

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Fall (Winter) 2009 Examinations
Saturday, the 21st November 2009

INTEGRATED MANAGEMENT (S-402)
STAGE – 4

Time Allowed – 2 Hours 45 Minutes

Maximum Marks – 80

- (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.

MARKS

SECTION – “A”

Q.2 Today’s severe global and domestic competition has altered organizational culture and business process. Business has been forced to downsize and decentralize operations. A good strategy is the chain between the functions and mission of the organization. An organization without having a strategy is just like walking on a road towards an unknown direction. Ensuring a strong linkage between the strategic plan and functional activities is a very tedious task that demands a great deal of continuous attention from top and middle management. The larger and more diverse an organization is, the more difficult it is to create and maintain this strong link.

Answer the following questions based on the above factual situation.

- (a) Specify at least four reasons how goals are important to planning process. **04**
 - (b) What is a strategic management process? Support your answer with the process flow chart. **04**
 - (c) What are the hierarchy of strategic and operational plans at a multi business organization? Explain with the help of the flow chart. **04**
 - (d) Distinguish between strategic and operational plans. **04**
 - (e) How corporate portfolio is approached? What role does Boston Consulting Group (BCG) matrix play in designing the corporate portfolio? **06**
- Q.3 (a)** Describe the hierarchy of objectives based on breadth of influence (use flow diagram to explain the concept). **05**
- (b)** Describe the potential corporate key results areas. **05**

SECTION – “B”

Q.4 This is an exciting time to be reading a text on project management. Business leaders and experts have proclaimed that “Project Management” is the wave of the future. Likewise the wall street Journal reports that more and more of the work in the global world is project oriented. Managing projects is one of oldest and most respected accomplishments of mankind. We stand in awe of the achievements of the builders of pyramids, the architects of ancient cities, the masons and craftsmen of Great Wall of China, and other wonders of the world.

PTO

- (a) Do you agree with the above situation? Briefly explain the importance of project management in linking the corporate strategy to operational strategy and describe the role projects play in the strategic management process? **03**
 - (b) What do the following headlines have in common:
 - (i) Two hundred million plus TITANIC breaks box office record.
 - (ii) Thirty million have seen the final of the T 20 world cup.
 - (iii) Michael Jackson funeral have seen by over 5 billion people live on TV
 - (iv) Mars lunar landing produces first picture.
 - (v) Mobilink celebrates five million customers. **01**
 - (c) Define a project. What are four characteristics that help differentiate project from other functions carried out in the daily operations of the organizations? **03**
 - (d) Draw and define the project life cycle and give in bullet form the elements of component in stages of life cycle. **03**
 - (e) Project scope is the keystone interlocking all elements of a project plan. To ensure that project definition is complete, a checklist of project scope statement is used. Draw project scope checklist and define each component in the checklist statement. **04**
- Q.5 (a)** Great deeds are usually wrought at great risk. All Project Managers understand risks are inherent in projects and cannot be eliminated. Describe the major components of risk management process. **05**
- (b)** What is WBS? How does WBS differ from the project network? Why bother creating WBS? Why not go straight to a project network and forget the WBS? **05**

SECTION – “C”

- Q.6** “Even good brand and good strategies miserably fail if the organization set up is not properly suited to the internal and external environment. Further ill organization structure invites disaster for many companies.” In the light of the statement:
- (a) Explain the decision making process about designing the organizational design. Briefly describe why organization structure is important? **03**
 - (b) An organization can be structured in three ways. Explain the three structures of the organizations in detail (draw organization structures in support of your answer). **05**
 - (c) Distinguish between authority and power? List out and explain the five sources of power. **06**
- Q.7 (a)** Corporate mission minimizes the chances of false directions by the shareholders. Compare the following phrasing of the mission statements and certify which are correct mission statements and why? **05**
- (i) Provide bridge design services
 - (ii) Provide waste plant design services
 - (iii) Provide engineering services
 - (iv) Increase shareholders value.
 - (v) Provide high value products to our customers.
- (b)** Describe at least five forces of competition and their effects on average industry profitability. **05**

THE END