

NAfMA Self-Assessment Questionnaire

Small and Medium Enterprises (SMEs)



National Award

for Management Accounting (NAfMA) 2011

Successful organisations worldwide use management accounting to create value that leads to excellent business performance. Management Accounting with its emphasis on strategic decision making and performance management offers invaluable tools and concepts towards attainment of global competitiveness.

This questionnaire will help you assess your company's management accounting practices. It will take only about 15 minutes to 30 minutes to complete this questionnaire. The completed questionnaire can be submitted to any representative of the NAfMA 2011 Organising Committee or mailed within one week of receipt to the following address for the attention of Ms Zulfa Abdul Rahman:

NAfMA 2011 Organising Committee
c/o Malaysian Institute of Accountants
Dewan Akauntan
No. 2 Jalan Tun Sambanthan 3, Brickfields
50470 Kuala Lumpur

Entry Requirements

The Award is open to:

- **Companies listed under the Bursa Malaysia Securities Berhad**
- **Non-listed companies in Malaysia**
- **Small and Medium Enterprises with annual sales turnover not exceeding RM25 million or with full-time employees not exceeding 150**

Companies must have at least two years profit track record within the last three financial years.

- **Cost centre companies which practise successful management accounting practices and tools with at least two years proven track record of cost saving.**

This self-assessment is part of the NAfMA 2011 assessment process. The NAfMA Self-Assessment Questionnaire must be submitted by **25 August 2011**.

We look forward to your support and hope that your esteemed organisation will participate in NAfMA 2011. Should you require further information, please do not hesitate to contact the Organising Committee through Ms Zulfa Abdul Rahman of MIA at 03-2274 5055 or Ms Karen Yeap of CIMA Malaysia Division at 03-7723 0255.

Softcopy templates of the Questionnaire can be downloaded from both the MIA and CIMA websites at www.mia.org.my and www.cimaglobal.com/malaysia

Name of Company		
Address		
Nature of Business		
Respondent's Name		
Designation		
Contact Details	Tel :	Mobile :
	Fax :	Email :
Date		
Signature		



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NAME OF COMPANY

INSTRUCTIONS

- Listed below are possible situations related to management and management accounting practices within your organisation.
- Please tick (✓) only **one** box that best describe the practices.

1.0 LEADERSHIP

1.1 Describe the mission, vision and strategic objectives of the company

A	Mission statement printed in the annual report, exhibited in strategic places, deliberately disseminated either orally or in writing and understood by staff.	<input type="checkbox"/>
	Mission statement printed in the annual report, exhibited in strategic places and deliberately disseminated to staff either orally or in writing.	<input type="checkbox"/>
	Mission statement printed in the annual report and usually exhibited in strategic places such as the meeting room, lobby, cafeteria and the recreation room.	<input type="checkbox"/>
	Mission statement may not be formally printed in the annual report. Instead it is exhibited in strategic places (e.g. meeting room, lobby).	<input type="checkbox"/>
	Mission statement only printed in the annual report as it (annual report) represents a formal documentation of the organisation.	<input type="checkbox"/>

B	Vision statement printed in the annual report, exhibited in strategic places, deliberately disseminated either orally or in writing and understood by staff.	<input type="checkbox"/>
	Vision statement printed in the annual report, exhibited in strategic places and deliberately disseminated to staff either orally or in writing.	<input type="checkbox"/>
	To increase visibility, the vision statement is printed in the annual report and exhibited in strategic places such as the meeting room, lobby or waiting areas.	<input type="checkbox"/>
	Vision statement is not printed in the annual report. Instead, it is exhibited in strategic places such as in the meeting room, the lobby or waiting areas.	<input type="checkbox"/>
	Vision statement is only printed in the annual report as it (annual report) represents a formal documentation of the organisation.	<input type="checkbox"/>

C	Strategic goals printed in the annual report, exhibited in strategic places, deliberately disseminated either orally or in writing and understood by staff.	<input type="checkbox"/>
	Strategic goals printed in the annual report, exhibited in strategic places and deliberately disseminated to staff either orally or in writing.	<input type="checkbox"/>
	Strategic goals printed in annual report and exhibited in strategic places such as the meeting room, lobby and waiting areas.	<input type="checkbox"/>
	Strategic goals exhibited in strategic places such as the meeting room, lobby and waiting areas so that internal and external stakeholders can see them clearly	<input type="checkbox"/>
	Strategic goals printed in the annual report as the company believes that its (annual report) coverage is wider.	<input type="checkbox"/>



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1.2 Describe top management support and commitment in the application of management accounting (MA) concepts and techniques

A	A special management accounting function is created, which is distinct from financial accounting but is integrated with other management functions. Such support is evidenced in the organisational structure through the availability and use of management accounting reports.	<input type="checkbox"/>
	A staff in the accounting or finance function is specially appointed to handle matters related to management accounting. This is evidenced in the forms of availability and use of management accounting reports.	<input type="checkbox"/>
	The appointment of staff to handle management accounting matters is usually done on an ad-hoc basis (i.e. as and when needed). Such is evidenced through minutes of meetings of related committees.	<input type="checkbox"/>
	The management accounting task is generally recognised but assigned as part and parcel of the finance and/or accounting function (but there is no special appointment of staff).	<input type="checkbox"/>
	There is no functional difference between management and financial accounting. Since management accounting is developed mainly for internal purposes, the top management is of the opinion that everyone can implement it in the company.	<input type="checkbox"/>
B	Change of culture: Before and after usage of MA tools as a result of the use of management accounting techniques and/or technologies (e.g. cost reduction, increased profitability, increased productivity etc).	<input type="checkbox"/>
	Management actually encouraged personnel who attended MA related courses to suggest ways to improve organisational improvements (memos, letters).	<input type="checkbox"/>
	Management is committed in sending accounting personnel to management accounting related courses for continuous development as a result of training needs analysis.	<input type="checkbox"/>
	Management is committed in sending non-accounting personnel to accounting-related courses for continuous development.	<input type="checkbox"/>
	Management is committed in sending non-business personnel to business-related courses for continuous improvement.	<input type="checkbox"/>

1.3 Describe how the company interprets its strategic corporate plan into day-to-day management of all departments/ sections/ units

	Company uses specific MA-based parameters, which include both financial and non financial measures in company-wide strategic goals (e.g. 10% Profit margin, zero defects, 20% increase in market share, 1% absenteeism etc).	<input type="checkbox"/>
	Company uses some general MA-based parameters, either financial or non financial measures which are included in company-wide strategic goals (e.g. increase market share, increase profitability, increase productivity etc).	<input type="checkbox"/>
	Company uses some forms of business, financial accounting and management accounting measures to evaluate and interpret its strategic corporate plan	<input type="checkbox"/>
	Company uses some forms of business as well as accounting and/or financial measures to evaluate and interpret its strategic corporate planning and strategic objectives into day-to-day management.	<input type="checkbox"/>
	Company uses some forms of business performance measures which are not necessarily accounting-based to evaluate and interpret its strategic objectives.	<input type="checkbox"/>



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2.0 MANAGEMENT ACCOUNTING INFORMATION

2.1 Describe the accessibility, reliability and timeliness of MA information

There are detailed analysis, accessibility, reliability and timeliness of management accounting information. The use of IT facilitates accessibility, reliability and timeliness of MA reports.

Accessibility, reliability and timeliness of MA information, are fairly assured. The use of IT facilitates accessibility, reliability and timeliness of MA reports.

Accessibility, reliability and timeliness of MA information are fairly assured. Nevertheless, IT facilities are not fully utilised for accessibility, reliability and timeliness of reports.

MA information is generally accessible. At the same time, it is also perceived to be generally reliable and timely to be used by interested users.

Company information and databases (not necessarily MA) are perceived to be accessible, reliable and timely.

2.2 Describe how MA information is analysed and used by the executives and management of the company

Effective usage of specific types of MA information by executives and management for planning, policy development, training development and improvement. MA information is strategically used for planning, controlling and decision making purposes.

Detailed analysis and usage of MA information and reports by executives and management for planning, policy development, training development and improvement. Although detailed, some of the information is not used.

There is a different set of MA information for internal usage and financial accounting for external reporting. Executives and management differentiate them for the purposes of planning, policy development, training development and improvement.

Basic usage of general MA information and reports by executives and management for planning, policy development, training development and improvement. There is no differentiation between MA and financial reporting.

Basically, a general usage of any accounting information by executives and management for planning, policy development, training development and improvement.



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3.0 RESOURCE MANAGEMENT

3.1 The career plan for management accounting personnel

Commitment by the management on MA personnel career plan and opportunities. MA personnel are given specific MA-related training in line with the development of their career. There are numerous career mobility opportunities for the group.

Commitment by the management on MA personnel career plan. MA personnel may need to request or to inform the management group on the types of training that they wish to undertake. In other words, the MA personnel must take their own initiatives.

There are some opportunities for MA personnel. In this respect, the personnel themselves must know the relevant training programs they wish to undertake. Management may not know what is best for them.

There is an overall career plan of all accounting or finance personnel within the company. The plan is nevertheless rather informal and not necessarily geared towards the MA personnel only.

There is an overall career plan for all personnel. There is no special career policy that is applicable for accounting personnel only.

3.2 Types of training received by management accounting and other personnel

Specific MA type of training provided to staff. The training provided consists of more than 5% and 10% of the total man hours per MA staff and other personnel, respectively.

Specific MA type of training provided to staff. The training provided consists of less than 5% and 10% of the total man hours per MA staff and other personnel, respectively.

General MA type of training provided to staff. The training provided consists of more than 5% and 10% of the total man hours per MA staff and other personnel, respectively.

General MA type of training provided to staff. The training provided consists of less than 5% and 10% of the total man hours per MA staff and other personnel, respectively.

General types of training received by all personnel (not necessarily focusing on accounting personnel)

Please use Attachment A as a guide (it is not necessary to fill in the form)

3.3 Means available for employees to contribute effectively to the company's corporate and quality objectives

The means available for employees to contribute effectively to the company's corporate and quality objectives through the following items:

- i) Opportunity to participate in teams within and across functional units e.g. Suggestion Schemes, Quality Control Circle (QCC), Work Improvement Teams, etc.
- ii) Giving employees authority to make decisions or suggestions in relation to management accounting.
- iii) How the company evaluates the extent and effectiveness of employee involvement.
- iv) Self managed Work Team.

The means available for employees to contribute effectively to the company's corporate and quality objectives through the following items:

- i) Opportunity to participate in teams within and across functional units e.g. Suggestion Schemes, Quality Control Circle(QCC), Work Improvement Teams, etc.
- ii) Giving employees authority to make decisions or suggestions in relation to management accounting.



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The means available for employees to contribute effectively to the company's corporate and quality objectives through the following items:

- i) Opportunity to participate in teams within and across functional units e.g. Suggestions Schemes, Quality Control Circle (QCC), Work Improvement Teams, etc

Generally the employees are always encouraged to contribute effectively to the company's corporate quality objectives and implicating participation by staff.

Generally the employees are sometimes allowed to contribute to the company's corporate quality objectives.

3.4 Improvement activities as described in 3.3

The improvement activities described in 3.3 have resulted in:

- i) At least 5 improvement activities
- ii) Significant involvement from management accounting personnel
- iii) Increase in the number of projects completed
- iv) Increased savings

The improvement activities described in 3.3 have resulted in:

- i) At least 5 improvement activities
- ii) Significant involvement from management accounting personnel
- iii) Increase in the number of projects completed

The improvement activities described in 3.3 have resulted in:

- i) At least 5 improvement activities
- ii) Significant involvement from management accounting personnel.

The improvement activities described in 3.3 have resulted in:

- i) At least 5 improvement activities

The activities described in 3.3 have not resulted in any significant improvements.

3.5 Identify the company's provisions of incentives to promote activities as described in 3.3 and 3.4

There are at least 5 incentive schemes used by the company to promote improvement activities and participation by staff.

Please list :

.....

There are at least 4 incentive schemes used by the company to promote improvement activities and participation by staff.

Please list :

.....



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There are at least 3 incentive schemes used by the company to promote improvement activities and participation by staff.
Please list :

.....
.....

There are at least 2 incentive schemes used by the company to promote improvement activities and participation by staff.
Please list :

.....
.....

There is at least 1 incentive scheme used by the company to promote improvement activities and participation by staff.
Please list :

.....
.....

4.0 CUSTOMER / MARKET FOCUS

4.1 Describe how the company determines current and future customer requirements and expectations

- i) The company uses at least 5 methods of customer analysis
- ii) The company ensures that customer service requirements are disseminated and understood by all employees.
- iii) The company provides follow-up activities with customers to determine satisfaction.
- iv) The company has undertaken benchmarking in evaluating its projects.

- i) The company uses at least 4 methods of customer analysis
- ii) The company ensures that customer service requirements are disseminated and understood by all employees
- iii) The company provides follow-up activities with customers to determine satisfaction

- i) The company uses at least 3 methods of customer analysis
- ii) The company ensures that customer service requirements are disseminated and understood by all employees

- i) The company uses at least 2 methods of customer analysis
- ii) The company ensures that customer service requirements are disseminated and understood by all employees

- i) The company uses at least 1 method of customer analysis



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4.2 Describe how support services within the company are geared towards meeting customers' requirements

- i) At least 5 support services e.g. finance, purchasing, HR, maintenance/engineering within the company are geared towards meeting customers' requirements.
 - ii) The quality of support services, taking into account the following:
 - a. Understanding users' (internal customers) job content and work flow
 - b. Readiness to listen, appreciate and empathise
 - c. Readiness to learn, update and make changes
 - d. Sensitive to user's needs

- i) At least 4 support services e.g. finance, purchasing, HR, maintenance/engineering within the company are geared towards meeting customers' requirements.
 - ii) The quality of support services, taking into account the following:
 - a. Understanding users' (internal customers) job content and work flow
 - b. Readiness to listen, appreciate and empathise
 - c. Readiness to learn, update and make changes
 - d. Sensitive to user's needs.

- i) At least 3 support services e.g. finance, purchasing, HR, maintenance/engineering within the company are geared towards meeting customers' requirements.
 - ii) The quality of support services, taking into account the following:
 - a. Understanding user's (internal customers) job content and work flow
 - b. Readiness to listen, appreciate and empathise
 - c. Readiness to learn, update and make changes

- i) At least 2 support services e.g. finance, purchasing, HR, maintenance/engineering within the company are geared towards meeting customers' requirements.
 - ii) The quality of support services, taking into account the following :
 - a. Understanding user's (internal customers) job content and work flow
 - b. Readiness to listen, appreciate and empathise

- i) At least 1 support services e.g. finance, purchasing, HR, maintenance/engineering within the company are geared towards meeting customers' requirements.
 - ii) The quality of support services, taking into account the following:
 - a. Understanding users' (internal customers) job content and work flow

4.3 Describe how the company handles customer feedback/ complaints for continuous improvement

- The company applies at least 5 procedures in handling customer complaints and feedback analysis which include verification of data and compilation of analysis of complaints.

- The company applies at least 4 procedures in handling customer complaints and feedback analysis which include verification of data and compilation of analysis of complaints.

- The company applies at least 3 procedures in handling customer complaints and feedback analysis which include verification of data and compilation of analysis of complaints.

- The company applies at least 2 procedures in handling customer complaints and feedback analysis which include verification of data and compilation of analysis of complaints.

- The company applies at least 1 procedure in handling customer complaints and feedback analysis which include verification of data and compilation of analysis of complaints.



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5.0 PARTNERSHIP MANAGEMENT

5.1 Identify and describe how effectively the company manages each of its relationship with the Government, suppliers, employees, community and others (other than customers)

Some form of partnership management which include all 5 stakeholders:

- Government
- Employees
- Others (other than customers)
- Suppliers
- Community

Some form of partnership management which include any of the 4 stakeholders:

- Government
- Employees
- Others (other than customers).
- Suppliers
- Community

Some form of partnership management which include any of the 3 stakeholders:

- Government
- Employees
- Others (other than customers).
- Suppliers
- Community

Some form of partnership management which include any of the 2 stakeholders:

- Government
- Employees
- Others (other than customers).
- Suppliers
- Community

Some form of partnership management which include any of the 1 stakeholder:

- Government
- Employees
- Others (other than customers).
- Suppliers
- Community

6.0 VALUE CREATION

6.1 Identify and indicate the level of usage of the various management accounting practices adopted by your company to date

Please complete Attachment B as required



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6.2 From 6.1 identify MA practices that have been successfully implemented by the company

A	<p>Effective usage of at least 10 MA techniques (where the success can be quantified). Successful implementation is implied through any one of the following: increase in sales, increase in clients, productivity, efficiency and reduction of cost. <input type="checkbox"/></p> <p>Effective usage of at least 8 MA techniques (where the success can be quantified). Successful implementation is implied through any one of the following: increase in sales, increase in clients, productivity, efficiency and reduction of cost. <input type="checkbox"/></p> <p>Effective usage of at least 6 MA techniques (where the success can be quantified). Successful implementation is implied through any one of the following: increase in sales, increase in clients, productivity, efficiency and reduction of cost. <input type="checkbox"/></p> <p>Effective usage of at least 3 MA techniques (where the success can be quantified). Successful implementation is implied through any one of the following: increase in sales, increase in clients, productivity, efficiency and reduction of cost. <input type="checkbox"/></p> <p>Effective usage of at least 2 MA techniques (where the success can be quantified). Successful implementation is implied through any one of the following: increase in sales, increase in clients, productivity, efficiency and reduction of cost. <input type="checkbox"/></p>
B	<p>At least 5 continuous improvement plans on implementing MA techniques towards value creation. Please list: <input type="checkbox"/></p> <p>.....</p> <p>.....</p> <p>At least 4 continuous improvement plans on implementing MA techniques towards value creation. Please list: <input type="checkbox"/></p> <p>.....</p> <p>.....</p> <p>At least 3 continuous improvement plans on implementing MA techniques towards value creation. Please list: <input type="checkbox"/></p> <p>.....</p> <p>.....</p> <p>At least 2 continuous improvement plans on implementing MA techniques towards value creation. Please list: <input type="checkbox"/></p> <p>.....</p> <p>.....</p> <p>At least 1 continuous improvement plan on implementing MA techniques towards value creation. Please list: <input type="checkbox"/></p> <p>.....</p> <p>.....</p>



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6.3 From items in 6.2 identify benefits (both financial and non-financial) derived from successfully implemented management accounting practices

At least 5 specific quantifications (% increase in sales, customer, market share or % in cost reduction per year) or benefits derived (financial and non-financial).	<input type="checkbox"/>
At least 4 specific quantifications (% increase in sales, customer, market share or % in cost reduction per year) or benefits derived (financial and non-financial).	<input type="checkbox"/>
At least 3 specific quantifications (% increase in sales, customer, market share or % in cost reduction per year) or benefits derived (financial and non-financial).	<input type="checkbox"/>
At least 2 specific quantifications (% increase in sales, customer, market share or % in cost reduction per year) or benefits derived (financial and non-financial).	<input type="checkbox"/>
At least 1 specific quantification (% increase in sales, customer, market share or % in cost reduction per year) or benefits derived (financial and non-financial).	<input type="checkbox"/>

7.0 BUSINESS RESULTS (PERFORMANCE MEASUREMENT)

7.1 Identify the various performance indicators used by the company in measuring its results

More than 5 financial and non-financial indicators used to assess performance results of the company (e.g. % of cost saving, % increase in sales, % labour turnover, % absenteeism in a month etc).	<input type="checkbox"/>
4-5 financial and non-financial indicators used to assess performance results of the company (e.g. % of cost saving, % increase in sales, % labour turnover, % absenteeism in a month etc).	<input type="checkbox"/>
At least 3 financial and one or more non-financial measures to assess company's performance (e.g. % of cost saving, % increase in sales, % labour turnover, % absenteeism in a month etc).	<input type="checkbox"/>
At least 2 financial and two non-financial measures to assess company's performance (e.g. % of cost saving, % increase in sales, % labour turnover, % absenteeism in a month etc).	<input type="checkbox"/>
At least 1 financial and one non-financial measure to assess company's performance (e.g. % of cost saving, % increase in sales, % labour turnover, % absenteeism in a month etc).	<input type="checkbox"/>

7.2 Various tools used in measuring the company's performance

<p>The usage of more than 5 performance evaluation tools (e.g. benchmarking, trend analysis, value-added analysis, performance segmental reporting, quality cost report, % deficit) to measure business results. Please list :</p> <p>.....</p> <p>.....</p>	<input type="checkbox"/>
<p>The usage of at least 4 performance evaluation tools (e.g. benchmarking, trend analysis, value-added analysis, performance segmental reporting, quality cost report, % deficit) to measure business results. Please list :</p> <p>.....</p> <p>.....</p>	<input type="checkbox"/>



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The usage of at least 3 performance evaluation tools to measure business results.
Please list:

.....
.....

The usage of at least 2 performance evaluation tools to measure business results.
Please list:

.....
.....

The usage of at least 1 performance evaluation tool to measure business results.
Please list:

.....
.....

7.3 Describe the company's performance for the past three years including the inclusion of MA improvements

The use of at least 2 continuous improvement initiatives (e.g. positive reviews by analysts, benchmarking against competitors) which had resulted in at least three benefits (increased profits, turnover, savings and productivity).

The use of at least 2 continuous improvement initiatives (e.g. positive reviews by analysts, benchmarking against competitors) which had resulted in at least two benefits (increased profits, turnover, savings and productivity).

The use of at least 2 continuous improvement initiatives (e.g. positive reviews by analysts, benchmarking against competitors) which had resulted in at least one benefit (increased profits, turnover, savings and productivity).

The use of at least 1 continuous improvement initiatives (e.g. positive reviews by analysts, benchmarking against competitors) which had resulted in at least two benefits (increased profits, turnover, savings and productivity).

The use of at least 1 continuous improvement initiatives (e.g. positive reviews by analysts, benchmarking against competitors) which had resulted in at least one benefit (increased profits, turnover, savings and productivity).



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8.0 CORPORATE SOCIAL RESPONSIBILITY

8.1 Identify Corporate Social Responsibility efforts taken to promote value creation for stakeholders of the company

- | | |
|--|--------------------------|
| <p>i) The company has taken Corporate Social Responsibility efforts to promote Value Creation for Stakeholders of the company which include contribution in terms of donation or sponsorship to:</p> <ul style="list-style-type: none"> • Charity organisations • Sports associations • Conservation of the environment • Others | <input type="checkbox"/> |
| <p>ii) The company has developed ways and means to increase corporate responsibility.</p> <p>iii) This has created a favourable public perception of the company's image</p> | <input type="checkbox"/> |
| <p>i) The company has taken Corporate Social Responsibility efforts to promote Value Creation for Stakeholders of the company which include contribution in terms of donation or sponsorship to:</p> <ul style="list-style-type: none"> • Charity organisations • Sports associations • Conservation of the environment • Others | <input type="checkbox"/> |
| <p>ii) The company has developed ways and means to increase corporate responsibility</p> | <input type="checkbox"/> |
| <p>i) The company has taken Corporate Social Responsibility efforts to promote Value Creation for Stakeholders of the company which include contribution in terms of donation or sponsorship to:</p> <ul style="list-style-type: none"> • Charity organisations • Sports associations • Conservation of the environment • Others | <input type="checkbox"/> |
| <p>i) The company has at least two Corporate Social Responsibility activities (e.g. charity organisations, sports associations, conservation of the environment). Identification of specific recipients, donation/sponsorship amount and type of projects may be needed.</p> <ul style="list-style-type: none"> • Charity organisations • Sports associations • Conservation of the environment • Others | <input type="checkbox"/> |
| <p>i) The company has at least one Corporate Social Responsibility activity (e.g. charity organisations, sports associations, conservation of the environment). Identification of specific recipient, donation/sponsorship amount and type of projects may be needed.</p> <ul style="list-style-type: none"> • Charity organisations • Sports associations • Conservation of the environment • Others | <input type="checkbox"/> |



NAfMA Self-Assessment Questionnaire

(Attachment A)



■ ■ List of Training Programmes (Conducted in Previous Year)

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NAfMA Self-Assessment Questionnaire

(Attachment B)



MANAGEMENT ACCOUNTING PRACTICES IN VALUE CREATION

Below is a list of activities that may have been carried out in your organisation during the review period. Please tick (✓) the box that best describe the frequency of utilisation of the Management Accounting practices in your company.

1.	AREAS	Frequency of Utilisation			
		Always	Often	Sometimes	None
2.	Financial Statement and Ratio Analysis				
3.	Budgetary Control and Budgeting				
4.	Standard Costing				
5.	Cost Benefit Analysis				
6.	Cost Volume Profit (CVP) Analysis				
7.	Relevant Costing and Decision Making Analysis				
8.	Cost Control and Cost Management				
9.	Statistical Analysis				
10.	Economic Order Quantity (EOQ) and Inventory Modelling				
11.	Economic Value Added				
	Quality Improvement Activities : <ul style="list-style-type: none"> • Quality Control Circle • Cost of Quality • Total Quality Management (TQM) • ISO Certification 				
12.	Strategic Cost Management				
13.	Just In Time (JIT)				
14.	Target Costing and Value Engineering				
15.	Activity Based Costing / Management (ABC/ABM)				
16.	Strategic Management Accounting				
17.	Benchmarking				
18.	Productivity Analysis				
19.	Enterprise Risk Management				
20.	Balanced Scorecard				
21.	Six Sigma				
22.	Business Planning				
23.	Business Strategy				
24.	Any Other Management Accounting Applications				