

**DEC-2010**

**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**  
**Post Graduate Diploma in Materials Management**  
**Graduate Diploma in Materials Management**  
**PAPER No. 1**

**MANAGEMENT PRINCIPLES AND HUMAN RESOURCES PRACTICES**

**Date : 11.12.2010**  
**Time : 2.00 p.m to 5.00 pm**

**Max. Marks :100**  
**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 sub-question carries 16 marks. **Total : 48 Marks**
  3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions ( 5 questions of 4 marks each) **Total: 20 Marks**
  4. Please read the instructions given in the answer sheet
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**PART A**

Q 1 State True or False (Write True or False only against Sr. No)

- a) Organising is the design of a desired end and of effective ways of bringing it about.
- b) Educational Qualifications are indicators but not determinants of knowledge and skills.
- c) In Manpower development the first step is to identify training needs.
- d) Job Rotation is one of the technique to develop individuals.
- e) Line function do not have direct responsibility for achieving results.
- f) The process of delegation does not involve determination of expected results.
- g) Departments can be formed on the basis of customers.
- h) The objectives of informal organizations can be opposite to the Company goals.

Q 2. Fill in the blanks.

- a) The reason for the existence of a business enterprise is that it supplies \_\_\_\_\_ and or \_\_\_\_\_
- b) Material cost normally accounts for about ----- % on average cost of production.
- c) All Managerial activity starts with \_\_\_\_\_
- d) ----- is a series of steps to be taken in doing a task
- e) ----- is the process of identifying skills required to do the specific job.
- f) ----- Type of Leaders have low concern for people and low concern for tasks.
- g) ----- is process of exchanging information, interpretation, ideas common understanding.
- h) ----- is checking of current performance against pre-determined standards.

Q 3. Match the following:

A	B
1. Line function	a. Alternatives
2. Virtual Team	b. Cohesive
3. Motivation	c. Human, Technical, Conceptual skills
4. Decision	d. Transfer
5. Promotion/Demotion	e) Military
6. Group	f. Visual messages
7. Manager	g. IT Technology
8. Communication	h. Making to act

Q 4. Give full form.

- a) ISO      b) MBO      c) BPR      d) GST      e) ILO  
f) WHO      g) PPF      h) ESIA

### PART B

- Q . 5. a) What are Managerial Functions?  
b) Why Performance Appraisal of employee is necessary ?
- Q. 6 a).What are different steps in decision making ?  
b) Explain Selection Process in a large organization.
- Q 7. a) How would you evaluate a Team ?  
b) Discuss Behavioral Leadership Model developed by Robert Blake and June Mouton.
- Q. 8. a) Discuss objectives and functions of Human Resource Management.  
b) How Employee Participation help to improve productivity of the organization at all levels.
- Q.9. Write Short Notes any four.
- a) Induction and training.
  - b) Job Analysis
  - c) Payment of Gratuity Act
  - d) Industrial Safety & Environmental Pollution Act
  - e) Communication
  - f) Welfare provisions of Factories Act
  - g) Delegation
  - h) Non-financial incentives.

## PART C

### Q. 10. Case Study

Shri Jitubhai Shah, CEO of Fortune Pharma Ltd is a very ambitious. He has transformed a small family business to Rs 500 crores company. He dreams to take the company to ' Rs 2000 crores in short span. He hired a Management Consultant who reviewed the operations and given recommendations as under:

- 1.Change the existing structure of Management.
- 2.Recrut professionals immediately at top positions at least.
- 3.Delegate authority and responsibility to people.
- 4.Existing systems are weak, inadequate. Hence create good sound systems in the organization.
  1. Implement world class ERP system
  2. People are loyal, working for long time but lack professional knowledge, attitude, accountability.

The report was leaked. There was a lot of resentment in the employees. There is feeling that old employees would be ignored. Many have started voicing their concern and there is change in their behavior which is affecting productivity. The overall morale is down in the organization.

Q 1. Analyze the above situation and identify the problem in the organisaion.

Q 2. As a CEO will you accept or reject the report ? Why ?

Q 3. As a H.R. Head, prepare an action plan to resolve the issues and implement the report.

Q 4. Why such situation has arisen in the organization ?