

# INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS OF PAKISTAN



## Spring (Summer) 2010 Examinations

Wednesday, the 26th May 2010

### 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 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.

**MARKS**

#### SECTION – “A”

- Q.2 (a)** There are basically three approaches to pursuing a concentration strategy – market development, product development, and horizontal integration. Discuss them. When would each most likely be used? **06**
- (b)** What do you understand by the time-frame used to differentiate short-range, intermediate-range, and long-range objectives? **06**
- (c)** Identify and explain origins of organizational culture. **06**
- Q.3 (a)** There are particular weaknesses that may affect the setting-up of a new small business. Explain those weaknesses. **06**
- (b)** What is compliance based approach for managing ethics? Discuss its pros and cons by illustrating an example. **08**

#### SECTION – “B”

- Q.4 (a)** What skills are required to become a successful manager? How does a project manager display these skills? **06**
- (b)** Planning is of major importance to any project. Explain in detail the core planning processes with the help of a graphical presentation. **06**
- Q.5 (a)** Everyone involve in a project understanding and communication as individual which affect the project as a whole. Explain the major processes of project communication management. **06**
- (b)** Identify some of the major reasons for the failure of projects. **06**

PTO

**SECTION – “C”**

- Q.6 (a)** Organizational design is a process that involves decisions about certain key elements. Explain each element in detail. **06**
- (b)** What areas of performance, a project team, must emphasize upon to enhance its capability? **06**
- Q.7 (a)** One of the most respected approaches for understanding the leadership is ‘path goal’ theory. Explain the theory. Discuss at least four specific leadership roles that a team leader demonstrates. **06**
- (b)** Why stakeholders relationship management is important for managers? What are the steps in managing external stakeholders relationship? Explain in detail. **06**

**THE END**