

## **Appendix**

### **MANAGEMENT AUDIT QUESTIONNAIRE**

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**Some possible management issues for your Applied Project may be derived in part by addressing the following questions:**

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#### **I. PLANNING**

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- Do you have a strategic plan designed to keep your organization ahead of the competition?
- Have you identified your organization's distinctive competence -the quality that sets it apart from the competition? How do customers perceive your organization in comparison to your competitors?
- Do you have written objectives to guide your organizations performance in critical areas? Are they specific and measurable? Do they include a time frame and an index for measuring progress?
- Does your organization attempt to foresee future conditions and changes that have a significant impact on your operations? Do you predict future economic trends and their affect on your organization?

#### **II. ORGANIZING & STAFFING**

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- Have you developed a current organizational chart? Does the organizational chart illustrate the proper relationship between individuals and functions and indicates who has the authority, responsibility, and accountability for each function?
- Does each person in the organization have a clearly written current job description? Does the job description define accurately all work responsibilities as well as the superior-subordinate relationship?
- Have you created written policies to guide action and decision making in the organization and to ensure consistency? Do workers know what these policies are? Are they followed?
- Are you presently in compliance with all federal and state laws and regulations involving workers in areas such as recruiting and selection, job safety, health and working conditions?
- Is a well-developed program for job orientation provided to each new worker? Does each worker who is either new to the company or transferred to a new job receive adequate training on all facets of that job?
- Do you have a formal performance evaluation or appraisal system tied to workers' pay?

### **III. LEADING**

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- Are high standards of performance required? Are workers recognized for good job performance? Is constructive feedback given on worker performance?
- Do the leaders assign the right jobs to the right people?
- Are all workers treated with equal respect? Is there concern for worker needs and welfare?
- Do leaders communicate often and effectively? Are workers told in advance about changes that will affect them? Are workers asked for input regarding job-related problems?
- Do the leaders encourage and support worker development?
- Is effective teamwork recognized and encouraged?

### **IV. CONTROLLING**

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- Are effective organizational controls used in your organization?
- Are the expenditures of your organization based on allocations established by a budgeting system? Are budgets tied to set time periods, performance standards, and incentives?
- Do you require a budget proposal with any proposal for future organization operations? Are budgets used to control the amount and rate of expenditures?
- Do your budgets provide a record for improved performance? When you set your budgets, do you discuss them with key workers?
- Have you compared your cost, revenue, and profit figures against industry data from your trade association? At the end of each accounting period, do you review your actual operations and your forecast together?