

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 2016.

OVERVIEW

Our members would be pleased to note that the year 2016 has been a successful year for MAP despite the political/economic uncertainty and enhanced competition from a host of training organizations mushrooming in the country. It would be appreciated by our Members that despite stiff competition, we have been successful in maintaining the number of events held in 2016 on diverse topics as well as partnering with strategic partners for various events. Despite impediments, as anticipated in our last year's Annual Report, a two pronged approach of enhancing revenues and capping the costs was followed. As a result, MAP's financial position at the end of the year improved with a surplus of Rs. 1.23 million against last year's deficit of Rs. 2.45 million.

The current Executive Committee comprises of the following members: President - Syed Masood Hashmi, Vice President - Mr. Asif Ikram, Honorary Secretary - Mr. Amir J. Abbasi, and Honorary Treasurer - Mr. Sarmad Ali. Members: Ms. Saadia Naveed, Mr. Talib S. Karim, Mr. Sarfaraz A. Rehman, Mr. Babar B. Nawaz, Syed S. Haider and Mr. Humayun Bashir. The MAP Secretariat is headed by the Executive Director, Mr. Salah Uddin.

Annual Report 2016 illustrates some of the work we are doing to foster better management practices, and the Executive Committee would like to extend a heartfelt thank you to those that make it happen.

MAP has been relentlessly endeavoring towards achievement of our Vision i.e. 'To Lead the Change Process towards Best Management Practices'. Following our Vision, various events were held in line with changing business environment confronted with the fast paced technological innovation and disruption. The details of the proceedings of the year 2016 are as follows:

ENGAGEMENT WITH MEMBERS

One of the "Way Forward for MAP" initiative taken by the Executive Committee, was to strive for more engagement with our members. For the first time, to acknowledge the continued patronage of MAP by its members, the Secretariat initiated an exercise to issue beautifully printed membership certificates to all the Institutional and Individual members in the good standing; these membership certificates are renewed each year for all those members whose membership subscription is promptly received. Additionally, MAP's social media presence has been enhanced to keep up with trends towards digital marketing of programs.

31st CORPORATE EXCELLENCE AWARDS

MAP's 31st Corporate Excellence Awards ceremony was held on 24th February 2016. Senior Minister for Finance, P & D, Energy & Irrigation, Government of Sind, Mr. Murad Ali Shah graced the occasion as the Chief Guest. As per our past tradition the evaluation for the awards was carried out by an independent third party.



WINNERS OF THE 31st Corporate EXCELLENCE AWARDS

INDUSTRIAL CATEGORY: AMIR S. CHINOY - CORPORATE EXCELLENCE AWARD: THAL LIMITED

FINANCIAL CATEGORY: UNITED STOCK ADVANTAGE FUND

MAP'S 18th ANNUAL CONVENTION



Management Association of Pakistan's flagship event, the 18th MAP Convention, the annual gathering of the corporates and business leaders from all over Pakistan was held in Karachi on September 28 & 29, 2016, organized by MAP with Octara Private Ltd. as the Lead partner.

This year's theme was "DANCING WITH DISRUPTION" which revolved around the research and experience captured by co-authors of the book REINVENTION, Shane Cragun and Kate Sweetman, both being the keynote speakers. The Convention focused on the critical business and economic forces, business trends, disruptive technologies and organizational and personal level changes that could reshape the commercial environment over the next two decades. It explored how these future factors could come together to force a fundamental rethinking of the purpose, strategy, business models, values and structures of organizations as well as individuals as they seek to survive and thrive in a rapidly changing reality.

Besides Kate Sweetman and Shane Cragun, the Convention also featured distinguished experts viz. Raj Kumar CEO, UCSI Consulting Group and a Certified Member of the Global Blue Ocean Strategy Community of Practice based in Malaysia, Wajahat Husain, President & CEO, UBL; Dr. Daniel Ritz, President & CEO, PTCL; Dr. Zeelaf Munir, MD & CEO, EBM, Dr. Asim Jamal, Country Chair & MD, sanofi-aventis Pakistan, Adnan Shahid, Chief Commercial Officer, PTCL, Jehan Ara, President, P@SHA & The Nest I/O, Humayun Bashir, Member Executive Committee MAP; Saquib H. Shirazi, CEO, Atlas Honda; Shahzeb Mahmood, CEO & GM, RB West Asia and Sarfaraz Rehman, Member Executive Committee MAP.

The most distinguished feature of the Convention was the panel discussion on the topic "Leadership in times of Disruption", where local business leaders along with international speakers shared their profound insights and perspectives to master the skills required to overcome disruptions.

The Convention was followed by a full-day Post Convention workshop "Re-Inventing the Organization, Accelerating Results in the Age of Disruption" on September 29, 2016. This workshop was led by Kate Sweetman and Shane Cragun based upon the best-selling book REINVENTION.

STRATEGIC PARTNERSHIPS

Management Association of Pakistan continued its strategic alliances with prestigious associations like Asian Association of Management Organizations (AAMO), and forged a new alliance with COMSATS Institute of Information Technology (CIIT). These alliances enable MAP to stand out in terms of reputation and prestige.

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



AAMO is an association of national management organizations of Asian countries of which MAP is a full member. The strategic alliance with AAMO has consecutively given our members the opportunity to be a part of AAMO programs. In the Asian Management Games 2016, two MAP member teams represented Pakistan, through MAP. Besides MAP's Individual members, nominees from our Institutional members like Millat Tractors, Allied Rental Modaraba, Soneri Bank, Indus Motors, EBM, EFU Life Assurance have so far participated in Asian Management Games.

MAP, together with AAMO, for the fifth year in a row, hosted the Young Managers Program 2016 in

which one young MAP member participated in the field study industrial trip to Macau and Hong Kong. MAP institutional and individual members are encouraged to participate in such programs held in collaboration with AAMO.

Next year, in 2017, MAP will bring in additional value for our young members by participating in Tun Razzak Youth Leadership Award Program (TRYLA) in collaboration with AAMO and Malaysian Institute of Management (MIM) for a youth training camp in Malaysia.

MAP's Collaboration with COMSATS Institute of Information Technology (CIIT)

COMSATS Institute of Information Technology (CIIT), with its principal office in Islamabad, is a public sector higher education Institution (HEI). Under collaboration with MAP, CIIT will extend cooperation to MAP in Islamabad, Punjab and KP to conduct joint programs and MAP will support CIIT's awareness in Karachi through its training programs.

FINANCE

(January to December 2016)

Income:	(Rupees)
Subscription from members	5,058,416
Net income from seminars and courses	1,197,957
Net income from management convention / conference	2,872,038
Net income from corporate excellence awards	834,976
Return on investments	1,489,065
Entrance Fee	129,800
Other income	462,717
	<hr/>
	12,044,969
Less: Expenditure:	<hr/>
	10,812,086
Surplus / Deficit for the year	<hr/>
	1,232,883

STAFFING

MAP Secretariat continues to serve with competence and diligence in the best interests of the association.

TRAINING ACTIVITIES

The year 2016 has seen MAP organize an interesting mix of 18 programs (same as last year) on various topics of Management interest; despite conducting the same number of programs, net income from training programs was 33 % higher than last year largely achieved through savings on cost of organizing these programs at venues other than hotels.

MEMBERSHIP

Under the leadership of the Membership Sub Committee, MAP Secretariat sustained their efforts to upturn the membership. During the year, 17 new members were added i.e. 5 Institutional, 11 Individual members and 1 student member. At the end of 2016, the membership strength was as under:

Institutional Members: 200

Individual Members: 329

SUB COMMITTEES

The sub-committees for the year 2016 are as follows:

CONVENTION

Chair: **Mr. Babar B. Nawaz**
Vice-Chair: **Mr. Talib S. Karim**

CORPORATE EXCELLENCE AWARDS

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

FINANCE

Chair: **Mr. Sarfaraz A. Rehman**
Vice-Chair: **Mr. Amir J. Abbasi**

IT / WEBSITE

Chair: **Mr. Humayun Bashir**
Vice-Chair: **Mr. Babar B. Nawaz**
Member: **Mr. Amir J. Abbasi**

EDUCATION / PROGRAMMES

Chair: **Mr. Talib S. Karim**
Vice-Chair: **Ms. Saadia Naveed**

HR & ADMIN

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

ATTENDANCE

During the period under review, in total, 7 meetings were held by the Executive Committee. Record of the same is as follows:

Name	Designation	Meetings Attended
Syed Masood Hashmi	President	7/7
Asif Ikram	Vice President	3/7
Amir J. Abbasi	Honorary Secretary	7/7
Sarmad Ali	Honorary Treasurer	2/7
Saadia Naveed	Member	3/7
Sarfaraz A. Rehman	Member	5/7
Talib S. Karim	Member	6/7
Syed Salahuddin Haider	Member	2/7
Babar Bashir Nawaz	Member	3/7
Humayun Bashir	Member	5/7

ACKNOWLEDGEMENT

The Executive Committee (EC) 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's Secretariat staff for their hard work and dedication. MAP's positioning as today would not have been possible without the dedication of our members, staff and partners. Their leadership, passion, expertise, and enthusiasm have indeed helped us sustain our journey spanning over 50 years now. Their help has encouraged us to continue moving forward, exploring new avenues of value addition for our members.

We hope that by visiting our website (www.mappk.org), MAP's Facebook Page (www.facebook.com/MAPakistan), twitter (@MAP_Pakistan) and the company page on LinkedIn (www.linkedin.com/company/management-association-of-pakistan-map) or most persuasively, by participating in our workshops and Conventions , one can experience the impact of MAP's activities on people and organizations. Our objective is to involve everyone in in the quest for learning, such as training and development that leads to a more sustainable corporate culture. We collaborate with institutions, businesses and organizations to leverage our expertise for in-house training and build teams to do what we cannot do alone.

* The President / CEO is presently out of the country therefore, the Directors' Report has been authenticated and signed by the Honorary Secretary (Member Executive Committee) on behalf of the Executive Committee.

A handwritten signature in black ink, appearing to read 'Amir Jamil Abbasi'.

Amir Jamil Abbasi
Honorary Secretary
Karachi

Dated: March 27, 2017