

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Fall (Winter) 2008 Examinations

Wednesday, the 19th November 2008

INTEGRATED MANAGEMENT (S-402)

Stage – 4

Time Allowed – 2 Hours 45 Minutes

Maximum Marks – 80

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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 on 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.
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SECTION “A”

MARKS

- Q.2 (a)** The strategy formulation process has three different modes namely – entrepreneurial mode, adoptive mode and planning. What are the characteristics of these three modes? Discuss three characteristics of each mode. **10**
- (b)** Assume that you are CEO of a rice export firm. How do you summarize your role in the strategic management of your firm? **6**
- Q.3 (a)** Social responsibility refers to actions taken above and beyond those required by law and / or those that are directly financially beneficial. List out at least eight socially responsible actions taken by Pakistan’s industrial and corporate sector. **8**
- (b)** What problems do you foresee in liberalization of industries in Pakistan? **8**

SECTION “B”

- Q.4 (a)** “The project management team must identify the stakeholders of a project”. Identify the key stakeholders of any project. **4**

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MARKS

- (b) What areas of performance a project team must emphasize upon to enhance its capability? **8**
- Q.5 (a)** Discuss Kerzner five-level model of continuous organizational improvement in the methodology of project management. **6**
- (b) How does a project plan guide project execution and project control? Discuss. **6**

SECTION "C"

- Q.6 (a)** What are various phases of team implementation? Describe each phase briefly. Explain essential team issues using team performance curve. **6**
- (b) How cultures are embedded in organizations? Discuss various steps evolved in organisations' cultures in logical order. **6**
- Q.7 (a)** Groups proceed through as many as five stages of group development. Every stage has its own characteristics. Discuss in detail the characteristics of all stages of group development. **6**
- (b) What actions would you take to improve ethical environment of your organization? Explain any three actions you would like to take in this respect. **6**

THE END