



INDIAN INSTITUTE OF MATERIALS MANAGEMENT  
Graduate Diploma in Public Procurement  
PAPER No. 7

June 2012

MANAGEMENT PRINCIPLES AND HUMAN RESOURCES PRACTICES

Date: 09.06.2012  
Time: 2.00 p.m. to 5.00 p.m.

Max Marks: 100  
Duration: 3 Hours

**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**

1. **Fill in the blanks (a-f) and State True or False (g-h):**

- (a) \_\_\_\_\_ groups are composed of people with low scales who lack unity and power and are usually discontented.
- (b) Counseling is a \_\_\_\_\_ relationship between two persons.
- (c) \_\_\_\_\_ abilities enables the person to operate in a new environment.
- (d) \_\_\_\_\_ functions are those which have direct responsibility for achieving the objectives of the enterprise.
- (e) \_\_\_\_\_ function refers to those elements of the organisations that help the line to work most efficiently and effectively.
- (f) \_\_\_\_\_ is orderly arrangement of groups effort to provide unity of action.
- (g) An interpersonally competent manager is more accurately aware of his impact on others and others' impact on him. (State True or False).
- (h) An interpersonally competent manager allows subordinates to challenge his views and to question the organization's norms, policies, rules and objectives. (State True or False).

**2. Match Part 1 with Part 2**

**Part 1**

**Part 2**

- |  |                         |
|--|-------------------------|
| i) Minimum Wage Act                        | a) 1965                 |
| ii) Industrial Dispute Act                 | b) 1948                 |
| iii) Payment of Bonus Act                  | c) 1923                 |
| iv) Workmen's Compensation Act             | d) 1947                 |
| v) Provisions of Factories Act             | e) Staffing             |
| vi) Telling staff what to do, how and when | f) 1948                 |
| vii) Management (approach)                 | g) Maintenance oriented |
| viii) Administration (approach)            | h) Growth oriented      |
|  | i) Directing            |

**3 What do the following abbreviations stand for?**

- a) MBO
- b) KRA
- c) NAFTA
- d) FTZ
- e) TAT
- f) LQI
- g) SEZ
- h) ERG

4. **Match Part 1 with Part 2**

**Part 1**

**Part 2**

- |                                    |  |
|------------------------------------|--|
| i) Maslow's Theory                 | a) Theory "X" and Theory "Y"                                 |
| ii) Mc Gregor                      | b) Hierarchy of Needs  |
| iii) Herzberg's Theory             | c) ERG Theory  |
| iv) Clayton Alderfer               | d) Hygiene factor and motivating factor                      |
| v) Victor H Vroom                  | e) Equity Theory of Motivation                               |
| vi) J. Stacy Adam                  | f) Expectancy Model  |
| vii) Mc Clelland's                 | g) Managerial Grid Model 1964 (Behavioural Leadership Model) |
| viii) Robert Blake and Jane Mouton | h) Content Theory of Motivation                              |

**PART-B**

- 1 a) What are the functions of Leadership?
- 1 b) Distinguish between Leadership and Managerial Leadership.
- 2 a) Define communication. What are the elements of communication? Discuss.
- 2 b) What are the barriers and breakdown in communication?
- 3 a) What is the concept of excellence? Explain the various approaches to individual excellence.
- 3 b) What are the eight attributes of excellence companies?
- 4 a) Define manpower planning. Discuss various objectives of manpower planning.
- 4 b) Define HRD and explain why HRD is required in an organization.
- 5 a) Distinguish between training, development and education.
- 5 b) Discuss the types of performance appraisal.

## **PART-C**

### **Loyal Employee**

Raman is a Sales Manager of a reputed corporation. He has 25 employees in his department, and all are paid commissions for the sales in their territories. For the past 3 years, the market for the company's goods have been steadily growing and the majority of Raman's have met this growth with increased sales. However, one employee in particular, Krishnan has not kept up with the pace.

Krishnan has been with this corporation for over twenty years and is now 56 years old. Krishnan is a friendly man and is liked by his peers and those to whom he sells the company's products on a regular basis. The company has always considered Krishnan dependable and loyal. Through the years Krishnan has been counted as an asset to the company, but at the age of 56 he has gone into a state of semi-retirement. Krishnan's sales have not increased as the others have and he does not have the determination to acquire a significant increase in sales.

Raman wishes to change this situation. He wants to motivate Krishnan into increasing his sales to match that of his younger peers. To accomplish this, Krishnan must begin to do more than put in his time, but Raman is not sure how to go about trying to motivate him. Unlike the majority of the new employees Krishnan is an old man, who within a few years will reach the age of retirement. If you were Raman, what would you do?

1. Would you threaten to fire him?
2. Would you increase his commission?
3. Would you increase the retirement benefits for Krishnan rather than offer him the increased commission rate?
4. Would you offer him more status by way of a new title or a new company car or place his table in a better position in the office?
5. Is there some way in terms of appraisal and rewards with which you can motivate Krishnan?