

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Spring (August) 2012 Examinations

Monday, 27th August 2012

**MANAGEMENT AND MARKETING-(S-202)
STAGE – 2**

Time Allowed: 02 Hours 45 Minutes

Maximum Marks: 80

Roll No.:

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- (i) Attempt ALL questions.
 - (ii) Answers must be neat, relevant and brief.
 - (iii) In marking the question paper, the examiners take into account clarity of exposition, logic of arguments, effective presentation and language.
 - (iv) Read the instructions printed inside the top cover of answer script CAREFULLY before attempting the paper.
 - (v) DO NOT write your Name, Reg. No. or Roll No. anywhere inside the answer script.
 - (vi) Question No.1 – “Multiple Choice Question” printed separately, is an integral part of this question paper.
 - (vii) **Question Paper must be returned to invigilator before leaving the examination hall.**
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SECTION “A” – MANAGEMENT

Marks

- Q.2 (a)** Having a comprehensive ethics program in place can potentially improve an organization’s ethical climate. There are no guarantees that a well-designed ethics program will lead to the desired outcome. The behaviour of managers is the single most important influence on individual’s decision to act ethically or unethically. Discuss any five ways a manager can encourage their employees to be ethical. **10**
- (b)** Managers have been finding that traditional designs often are not appropriate for today’s increasingly dynamic and complex environment. Instead, organizations need to be lean, flexible, and innovative; that is they need to be more organic. Describe the contemporary organizational designs that best support and facilitate employees’ doing the organization work. **07**
- (c)** “The term ‘management roles’ refers to some specific actions or behaviours expected from a manager.” Henry Mintzberg, a well-known management researcher, studied actual managers at work and concluded that what managers do, can best be described by looking at the management roles they use at work. Describe Mintzberg’s managerial roles performed by executives at different levels of the organization. **03**
- Q.3 (a)** Two characteristics of today’s organization are obvious: They are global and work is increasingly done by teams. This means that any manager is likely to have to manage a global team. Discuss the challenges of managing global teams which managers face in today’s organization. **08**
- (b)** Once there is a pool of candidates, the next step in the human resource management process is screening job applicants to determine who the best is qualified for the job. Managers need to select candidates carefully because hiring errors can have a significant impact on organizational output. Define selection process and discuss the tasks associated with selecting competent employees. **08**
- (c)** Motivation of employees is important because only motivated employees may function to their full potential otherwise, people tend to work mechanically and get by with doing the bare minimum. Define ‘motivation’ and explain three key elements of ‘motivation’. **04**

PTO

SECTION "B" – MARKETING

- Q.4 (a)** "Geo News" is one of the most popular News Channels of Pakistan. It ventures into the entertainment and sports genres with 'Geo Entertainment' and 'Geo Super', respectively. It is one of the examples of brand development strategies. There are various brand development strategies which marketers use to develop their brands. Elaborate. **08**
- (b)** Marketing logistics involves planning, implementing and controlling the physical flow of goods, services and related information from points of origin to points of consumption to meet customers' requirements at a profit. The major logistics functions include warehousing, inventory management, transportation and logistic information management. Briefly describe these major logistics functions. **08**
- (c)** Define the following terms:
- (i)** Franchise **01**
 - (ii)** Product bundle pricing **01**
 - (iii)** Online social networks **01**
 - (iv)** Brand personality **01**
- Q.5 (a)** Advertising strategy consists of two major elements: creating advertising messages and selecting advertising media. The media decisions involve defining reach, frequency and impact goals and choosing major media types. Enumerate these major steps. **08**
- (b)** Through marketing research, companies learn more about consumers' needs, resulting in more satisfying products and services and stronger customer relationships. However, the misuse of marketing research can also harm or annoy customers. Briefly explain two major public policy and ethical issues in marketing research i.e., 'intrusion on consumer privacy' and the 'misuse of research findings'. **08**
- (c)** List out major public relations tools which companies use to build good relations with consumers, investors, the media and their communities. **04**

THE END