

APPENDIX E: Research Questionnaire

Research Questionnaire

Dear respondent,

I am a post-graduate student at the University of Zambia pursuing a Master of Science degree in Accounting and Finance. I am undertaking a research on the topic; **A Structured Approach towards an Integrated Behavioral Risk Management Framework for Banking Institutions; A case study of Indo-Zambia Bank**. You have been randomly selected to participate in this study by way of responding to this questionnaire.

Be sure that your anonymity will be guaranteed and data supplied by you will be treated most confidential and will be used to aggregate statistical tables, analysis and interpretation of results leading to academic research only.

Thank you for taking time off your Busy Schedules.

Yours Sincerely,

Mabunde Maimbolwa

RESPONDENTS CONSENT

I do hereby declare that I have freely allowed the said Mabunde Maimbolwa to administer this questionnaire to me. I understand that the responses I am going to give in this questionnaire will be used for purely academic purposes.

BACKGROUND

1. Gender *

Mark only one oval.

- Male
 Female

2. Age *

Mark only one oval.

- 20-29 years
 30-39 years
 40-49 years
 50-59 years
 60 ears and above

3. Marital Status *

Mark only one oval.

- single
 married
 divorced

4. How many years have you worked in Indo-Zambia

Bank * *Mark only one oval.*

- 0-5 years
 6-10 years
 11-15
 16-20
 21 ears and above

5. What is your position in the bank

** Mark only one oval.*

- Messenger
- Clerical
- supervisor
- Middle Management(anyone in management but not manager or assistant manager)
- Assistant Manager
- Manager
- Senior Management (chief Manager and Above)

6. Basic pay *

Mark only one oval.

- below k10,000
- above 10,000- 15,000
- above 15,000- 20,000
- above 20,000 - 25,000
- above 25,000- 30,000
- above 30,000

7. Highest level of Education

** Mark only one oval.*

- High school and lower
- Certificate (professional and/or Academic)
- Diploma (professional and/or Academic)
- ACCA/ZICA/CIMA
- Degree
- Masters
- PHD

8. Have you attended any training and/or workshop in Risk

Management ** Mark only one oval.*

- Yes
- No

BEHAVIORAL FINANCE FACTORS

please provide your honest opinion

9. **You are likely to give a loan to a company on the basis that it reminds you of similar successful companies ***

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat Agree
- Highly agree
- Extremely

10. **You are likely to change your mind if based on your own research you make a decision to grant a credit facility to a particular company and an experienced credit analyst presents you with information that contradicts your belief. ***

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat Agree
- Highly agree
- Extremely agree

11. **You will most likely rely on your previous experiences when it comes to loan appraisals**

** Mark only one oval.*

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat Agree
- Highly Agree
- Extremely agree

12. You are most likely going to forecast future loan performance based on recent or current performance of the company you want to extend a credit facility to *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

13. You are most likely going to prefer to lend to local companies as opposed to international companies because information on local companies is readily available *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

14. Performance of credit facilities are generally

** Mark only one oval.*

- predictable
- un-predictable

15. Suppose you are presented with the following investment choices. Please choose between the following two outcomes: *

Mark only one oval.

- An assured gain of K 40, 000
- A 25 percent chance of gaining K 200,000 and a 75 percent chance of gaining nothing

16. You are then asked to choose between the following two outcomes: *

Tick all that apply.

- An assured loss of K40, 000.
- A 50 percent chance of losing K100, 000, and a 50 percent chance of gaining k100,000

17. How easy do you think it was to predict the collapse of Intermarket Banking Corporation Zambia in 2016? *

Mark only one oval.

- Easy.
- Somewhat easy
- Somewhat difficult
- Difficult

18. Assume that from 1984 through to 2018, the annual return for Indo-Zambia Bank was 15 percent. In any given year, what returns do you expect Indo-Zambia Bank to produce? * Mark only one oval.

- below 15 percent.
- About 15 percent.
- above 15 percent.
- Well above 15 percent

19. How much ability do you believe you have in picking investments that will outperform the market? *

Mark only one oval.

- Absolutely no ability.
- Little if any ability.
- Some ability.
- A fair amount of ability.

20. Suppose you make an investment based on your own research. The investment doesn't move up as much as you thought it might. How are you likely to respond? *

Mark only one oval.

- Dispose the investment
- Hold on to the investment

21. If a fair coin is tossed ten times and it lands on heads each time, what do you think the next flip will land on? *

Mark only one oval.

- Tail
- head

EFFECTIVENESS OF CURRENT RISK MANAGEMENT FRAMEWORK

please tick your honest option

22. Beliefs and Behaviors of employees of the bank reflect risk understanding and risk awareness

*

Mark only one oval.

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

23. Employee incentives are aligned with good risk management practice

* *Mark only one oval.*

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

24. Behavior within the bank is expressed to sustain a strong risk aware culture

** Mark only one oval.*

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

25. Present culture enables employees speak up and be listened to by decision makers with regards to Risk management concerns *

Mark only one oval.

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

26. Decisions and actions of senior management promote a culture of risk awareness

** Mark only one oval.*

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

27. There is a clear message from senior management on the importance of risk management framework *

Mark only one oval.

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

28. Risk management strategies are included in the corporate values,goals and major corporate initiatives *

Mark only one oval.

- Extremely disagree
- Highly Disagree
- Somewhat Disagree
- Somewhat agree
- Highly agree
- Extremely agree

29. How would you describe the banks culture

** Mark only one oval.*

- open trusting, learning
- transparent and communicative
- punitive and disciplinary
- closed, secretive and silent

30. How is the level of staff awareness of risks and/or risk management in your organization?

** Mark only one oval.*

- None
- Low
- Aware
- Proactive

31. How is the attitude towards uncertainties in the organization?

** Mark only one oval.*

- The organization is reacting to situations and risk issues after they occur
- Risk management is considered a static phenomenon as risk approach focuses mainly on past events.
- A common and consistent definition of Risk exists and Risk approach focuses mainly on avoiding unexpected large loss events.
- Open and proactive Approach to risk that considers both threats and opportunity and risk based approach to achieve goals is used at all levels

32. How is the Risk Management internal culture in the

organization? * Mark only one oval.

- The focus is primarily on responding to crises and is more reactive rather than proactive
- A caution approach is taken to risk Management overall (risk avoidance).
- Risk Management is done proactively and a culture of control is being disseminated.
- Individual and organizational expectations for risk management are synchronized. The focus is on opportunities and not just risk avoidance

33. How is Risk Management linked to ethics and values of the organization?

** Mark only one oval.*

- No ethics policy or guidelines in place; no clear statement of shared values or principles.
- Organization has an ethics statement but philosophy reflects legal or compliance approach and any written policies are applied inconsistently
- Ethics, values principles, guidelines and/or legal considerations are understood by staff and risk management Approach is aligned with them.
- Ethics and values are consistently reflected in risk management organization practices and actions and there are regular surveys on this topic.

34. In the organization, has the information derived from risk management been used to understand causes of low performance and review change process? *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

35. The banks Business strategy plan is properly communicated and sufficiently understood at all levels of the organization? *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

36. In the bank, individual staff member know how their actions interrelate and contribute to achievement of the company objectives? *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

37. There exists a clear risk strategy which defines the implementation process of the Risk management framework *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

38. There is clear articulation and discussion in the bank on why implementation of risk management framework is important *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

39. They are formal training programs to ensure that staff have a clear understanding of the Risk management policy, processes and risks *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

40. There is a clear risk and control ownership and identified risks have an owner who is accountable for the control's performance *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

41. Risk owners have authority to oversee any risk related action and accept clear defined responsibility for managing risk *

Mark only one oval.

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

42. There is need to carry out a risk culture survey every 3 years

** Mark only one oval.*

- Extremely disagree
- Highly disagree
- Somewhat disagree
- Somewhat agree
- Highly agree
- Extremely agree

43. In your own understanding which risk framework do you think Indo-Zambia bank has adopted *Mark only one oval.*

- ISO 31000 Risk Management- Principles and Guidelines
- BS 31100 Code of Practice for Risk Management
- FERMA A Risk Management Standard
- OCEG Red Book 2.0 (GRC Capability Model)
- COSO Enterprise Risk Management- Integrated Framework
- framework has not been Explicitly Explained
- Not sure

END

thank you for your co-operation
