

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



New Fall (E) 2011, April 2012 Examinations

Saturday, the 21st April 2012

INTEGRATED MANAGEMENT (S-402)

STAGE – 4

Time Allowed – 2 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, 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.
 - (viii) **Question Paper must be returned to the invigilator before leaving the examination hall.**
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MARKS

SECTION – “A”

- Q.2 (a)** Formulating meaningful objectives at any level in the organization involves at least four stages. Discuss these stages in detail. **08**
- (b)** A functional audit is an exhaustive appraisal of the organization by functional areas. Enumerate the standards used as a part of the functional audit to identify an organization’s strength and weaknesses. **10**
- Q.3 (a)** Different generic strategies fall into growth category which aims to increase sales and earnings. Briefly discuss three most frequently encountered and clearly identifiable strategies of the growth strategy. **08**
- (b)** Most ‘business-level strategies’ are tailored to a unique business situation; it is nevertheless possible to categorize them into three major types. Discuss them. **06**

SECTION – “B”

- Q.4 (a)** Project risk management minimizes the consequences of adverse events. Illustrate the four major processes involved in project risk management with their reasons and impacts. **08**
- (b)** What do you understand by critical path? Discuss critical path method (CPM), and program evaluation and review technique (PERT) related to tools and techniques for schedule development. **08**
- Q.5 (a)** What do you understand by ‘project solicitation’? Discuss inputs, and tools and techniques of a project solicitation. **04**
- (b)** Briefly touch upon the tools and techniques for cost estimation of a project. **04**

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SECTION – “C”

- Q.6 (a)** Research evidence and practical experience indicate that there are four ways to enhance 'team effectiveness'. Discuss each giving practical examples. **08**
- (b)** Explain the modern horizontal network, and virtual designs of organizations. **06**
- Q.7** Identify and briefly discuss the basic research findings of the renown leadership researchers 'House and Podsakoff' about the behaviours and approaches of great leaders that they drew from modern theories. **10**

THE END