



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

**June 2023**

Date : 10.06.2023  
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
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks.
3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions
4. Please read the instructions given in the answer sheet

Total : 20 Marks  
Total : 30 Marks  
Total: 20 Marks

**PART A**

Total 20 marks

(Compulsory. Each sub question carries 1 mark)

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

**(5Marks)**

1. Max Weber was a contemporary contributor to the school of management thought.
2. Decision making is the core of the planning function.
3. HRM is team work oriented.
4. Employee stock option plans are not voluntary in nature.
5. McClelland's theory of need divides it into four types,

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

**(5 Marks)**

1. Management is a dynamic & \_\_\_\_\_ process.
2. If administered properly \_\_\_\_\_ can act as a catalyst for organizational learning.
3. Agency theory suggests that employees are agents and employers are \_\_\_\_\_
4. Recruitment attempts to create a \_\_\_\_\_ of adequate to manpower resources..
5. Laissez- faire style of leadership is known as \_\_\_\_\_

**Q 3. Match the following and rewrite**

**(5 Marks)**

	<b>A</b>		<b>B</b>
1.	Fringe benefit	a.	Instructs, mentors.
2.	Trainer	b.	Extra benefit
3.	Attrition	c.	Edarin Locke
4.	Realization of goals	d.	Sustained attack
5.	Goal setting theory	e.	Motivation

**Q 4. Write Full Form of the following**

**(5 Marks)**

- a) MBO                      b) KRA                      c) TQM                      d) PSU                      e) ERG

PART B

(3 x 10 = 30 Marks)

Answer any 3 questions, each question carry 10 marks

Q 5.a) Write down Duties of Managers? (5 marks)

b) Write about Systems theory? (5 marks)

Q 6. a) Explain the process of planning ? (5 marks)

b) Explain the concept of coordination ? (5 marks)

Q 7. a) Explain Concept of Job Design ? (5 marks)

b) Write down Major differences between HRM and PM ? (5 marks)

Q 8. Define Career and describe the stages in the process of career development ?(10 marks)

Q 9. Write short notes on any Two.(2x 5 = 10 marks)

- a) Kaizen
- b) Conflict
- c) Venture

PART C

[20 Marks]

Q. 10. Case Study (Compulsory)

**Apsara** Public Ltd Company is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers.

The company has 2 different cafeterias at different places one near the plant for workers and the other near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of employee equality.

The company has one registered trade union. The relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing a countable number of problems in supplying materials in the recent past. Problems like quality issues, mismatch in packing materials (placing material A in the box of material B) incorrect labelling of material, not dispatching the material on time, etc...

The management views the case as there are loopholes in the system of various departments and hands over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to the system but it relates to the employees. When investigated he came to know that the reason behind the casual approach by employees in work can be summarized as follows

- The company hired new employees for a higher-level post without considering the potential internal candidates.
- The newly hired employees are placed with higher packages compared to existing employees in the same cadre.

Questions:

1. Narrate the case with a suitable title for the case. Justify your title.
2. How to solve the problem to increase productivity in the company?