

INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



Spring (Summer) 2009 Examinations

Monday, the 25th May 2009

ORGANIZATIONAL BEHAVIOUR & STRATEGIC MANAGEMENT

Professional-III

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.

SECTION “A” - ORGANIZATIONAL BEHAVIOUR		MARKS
Q.2 (a) “It is argued and deliberated that it is not only aptitude but also employees’ attitude that take them to altitude”. Employees’ attitude can be changed, and sometimes it is in the best interest of management and employees. What options are available to change employees’ attitude and what are the functions of attitudes?		06
(b) Congenial and cohesive atmosphere in an organization is derived from an organizational culture. It is believed that companies or corporate culture has always been there, but businesses never paid attention to it until it is realized when testing time comes. This leads to the successful organizations to revisit and give closer look at the inner working, and environment of their respective organization. In the context of the above explain the following: <ul style="list-style-type: none">(i) Composition and nature of organization culture.(ii) What are the salient features and characteristics of organization culture?		03 03
(c) The lesson learned by the business and trade world that refusing to learn is the result of managing by emotions, perceptions, or common sense, that is not really managing at all. The behaviour of the people is the only way anything is accomplished in an organization. Do you agree? Answer and authenticate the following questions: <ul style="list-style-type: none">(i) What is the historical prospective of learning?(ii) Explain briefly behaviouristic theories.(iii) What is the impact and use of punishment?		02 04 02

PTO

- Q.3 (a)** A recent survey carried out by a cardiologist in this period of financial melt down suggests that professionals, entrepreneurs, regulators, auditors, and management staff are passing through worst ever pressure and stress. In the context of the above explain the following:
- (i)** What does stress comprise of? **02**
 - (ii)** What is the relationship, if any exist between stress and burnout? **02**
 - (iii)** Everybody wants to control adverse impact of stress without knowing the causes of stress. Discuss causes of stress. **02**
- (b)** Leadership has probably been written, taught, researched, discussed, and made a role model as a single prominent topic of today. Can you summarize the behaviour, skills and approaches of outstanding leaders researched by different scholars? **06**
- (c)** Many organizations, corporate, and professionals, equate the causes of good and bad behaviour with motivation. Motivation cannot be underrated in fact, a recent survey concluded that “competitiveness problems appear to be largely motivational in nature”.
- (i)** Describe the motivation processes. **02**
 - (ii)** Discuss the process theories of work motivation. **02**
 - (iii)** Briefly elaborate the three classifications of needs, or motives. Give some examples to each. **04**

SECTION “B” – STRATEGIC MANAGEMENT

- Q.4 (a)** Differentiate between formal and informal organizations in terms of structures, goals, control mechanism, communication and charting the organization. **08**
- (b)** “Three forces are of particular importance in deciding the desirability of leadership styles: forces in the managers, forces in the subordinates, and forces in the situations”. Discuss these forces. **06**
- (c)** What is meant by enterprise strategy (e-strategy)? Enumerate different enterprise strategies. **06**
- Q.5 (a)** Social responsibilities have occupied a key and prominence place in an organization’s mission statement. More recently, organizations and researchers have broadened their concerns to include basic ethical questions such as “how should we live in relation to each others?” Identify and describe in detail the main areas of social responsibilities of an organization, when it is viewed in terms of organizational stakeholders. **08**
- (b)** What is meant by common morality? Briefly examine some basic principles of common morality to see how they work in an organization? **04**
- (c)** Define communication. Draw up the communication model explicitly showing the under-mentioned components with brief description of each: **08**
- (i)** Context
 - (ii)** Sender-encoder
 - (iii)** Message
 - (iv)** Medium
 - (v)** Receiver-decoder
 - (vi)** Feedback

THE END