

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Spring (Summer) 2009 Examinations

Wednesday, the 20th May 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 (a)** Lack of the organization maintaining the sustainability and strength due to failing in recognising the SWOT (internal and external of the company). The functional areas of business include management, marketing, finance, operation, R & D and management information systems. Prepare a checklist of four (04) questions which could help your organization in determining specific strength and weakness in any four functional areas. **08**
- (b)** Differentiate between mission and vision statement of the company. What are the core values? Which five (05) stakeholders' mission statement address mission statement of an organization containing nine essential elements? List those elements of an organization. **08**
- Q.3 (a)** Define the objectives of the organization and how can objectives translate into the strategic management process in the hierarchical manner? Discuss the meaningful formulating objectives? How objectives are important and helpful in focusing organization to strategies? **08**
- (b)** The Threats-opportunities-Weaknesses-Strengths (Tows) Matrix is an important matching tool that helps managers develop four types strategies – SO strategies, WO strategies, ST strategies and WT strategies. Discuss the characteristics of these strategies. How strategies help linking the organization to mission and objectives? **06**

PTO

SECTION “B”

- Q.4 (a)** Project life cycle serves to define the beginning and the end of a project. Discuss in points the characteristics of the project life cycle with the help of diagram. Differentiate between project operational strategies and tactical strategies. **08**
- (b)** Many project fails due to failure of the organization in identification of risks. Risk quantification involves evaluating risk and risk interaction to assess the range of possible project outcome. Discuss the factors of risk quantification. **06**
- Q.5 (a)** Failure, overrun, and success is a result of project management. Project manager takes ultimate responsibility for ensuring that the desired result is achieved on time and within budget. What duty does the project manager has to perform and to execute his responsibilities? **06**
- (b)** Describe the social feasibility. Why social feasibility is conducted at the time of project evaluation? Discuss. **05**

SECTION “C”

- Q.6 (a)** In modern management there is a lot of emphasis on developing teams in organizations. However, it is found that team working has its own problems and constraints. Discuss them. **05**
- (b)** Social stakeholder can be affected both favourably and unfavourably by the business activities of an organization. How many basic social stakeholders are? Describe each in detail. **07**
- Q.7 (a)** External environment is everything outside an organization that might affect it or the major forces outside the organization. Discuss the composition of two layers of external environment. **07**
- (b)** Listening skills are the most unpolished management skills. What advice would you give to become a good listener? **06**

THE END