

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Spring (August) 2012 Examinations

Wednesday, the 5th September 2012

INTEGRATED MANAGEMENT (S-402)

STAGE – 4

Time Allowed – 2 Hours 45 Minutes

Maximum Marks – 80

Roll No.:

- (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, 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 the invigilator before leaving the examination hall.**

MARKS

SECTION – “ A ”

- Q.2 (a)** Mintzberg identifies five broad essential activities indicating how to craft strategy in ‘strategic management process’. Briefly explain them. **10**
- (b)** Elaborate the cross-functional implications of strategy implementation. How can cross-functional conflicts be identified and resolved? **06**
- Q.3 (a)** Defensive strategies are used when a company wants or needs to reduce its operations. Discuss various defensive strategies, including circumstances under which each is likely to occur. **08**
- (b)** Goals or objectives are the intentions behind actions. Corporate objectives may be long-term or a short-term. Explain each briefly. **04**
- (c)** Strategy development has three phases. Discuss briefly each phase. **04**

SECTION – “ B ”

- Q.4 (a)** Project Management Software is used for a number of purposes. Discuss. What are the advantages and disadvantages of using Project Management Software? **08**
- (b)** There are four methods used for constructing a project network diagram. Just illustrate them. **04**
- Q.5 (a)** The objective of project management is to make a project successful. Discuss the elements that make a project successful. Identify the factors that make a project failure. **06**
- (b)** While carrying out a project, the proposed strategies are normally evaluated against three criteria. Explain each evaluation criteria. **06**

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SECTION – “C”

- Q.6 (a)** Ethics and morality are about right and wrong behaviour. There are two main approaches for managing ethics in organizations. Explain them and indicate some of the differences between these main approaches. **10**
- (b)** What do you understand by matrix structure of an organization? Explain in which situation a matrix organizational structure is suitable. Enumerate the advantages and disadvantages of matrix structure. **06**
- Q.7 (a)** A political behaviour is broadly concerned with competition, conflict, rivalry in organizations. There are several aspects of organizational politics. Briefly touch upon them. **04**
- (b)** An individual manager of a department can take a number of approaches characterised by political behaviour. Just list them out. **04**

THE END