

**INDIAN INSTITUTE OF MATERIALS MANGEMENT**  
**Post Graduate Diploma in Materials Management**  
**Graduate Diploma in Materials Management**

**PAPER 1**  
**MANAGEMENT PRINCIPLES AND HUMAN RESOURCE PRACTICES**

Date: 08-06-2009  
Time: 2.00pm To 5.00pm

Max.Marks:100  
Duration: 3 hrs.

**Instructions:**

1. From Part "A" answer all the questions (compulsory). Each sub-question carries 1 mark. Total marks = 32.
  2. From Part "B" answer any three questions out of 5 questions. Each sub-question carries 16 marks Total marks = 48.
  3. Part "C" is a case study (compulsory) with questions. Read the Case Study carefully & answer the questions ( 5 questions of 4 marks each ) Total marks : 20
  4. Please read the instructions given in the answersheet.
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**PART A**

**Q1. State True or False (Write Sr No & True or False)**

- i) The father of Scientific Management is Peter Drucker.
- ii) Manager is accountable for own behaviour but not for subordinates' behaviour.
- iii) Leadership may occur any where.
- iv) Scalar Principle facilitate smooth decision making
- v) Enterprise is a means to an end and not an end in itself means Principle of Unity of objective.
- vi) To put an applicant intentionally under tension in an interview is known as appraisal interview.
- vii) Human Resources Objective is organization development.
- viii) Managerial relationship can exists any where.

**Q 2. Fill in the blanks.**

- i) Manpower Planning is done by \_\_\_\_\_
- ii) The principle that a subordinate should receive order and be responsible to only one boss is know as \_\_\_\_\_
- iii) Every Department should be given a Specialised Functions is known as Principle of \_\_\_\_\_
- iv) It is essential that human resource personnel be \_\_\_\_\_Agent and Strategic \_\_\_\_\_
- v) A trainer in one location providing training to employees at multiple locations via TV hookup is known as \_\_\_\_\_
- vi) The process to reduce number of applications is known as \_\_\_\_\_
- vii) \_\_\_\_\_ Worker is one who is recruited directly to fill casual vacancies.
- viii) Principle of Division of Work was given by \_\_\_\_\_

**Q. 3. Match the following:**

- |                      |                             |
|----------------------|-----------------------------|
| 1. Health Provisions | A. Hygiene Factors          |
| 2. Decision Making   | B. Top Management           |
| 3. Apprenticeship    | C. Recruitment              |
| 4. Hawthorn          | D. Grape vine               |
| 5. Communication     | E. Training                 |
| 6. Mission Vision    | F. Behavioural Theory       |
| 7. Herzberg          | G. Selection of Alternative |
| 8. Advertisement     | H. Factories Act 1948       |

**Q 4. Give full form of the following:**

- |         |         |            |           |
|---------|---------|------------|-----------|
| i) ILO  | ii) KRA | iii) SMART | iv ) ESIA |
| v) PERT | vi) PPF | vii) BPE   | viii) MCX |

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**PART B**

**Q. 5. a)** Define Management. Explain various Schools of Management Theory

b) Explain importance and steps decision making. What are its limitations.

**Q 6. a)** Discuss how you will motivate your Boss.

b) Explain Maslow's Theory of Motivation.

**Q 7. a)** What are various methods of Performance Appraisal?

b) Distinguish between training and development.

**Q 8. a)** What steps will you take to negotiate with Union to improve the Operational efficiency of the organization?

b) Explain the need and types of Employee Counseling.

**Q 9. Write short notes on any four of the following:**

- i) Leadership Styles
- ii) Group Dynamics
- iii) M.B.O.
- iv) Delegation
- v) Job Enrichment
- vi) Personality
- vii) Welfare Provisions of Factories Act
- viii) Workers participation in Management.

**PART C**  
**CASE STUDY**

**Q 10.**

Saundarya Prasadhan Ltd is a fast growing organization. The CEO of the company is very ambitious and desires to increase the turnover from Rs 250 crores to Rs 500 crores in next 2 years. The current picture of the organization is as under:

The Marketing President is upset with HR Consultant for not providing good candidates and delay for positions of National Sales Manager, Commercial Head, Logistic Head, and Supply Chain Head. The position of IT Head was filled up after one year. He wants to launch new product but R & D Head unable to meet deadline. R & D again blaming To HR Consultant for poor selection of candidate as selected candidates left within 3 months.

C & F Agents are blaming for damaged stocks, delay in receipt of stocks. Production Head is blaming for wide fluctuation in forecast. Urgency of dispatch, no proper planning, Non availability of FG records at Depots, frequent break down of machines, non availability of spares, non availability of trucks when required.. Finance Manager always perturbed with huge bills for spares every month.

At Head Office 70 staff working, some people worried even after completion of two years there have not received appointment letters, confirmation letter. Some sincere staff works late hours in the night till 9pm every day whereas many arrive 30-45 minutes late everyday and leave on dot in the evening. Some one wants to go on leave but does not get leave records. Some of the members of staff are frustrated as they are working for 10 years and getting low salary whereas new recruit get more than them. Annual increments are decided by top bosses without going into performance but forms for appraisals are filled up every year. Many are fade up of this and would like to leave.

Company has implemented SAP system. However, users at factory , Head Office and Depots find difficult to resolve many operational issues. There is no help desk. Management is upset with IT Head, as MIS reports are not available which can give information to control working.

- 1) As a Management Consultant how you will diagnose the above.
- 2) As a HR Head what are your plans to improve above situation.
- 3) As a Supply Chain Head what would be your action plan?
- 4) As a CEO of the Company what you will do to make it a successful company?
- 5) A MNC is interested in buying SPL at Rs 250/- crores. As CEO of the Company will you accept or reject? Why?

