

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Winter (November) 2011 Examinations

Saturday, the 19th November 2011

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.
- (viii) **Question Paper must be returned to the invigilator before leaving the examination hall.**

MARKS

SECTION – “A”

- Q.2** (a) Explain illustrating industry structure as framed by Michael Porter for analysing the competitive business environment. **10**
- (b) Differentiate between the ‘market development concentration strategy’ and the ‘product development concentration strategy’. When would each most likely be used? **08**
- Q.3** (a) What is an ‘organizational culture’? Briefly discuss origin of culture. **08**
- (b) Changing culture is vital for sustainable growth of an organization. List out possible reasons why change is imperative. **03**
- (c) Briefly discuss six-step process for changing culture. **03**

SECTION – “B”

- Q.4** (a) What is Project Management? **02**
- (b) Discuss uniqueness of a project with the help of an example. **05**
- (c) Illustrate the relationship of project management to other management disciplines. **05**
- Q.5** (a) ‘Work Breakdown Structure’ (WBS) is fundamental to project planning and control. Briefly explain the structure. **04**
- (b) Give only brief definitions of the following terms used in Project Management:
- (i) Project budget **01**
 - (ii) Gantt charts **01**
 - (iii) Network analysis **01**
 - (iv) Resource histogram **01**

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MARKS

- (c) Briefly touch upon four areas of 'feasibility study' carried out to take up a project. **04**

SECTION – “C”

- Q.6 (a)** 'Negotiation' is one of the core skills of a manager. Explain why and when it is needed? **04**
- (b)** Define and describe the nature of 'workplace stress'. Discuss the individual and organizational consequences of stress. **08**
- Q.7 (a)** In recent years, many theorists and practitioners have emphasized the difference between 'managers' and 'leaders'. Just list out some of the characteristics of managers and leaders differentiating each of them. {At least six (6)} **06**
- (b)** 'Charismatic leadership' is a type of influence based on the leader's personal charisma. Explain three fundamental attributes of a charismatic leader. **06**

THE END