaluation process.



Winners of 29th Corporate Excellence Awards with President of Pakistan Mr. Mamnoon Hussain

WINNERS OF THE 29th CORPORATE EXCELLENCE AWARDS

INDUSTRIAL CATEGORY: AMIR S. CHINYOY - CORPORATE EXCELLENCE AWARD: INDUS MOTOR COMPANY LTD.

FINANCIAL CATEGORY: HABIB BANK LIMITED

NOT FOR PROFIT SECTOR: THE CITIZENS FOUNDATION

MAP's 14th ANNUAL CONVENTION



14th MAP Convention 2013 held in Lahore on 27th February 2013

Speakers: Datuk Seri Mohamed Iqbal, Mr. Melito "Mel" S. Salazar Jr, Mr. Robin A. Speculand, Mr. Jeffrey VerWay, Mr. Sakib Sherani, Mr. Kazi Abdul Muqtadir, Mr. Azim Jamal, Mr. Haroon A. Khan and the MC was Ms. Eithne Treanor

"Strategy, Growth, Responsibility" was the three-pronged focus in Lahore when the Chairman, Malaysian Institute of Management, Datuk Seri Mohamed Iqbal, the President of the Management Associations of the Philippines, Melito "Mel" S. Salazar, Jr and the President of the Management Association of Pakistan, Mr. Kamal A. Chinoy, shared the stage at the 14th MAP Convention held on 27th February 2013.

Global Pioneer of Strategy Implementation and Best-Selling author, Robin A. Speculand presented his international keynote on "Beyond Strategy - The Leader's Role in Successful Implementation". Datuk Seri Mohamed Iqbal presented keynote on "Servant Leadership", a delegation from the Boeing Commercial Airplanes led by Mr. Jeffrey VerWay - Director, Product Strategy, presented a thought provoking address on "Product Development Strategies". Melito "Mel" S. Salazar, Jr. - Chairman of InterAsia Development Bank presented a special address on "Emerging Economies - New Opportunities and New Risks." The Convention welcomed the involvement and participation of other highly acclaimed professionals including: Sakib Sherani - Former Principal Economic Advisor; Kazi Abdul Muqtadir - Deputy Governor, State Bank of Pakistan; Azim Jamal - International Inspirational Speaker and Best-Selling Author of his seventh book, Business, Balance & Beyond; Haroon A. Khan - MD, Pak Elektron Limited (PEL) and others.

MAP's 15th ANNUAL CONVENTION



15th MAP Convention 2013 held in Karachi on 4th & 5th December 2013

Speakers: Dr. José Luis Cordeiro, Mr. Rohit Talwar, Mr. Roger Harrop, Dr. Ishrat Hussain, Mr. Hussain Dawood, Mr. Muhammad Aliuddin Ansari, Mr. Amir Paracha, Dr. Zeelaf Munir, Mr. Naeem Zamindar, Panel Moderator: Mr. Ramiz Allawala and MC: Ms. Rabia Gharib

Management Association of Pakistan's 15th Convention was held in Karachi on 4th & 5th December 2013. The Convention featured renowned global thought leaders and eminent futurists including Dr. José Luis Cordeiro - PhD, M.Sc - MIT USA, Mr. Rohit Talwar - Award Winning Global Futurist and Mr. Roger Harrop - renowned Leadership & Business Growth Speaker. Prominent Pakistani leading visionaries such as Dr. Ishrat Hussain - Former Governor State Bank of Pakistan and Mr. Hussain Dawood - Chairman Dawood Hercules Corporation presented a local perspective towards the change process for organizations in future.

The prominent feature of the Convention was the Panel discussion on the topic "Leaders of the Future" which was moderated by Mr. Ramiz Allawala - renowned management speaker, and constituted of notable panelists including Mr. Muhammad Aliuddin Ansari - President & CEO, Engro Corporation, Mr. Amir Paracha - VP Customer Development, Unilever Pakistan Ltd, Dr. Zeelaf Munir - Chairperson, Executive Management Board, English Biscuits Manufacturers, Mr. Naeem Zamindar - Chief Executive Officer, Wateen Telecom Private Limited, Mr. Rohit Talwar and Mr. José Luis Cordeiro; who shared their profound insights and their perspective on leadership challenges and future of organizations. Ms. Rabia Gharib was the Master of Ceremonies for the Convention.

The Convention was followed by two in-depth workshops held on December 5th 2013 that focused on the most pressing issues for today's organizations. These half-day each workshops - "Creating Future-Focused Organizations" and "Human Enhancement for Future Organizations", were led by Mr. Rohit Talwar and Mr. José Luis Cordeiro respectively and attended by over 300 participants representing various organizations from all across the country.

STRATEGIC PARTNERSHIPS

MAP continues its successful alliance with the EMEC of IoBM (Institute of Business Management) and ICC (International Chamber of Commerce). These partnerships have allowed MAP members to avail the opportunity of participating in programs being organized by these bodies at discounted rates.

MAP's Collaboration with Asian Association of Management Organizations (AAMO)

AAMO is an association of seventeen national management organizations of Asian countries of which MAP is a full member.



As in the previous year, in 2013, MAP selected 2 of its members, as per the set criteria, to participate in AAMO's program on 'Leadership challenges to Young Members'. Both the participants have returned after successfully completing the program. The program was aimed at enhancing the participants' knowledge and experience in the areas of building performance culture with a focus on sharing the leadership development experience in strategic thinking, leading change and quality

management. This is for the third consecutive year that such an opportunity was offered by MAP in co-ordination with AAMO. MAP hopes to keep bringing more of such opportunities for its members in the future.

Executive Director, Mr. Salah Uddin represented MAP at AAMO's first Council meeting held in April 2013 in New Delhi and AAMO's second Council meeting & Triennial Conference held in Macau in September 2013. During these meetings ways and means for participation and enhancement of Asian Management Game online were discussed, along with Young Managers Program (in which MAP is participating regularly). The theme of the Triennial Conference was "Regional Economic Cooperation and Impact on Business Opportunities & Management Practices". Proposals for co-branding by AAMO of member organizations' programs are also being looked into.

Collaboration with All India Management Association (AIMA)

MAP and AIMA renewed their MoU. The signing ceremony took place in New Delhi recently during the AIMA Conference on 'Gender for Talent', attended by Ms. Saadia Naveed, President MAP. The MOU provides for a framework of collaboration between the two bodies, to promote exchange of knowledge, experiences ideas on sound management principles and practices through discussions, seminars, research projects, publications etc.



Collaboration with Asian Institute of Management (AIM)

We are pleased to inform our members that MAP is now the official representative for Asian Institute of Management (AIM) Manila, Philippines, in Pakistan. Last year MAP conducted AIMAT (Asian Institute of Management Admission Test) for candidates wanting to avail the opportunity to take up their studies at the prestigious AIM. Three students from Pakistan were selected and two were offered scholarship to study for the MDM Program at AIM, Philippines. This alliance gives MAP the opportunity to provide assistance to Pakistani students who are interested in getting admission at this renowned institute.

MAP ON SOCIAL MEDIA

MAP has had an active Facebook presence for the past two years which has helped us to connect with our members, keep them updated on MAP's activities and the current trends in the field of Management. We urge all our members to please LIKE our page and join us on Facebook using the following link: <https://www.facebook.com/MAPPakistan>

MAP is also available on Twitter to keep our members updated in real time on the happenings at MAP. Please follow us on Twitter using https://twitter.com/MAP_Pakistan

Our LinkedIn page has been active for nearly two years, with members growing at a rapid pace. We would encourage all our members to join the Group site at LinkedIn or contact our Executive Director, Mr. Salah Uddin for help. Once again, we would like to encourage you all to be more expressive and participate actively in the ongoing discussions on our LinkedIn page.

Our website, www.mappk.org has been upgraded and now offers a more user friendly and aesthetically appealing experience to our visitors. We have recently introduced a "Members Only" area for the benefit of our esteemed members where all our events' videos and photographs are uploaded; interesting articles and news items pertaining to the field of management are also shared regularly. Our members are requested to please sign up for access to "Members Only" area on the website.

FINANCE

(January to December 2013)

Income:

(Rupees)

Subscription from members	5,538,225
Net income from seminars and courses	1,113,347
Profit on investments	800,158
Net income from management convention / conference	2,641,113
Net income from Corporate Excellence Awards	179,116
Entrance fee	125,400
Other income	335,532
	10,732,891

Less: Expenditure (Includes extraordinary item of provision for bad debts to be written off:

Rs. 1,065,000/- of old receivables from subscription)

12,887,228

Deficit for the year

(2,154,337)

The deficit of Rs. 2.1 million is mainly due to the provision for bad debts to be written off (Rs. 1.065 million), shortfall in net income from seminars and courses over the budget (due to cancellation of programs and reduced number of participants resulting from the city situation), despite a 59% increase over last year, and an increase in staff cost due to induction of one position each in Lahore and Karachi for the purpose of MAP's capacity building and additional administrative expenses of Lahore Chapter.

STAFFING

MAP Secretariat continues to serve the association with diligence, dedication, enthusiasm & responsibility. In 2013 MAP expanded its operations in Lahore and inducted a representative for the Lahore Chapter, responsible for handling the day to day activities.

TRAINING ACTIVITIES

MAP Secretariat, under the guidance of the Programmes Sub-Committee, continued its efforts to organize quality events during the year. In 2013, 23 events were held on carefully selected and scrutinized topics, some of which were organized in collaboration with our partners. These events included 5 seminars, 16 workshops on topical issues and 2 Management Conventions. The details are given elsewhere in this report.

MEMBERSHIP

MAP Secretariat, under the guidance of the Membership Sub-Committee, continued their efforts to increase the membership. During the year 39 members were added to the membership roll which included 6 Institutional and 33 Individual members. Some members discontinued their membership because of various reasons. At the end of 2013 the membership strength was as under:

Institutional Members	=	251
Individual Members	=	503

SUB-COMMITTEES

The Sub-Committees are as follows:

Convention

Chair:	Mr. Babar Bashir Nawaz
Vice-Chair:	Mr. Talib Syed Karim

Corporate Excellence Awards

Chair:	Syed Masood Hashmi
Vice-Chair:	Mr. Asif Ikram

Finance

Chair:	Mr. Sarfaraz A. Rehman
Vice-Chair:	Mr. Amir Jamil Abbasi

HR & Admin

Chair:	Ms. Saadia Naveed
Vice-Chair:	Mr. Sarmad Ali

Education / Programmes

Chair:	Mr. Talib Syed Karim
Vice-Chair:	Ms. Saadia Naveed

PR & Media

Chair:	Mr. Sarmad Ali
Vice-Chair:	Syed Salahuddin Haider

Membership

Chair:	Mr. Asif Ikram
Vice-Chair:	Mr. Kamal A. Chinoy

Memorandum & Articles

Chair:	Mr. Kamal A. Chinoy
Vice-Chair:	Mr. Sarfaraz A. Rehman
Member:	Mr. Amir Jamil Abbasi

IT / Website

Chair:	Mr. Amir Jamil Abbasi
Vice-Chair:	Syed Masood Hashmi

Fundraising

Chair:	Syed Salahuddin Haider
Vice-Chair:	Mr. Babar Bashir Nawaz

ATTENDANCE

The Executive Committee held 10 meetings during the period under review. The attendance record at the meetings is as under:

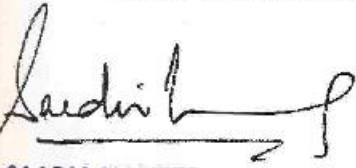
Name	Designation	Meetings Attended
Ms. Saadia Naveed	(President)	7/10
Syed Masood Hashmi	(Vice-President)	8/10
Mr. Asif Ikram	(Honorary Secretary)	8/10
Mr. Amir Jamil Abbasi	(Honorary Treasurer)	10/10
Mr. Kamal A. Chinoy	(Member)	6/10
Mr. Sarfaraz A. Rehman	(Member)	6/10
Mr. Talib Syed Karim	(Member)	10/10
Mr. Sarmad Ali	(Member)	4/10
Mr. Babar Bashir Nawaz	(Member)	1/10
Syed Salahuddin Haider	(Member)	1/10

ACKNOWLEDGEMENT

The Executive Committee greatly appreciates the support extended by the regulatory authorities, strategic partners and all our esteemed members. The EC would also like to place on record its appreciation of the MAP Secretariat staff for their hard work and dedication.

2014 will be a landmark year as MAP will complete 50 years as the apex professional body of the country; this would not have been possible without the continued support that MAP has received from its members. We strongly value your commitment to the Association and look forward to further strengthening the existing bond that we share with our membership.

On behalf of the Executive Committee,

**SAADIA NAVEED**

President

Karachi

March 13, 2014