

INDIAN INSTITUTE OF MATERIALS MANAGEMENT

JUN-2010

Post Graduate Diploma in Materials Management

Graduate Diploma in Materials Management

PAPER No. 1

MANAGEMENT PRINCIPLES AND HUMAN RESOURCES PRACTICES

Date : 12.06.2010

Max. Marks :100

Time : 2.00 p.m to 5.00 pm

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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Q.1. State True or False

- a) Management could be considered a super resource.
- b) Human Skill is required more at all the three managerial level.
- c) Internal environment consist of Government, suppliers, consumers, shareholders.
- d) Globalization means growing economic interdependence of countries worldwide.
- e) Planning should include a cost benefit analysis.
- f) Planning is a estimate of an actual value in future time period.
- g) Division of work is the first step in building and organizational structure.
- h) Computerization and Automation leads “Small is beautiful”.

Q.2. Fill in the blanks.

Marks(8)

- a) Global Competitive advantage is called_____.
- b) The objective of any HRD effort is to build competency development, _____ and innovation development.
- c) Improvements in the quality and speed of _____ impacted the working of organizations.
- d) Staffing is the _____ of positions in the organisations.
- e) _____ means to be what one is capable of becoming.
- f) Mc Gregor's developed theory _____ and _____.
- g) Job enrichment means increasing an employee's _____ and _____.

Q.3. Match the following.

Sr.No.		Sr.No.	
A	Line function	I	Defense against exploitation.
B	Classical Theory	II	Counterpart of Strike
C	Indemnity	III	Based on 14 principles
D	Lock Out	IV	Style of Leadership
E	Trade Union	V	Compensation for loss
F	Trait Theory	VI	Area of change
G	Free-rein	VII	Tell
H	Heraclitus	VIII	Based on traits

Q.4. Give full-form of the following.

- i) NAFTA.
- ii) EU.
- III) ERG.
- IV) LQI.
- V) JMCS
- VI) OD activities.

VII) MBO

VIII) MJD.

PART – B

Q.5. (a) Justify why management is called as a science, a art, and a profession

(b) Explain the decision making process and DM levels?

Q.6. (a) Write down difference with authority and responsibility?

(b) What is Human motivation? Discuss quality of working life?

Q.7. (a) What are the essentials of Leadership? Explain management grid?

(b) Explain groups and teams? and types?

Q.8. (a) Define Control and the controlling process in detail?

(b) What is Man-Power planning?

Q.9. Write short notes (Any four)

a) Induction.

b) Types of performance appraisal.

c) Reward policies.

d) Job Rotation.

e) Trade Unions.

f) Industrial dispute Act 1947.

g) Collective bargaining.

h) Motivators.

PART- C

Q.10. Case Study....

“Strong Might” is a steel manufacturing company which is marketing steel for the last 50 years. With a humble beginning the company has reached the status of Multi-national. It has manufacturing facility at 5 different locations in India and marketing offices in few South-Asian country.

AS a policy the major decisions of the company are finalized by the Chairman who is also the managing director of the company. However the heads of the manufacturing plant and marketing offices are given autonomy to take decisions related to material and manpower requirements. In this respect certain standing instruction are given to the General Managers. While purchasing material preference needs to be given to the indigenous products and local suppliers. Regarding recruitment the policy of the top management is to give preference to handicapped person, especially in administrative posts after considering the nature of job and the type of handicap. Budget related decisions are always taken by the Managers at the top. The General Managers at the plant level have powers only to recommend. With the kind of organization culture at **“Strong Might”** there has been general feeling at the level of Senior Managers that their ability to take decisions has remained unexploited. On few occasions the feeling compelled few Managers to leave the organization and join firms which encouraged participation in decision making. The Chairman of the company wanted to explore this problem and find suitable solution. He felt that there is a need for modifying the organizational decision making process.

Questions:

1. Describe the role of policies in the organizations decision making process?
2. What do you mean by “single user plan”? Should they be preferred over “standing plan”?
3. Comment upon the “decision making process” currently followed at “Strong might”.
4. Do you agree that there is a need to change? Explain?