

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



September 2011 Extra Attempt Examinations

Wednesday, the 21st September 2011

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)** Before implementation of a strategy, it must be clearly understood by each member of organization. Generally, there are five most important issues in strategy communication. Explain in detail. **10**
- (b)** Describe the environmental characteristics which influence the environmental analysis process by an organization. **06**
- Q.3 (a)** There is no doubt that strategic control is a very valuable and necessary part of the strategic management process. Discuss the importance of strategic controls. Enumerate the process of setting up strategic controls along with financial and nonfinancial controls. **10**
- (b)** What kinds of pitfalls might result due to unexpected changes in the strategic management process? Discuss in detail. **06**

SECTION – “B”

- Q.4 (a)** Project management processes can be organized into five groups of one or more processes each. Elaborate. Illustrate the overlap of process groups in a phase. **06**
- (b)** What do you understand by organizational influences? Discuss key aspects of a larger organizational structure that is likely to influence the project. **06**
- Q.5 (a)** Project cost management ensures the project completion within approved budget. Discuss the four major processes of project cost management. **06**
- (b)** Quality planning is an integral part of project quality management. Explain. Discuss the factors responsible for inputs to quality planning. **06**

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SECTION – “C”

- Q.6 (a)** Differentiate between work groups and teams. Discuss cross-functional teams, virtual – teams and self-managed teams. **08**
- (b)** Managers often demonstrate different roles in organizations. Discuss three general categories of basic managerial roles. **06**
- Q.7** What is meant by a learning organization? Discuss in detail the horizontal, network, and virtual organization designs. **10**

THE END