

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Summer (May) 2011 Examinations

Saturday, the 28th May 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)** All organizations are engaged in strategic management process either formally or informally for making decisions and taking actions that affect their future directions. Describe the three different modes or approaches for making strategy. Also discuss the role of CEO in strategic management process. **8**
- (b)** Defensive strategies are used when a company wants or needs to reduce its operations. Discuss various defensive strategies, including circumstances under which each is likely to occur. **5**
- (c)** Explain why it is good management practice to involve lower-level managers in the objective formation process. List and briefly discuss four possible actions a manager can take to implement power effectively. **5**
- Q. 3 (a)** The researchers segmented the strategic management evolutionary process into four segmental phases - financial based planning, forecast based planning, externally oriented planning and strategic management. Discuss each phase in detail. **8**
- (b)** Discuss the four sectors of an organization’s environment and identify key issues in each sector. **6**

SECTION – “B”

- Q. 4 (a)** Project plan execution is a major process of project integration management. Explain. What do you understand by inputs to project plan execution and outputs from project plan execution? **8**
- (b)** Distinguish project phases and project life cycle (PLC). Explain the characteristics of the PLC. **5**

PTO

	MARKS
Q. 5 (a) Project time management includes the processes required to ensure timely completion of the project. Explain the processes involved in project time management.	5
(b) Team development is an important aspect of project human resource management. Discuss. What are tools and techniques for team development?	6

SECTION – “C”

Q. 6 (a) Most successful managers have a strong combination of technical, interpersonal, conceptual, and diagnostic skills. Explain.	8
(b) Discuss in detail the politics and the political behaviour prevailed in organizations.	6
Q. 7 Discuss power and its relationship to authority and influence. Explain in detail the types of powers exercised by managers in the organizations.	10

THE END