



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

DEC 2015

Post Graduate Diploma in Materials Management

Graduate Diploma in Materials Management

PAPER No. 1 (New)

MANAGEMENT PRINCIPLES AND HUMAN RESOURCES PRACTICES

Date :12.12.2015

Max. Marks :100

Time : 2.00 to 5.00 p.m

Duration : 3 Hrs.

Instructions :

1. From Part A – answer all questions ( compulsory). Each sub questions carries 1 mark **Total : 32 Marks**
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 16 marks. **Total : 48 Marks**
3. Part C is a case study (compulsory) with questions. **Total: 20 Marks**
4. Please read the instructions given in the answer sheet

PART A

Total 32 marks

(Each sub question carries 1 mark)

**Q 1 Please state whether the following statements are” True “or “False”**

- a. In Autocratic style of leadership the authority of decision making is centralize in himself.
- b. The management grid model is not a behavioral model of leadership.
- c. Responsibility is delegated with authority..
- d. Organizations control employee behavior through rewards and punishment .
- e. Counseling process is not successful without rapport building.
- f. The human resource planning is relevant to only very large organizations.
- g. There is no single best style of leadership.
- h. Management by exception is a way of separating tasks between staff and management.

**Q 2 Fill in the blanks**

- a. \_\_\_\_\_ is a functions designed to maximize employee performance.
- b. \_\_\_\_\_ has proposed 4 principals of scientific management.
- c. A good plan has clearly defined \_\_\_\_\_ .
- d. Planning is looking ahead and \_\_\_\_\_ is looking back.
- e. \_\_\_\_\_ is the process of selecting a logical choice from available options.
- f. \_\_\_\_\_ the use of historic data for estimating or calculating in advance.
- g. \_\_\_\_\_ provides the means by which a manager can multiply himself..
- h. \_\_\_\_\_ is the process of giving subordinates greater discretion and resources distributing control in order to service customers and organizations.

**Q3. Expand the Following**

- 1) IMF 2) ROI 3) KRA 4) NCL 5) JMCs 6) HRMS 7) INTUC 8) LQI .

**Q4. Match the Following and rewrite**

Column A		Column B	
1.	Methodical approach to determine the one best way to perform a job.	a.	Robert Owen
2.	The administrative theory views communication as a necessary ingredient to successful management	b.	J. D. Mooney.
3.	Conducted experiments in Textile Mills and improved working conditions besides training the workers and build homes for them.	c.	Frederick Taylor.
4.	Brought out the staff principal and applied in catholic church.	d.	Maslow.
5.	Developed market research, forecasting production planning workflow layouts ,standardization of product components and control systems,	e.	George Oriorne
6.	The first great era 1492 when he sail opening trade between old world and new world .	f.	James Watt &M R Boulton
7.	MBO is comprehensive device for effective planning directing, controlling and performance appraisal.	g.	Henry Fayol.
8.	Postulated that human needs could be arranged in order of a hiearchy.	h.	Columbus

**PART B**

**( Answer any 3 questions)**

**(3 x16 = 48 Marks)**

**Q5. A) Define Management?**

**B) What are the functions of management?**

**Q6. A) What is decision making?**

**B) What are the steps involved in decision making ?**

**Q7. A) What is collective bargaining ?**

**B) Why collective bargaining is considered as the best way of determining employer employee relation?**

**Q8. A) Define Leadership ?**

**B) What are the different styles of leadership?**

**Q9. Write short notes on any FOUR(04) of the following.**

- A) Industrial conflicts
- B) Legislation regarding working condition.
- C) Manpower planning.
- D) General principals governing insurance.
- E) Barriers of communication
- F) Theory X and Theory Y

PART C - compulsory

**Q10. Case Study**

**20 marks**

JMT(JEET MACHINE TOOLS)

JMT in the business of metal cutting tools and metal forming tools, is engulfed in completion with nation as well as international players. JMT's products are used by capital goods and other engineering industries. The business is cyclical in nature, dependent on capacity utilization levels in user industries.

Om Singh, MD of JMT had been urged by the distributors in a recent meeting to introduce high tech metal cutting tools and new models using the latest technology. They felt that this would help them fight the dumping of cheap second hand machinery and increase the domestic as well as export market share. Om Singh realized the implications the distributor's suggestions'. this would increase the R & D budget tremendously.

A fully automated production line would put pressure on finances. A greater Variety of tools, models etc. would require inventory space. Mechanics need to be trained again, especially in running the latest, fully automated robot's and gadgets.

Reflecting on previous staff meetings, Om Singh realised that marketing people always wanted a greater variety of models but never appreciated the huge financial burden such a decision would imply JMT, after all, carried through its operations all alone with just a few models quite successfully . in such a scenario, Om Singh felt that there is no need to go in for new models. Instead, he thought the focus should be on improving existing models and reducing the cost and price. The customer now -a days is more interested in getting value for money . However, to be on safe side, he sought the opinion of consulting firm, in this regard.

**Questions:**

Q.1. What do you think is the mission of the enterprise?

Q.2. What kind of opportunities and treats exists in the firms external environment?

Q.3. how would you evaluate the strengths and weakness of the firm ? what factors are critical for success or failure ?

Q.4. To be successful, an organization must be having a open system, What does it mean and how does it apply in this case ?

\*\*\*\*\*