



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Logistics & SCM
Post Graduate Diploma in Materials Management - 2 years
PAPER No. 1
(enrollment code – PMM, PSM, CMM, CSM)

Dec 2024

MANAGEMENT PRINCIPLES AND HUMAN RESOURCE MANAGEMENT

Date : 14.12.2024
Time : 2.00 to 5.00 p.m

Max. Marks : 70
Duration : 3 Hrs.

Instructions :

- | | |
|---|------------------|
| 1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark | Total: 20 |
| Marks | |
| 2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks. | Total: 30 |
| 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

[Total 20

marks]

(Compulsory. Each sub question carries 1 mark)

Q 1. State whether the following statements are True or False

[5 marks]

1. Management is a universal process which can't be applied in every business situation.
2. Planning precedes all Management Function
3. Directing does not bridge the gap between the management decisions and their actual execution
4. Job description lays out the duties and responsibilities
5. Kaizen is a philosophy that strives for continuous improvement

Q 2. Fill in the blanks.

[5 marks]

1. Succession planning involves identifying ----- that may occur in future and locating their possible successors
2. Conflict can be defined as a _____ that exists between needs, values and interest of individuals/groups in an organisation.
3. Job rotation means _____ an employee from job to another
4. Job enlargement is the process of increasing the ----- of a job by adding more tasks to it
5. Orientation means-----the workers in relation to some particular aspects of the job and orientation

Q 3. Match the following and rewrite

[5 marks]

	A		B
1	Management	A	Free reign
2	Trainer	B	Body language
3	Fringe benefit	C	extra benefit
4	Gestures	D	Mentor / Coach
5	Laissez faire	E	Art

Q 4. Write Full Form of the following

[5 marks]

- a) CEO b) CHRO c) BOD d) CV e) EDP

PART B [Total 3 x 10 = 30 Marks]

Answer any 3 questions, each question carries 10 marks

Q 5.a) Every industry depends to a large extent on the efficiency of management. list and explain various management

theories

[5 marks]

b) Explain the duties of a manager

[5 marks]

Q.6. a) Explain 7 steps involved in R Lippitt, Watson and Westley's change model

[5 marks]

b) You are the chairman of an organising committee. List the main objective of organising?

[5 marks]

Q 7. a) Every company expects superior performance from the employees. Explain the relationship between personality and Behaviour to excel in performance **[5 marks]**

b) Morale of an employee is crucial for Productivity. Explain elements of creating good employee morale?

[5 marks]

Q 8. a) List down the difference between co-operation and co-ordination? **[5 marks]**

b) List major objectives of the induction/orientation program of an organisation. **[5 marks]**

Q. 9 Write short notes any TWO(2 x5 =10 marks)

- a) Coaching and mentoring
- b) features of succession planning
- c) Employee stock option plan
- d) Kaizen philosophy

PART C

[Total: 20 Marks]

Q.10 CASE STUDY- Compulsory

R&K consulting group, with offices in several states, is a prominent player in HR consultancy space. Lucia, who had been with the company since 2001, was given the responsibility of filling a junior consultant role. The selection process included a written test to assess management knowledge and personal interview to gauge the candidate's suitability for the position. Among the candidates, Andres, stood out by achieving a perfect score in the test. Lucia invited Andres for the interview. During the conversation, she learned that Andres facing significant personal challenges, including the need to provide for his seriously ill child. His determination and problem-solving skills made him seem like an ideal candidate, yet there was complication Andres confessed that he had cheated the test, with the help from Claudia, one of Lucia's subordinate and close friend. Claudia is a trusted employee, often supporting Lucia in balancing her work and family commitments. Lucia faced Dilemma on deciding the candidate as well as address the situation without causing irreparable damage to careers of both Andres and Claudia.

Questions:

1. What the is the moral dilemma Lucia is facing
2. How to make the selection process fool proof
3. What action you will take, if you are in Lucia's position
4. Explain the process of recruitment and importance recruitment policies