



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management
Graduate Diploma in Materials Management

June 2013

PAPER No. 1

MANAGEMENT PRINCIPLES AND HUMAN RESOURCES PRACTICES

Date : 08.06.2013
Time : 2.00 to 5.00 p.m.

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 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 **Total: 20 Marks**
4. Please read the instructions given in the answer sheet

PART A

Q. 1. Fill in the blanks.

(1 Mark each) [Total : 8 Marks]

- a. An _____ and competent manager is able to engage in any mutually helped relationship.
- b. A _____ is a corporation or enterprise that manages production establishments or delivers services in at least two countries.
- c. The forming-storming-norming-performing model of team development has been developed by _____.
- d. ERG theory was proposed by _____.
- e. _____ is the weapon available to the employers to closed down the factory.
- f. _____ proposed a content theory of motivation based on the Murray's theory of personality.

State True or False

- g. The main types of appraisal schemes are group based schemes and individual based schemes.
- h. Cross-cultural abilities enables the person to operate in a new environment.

Q.2 Match Part I with Part II

Total Marks 8

Part I

1. Trade Union Act
2. Factories Act
3. Interpersonal needs
4. The Managerial Grid Model
5. Theory 'X' & Theory 'Y'
6. Central National Labour Organisation
7. Employers association
8. Type of power

Part II

- a. 1948
- b. Schutz
- c. Robert Black and Jane Mouton
- d. Mc Gregor's
- e. INTUC
- f. AIMO
- g. Authority
- h. 1926

Q.3 What do the following abbreviations stand for?

Total Marks 8

- | | | | |
|---------|---------|----------|---------|
| (a) NGO | (b) OD | (c) JMCs | (d) TQC |
| (e) HRD | (f) ICI | (g) ILI | (h) CSR |

Q.4 Match part I with part II

Total Marks 8

Part I

1. Water act (prevention & control of pollution)
2. Air pollution & control of pollution act
3. Environment (protection) act
4. The workmen's compensation act
5. Prevention of pollution control act
6. Training
7. Development
8. MBO

Part II

- a. 1981
- b. 1986
- c. 1923
- d. 1974
- e. Non-Managers
- f. Managers
- g. Peter Drucker
- h. 1974

PART B

Answer any 3 out of 5.

Total Marks 48

- Q.5 a. Differentiate between Administration and Management?
b. What are the characteristics of planning?
- Q. 6 a. Differentiate between delegation & decentralisation?
b. What are the different types of control?
- Q. 7 a. Explain Maslow's needs hierarchy theory?
b. What are the advantages of group working?

- Q.8 a. What are the different leadership's styles?
b. Discuss the different types of communication?
- Q. 9 a. Discuss the 7-S framework.
b. What is meant by collective bargaining? What are its objectives?

PART C

Q.10 Case Study.

Total Marks 20

"AMBER PHARMACEUTICALS"

In a pharma company manufacturing and marketing drugs and medicines, the research staff has developed a number of new products and formulations which are effective. But at the same time it has to meet severe competition from stalwarts with foreign collaboration. Mr. Shah, the Vice President Marketing, has a very successful Pharma Marketing background. He has been with the company for the past 4 years. Mr. Shah had made ambitious plans for capturing a sizeable share of the market in Gujarat. The company being medium sized, Mr. Shah had kept his marketing department and the marketing team lean and trim. The field sales staff was given aggressive targets and were virtually pushed to reach the respective targets. The field staff worked to their best abilities to complete their respective targets. Mr. Shah had himself been working almost 11-12 hours a day. There was no formal appraisal and reward system in the company. During last 5 years more than 60 Medical Representatives and Area Supervisors had left the company due to unsatisfactory increments and promotions. Those who left the company were star workers. But Mr. Shah did not care for this high turnover. He was over confident that he would be able to hire freshers and also select Candidates who were not happy with their remuneration in their respective companies. Mr. Shah had never communicated to the field sales staff about their performance or reasons for not recognising their outstanding performance in a few cases. There was on the whole great dissatisfaction and good performers were leaving the company.

Questions:

- (a) What do you perceive is the basic problem in 'AMBER'?
- (b) What are the steps you will take serially to correct the situation?
- (c) In the event of your suggesting a Performance Appraisal System:
(i) How will you decide a suitable system of appraisal?
(ii) Will your system include merit rewards and promotions?
