

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. Define and describe the concept of HRM in the context of today's business organizations. Briefly discuss various objectives and supporting functions of HRM. Explain with the help of relevant examples.
2. What are the objectives, purpose and limitations of Selection Tests ? Briefly discuss various types of Selection Tests and their applicability in the organizations. Cite relevant examples.
3. What are the goals and objectives of Performance Appraisal? Briefly describe salient features, and conditions for effective Performance Counseling. Explain with examples
4. What are the determinants of compensation? How does compensation function contribute to the organizational effectiveness? Explain with suitable examples.
5. Classify employee grievances and Demonstrate redressal of employee grievance
6. Demonstrate Salary Administration process in organizations
7. Define and discuss the objectives and functions of Trade Unions.

**8. CASE STUDY:
Disney “Magic” Training at Dierberg’s**

One of the best-known organizations in the world is Walt Disney World. Yes, it is known for the theme parks and resorts it has worldwide, but in HR circles Disney is seen as a model for training employees to deliver outstanding service. At the heart of Disney “magic” is training employees in the Disney culture. Once individuals survive a rigorous selection process and are chosen as cast members, training begins with orientation and on-the-job training. Disney has become so well-known for its training that the Disney Institute has been established to share the Disney approach with other employers. One firm that is a believer in the Disney “magic” is Dierberg’s, a supermarket chain based in St. Louis, Missouri. Before Fred

Martels, HR director for Dierberg's went to a Disney Institute workshop on customer service and employee orientation, Dierberg's new employees went through a two-hour orientation program. They got an employee handbook, saw a short company history video, and were briefed on safety and company policies. Boring, was how Martels described it. Indications were that upon completing the two-hour orientation, new employees were not excited about their jobs and unclear about customer service expectations and the company. Then Martels went to a Disney Institute workshop on customer service and Disney's approach to orientation. As a result, Dierberg's totally revamped its orientation program. Following the Disney example, the HR staff had the once-bare walls of the orientation and training rooms decorated with information about company history, pictures of stores, and other company details. That way, new employees can see some of the company history. They are given exercises to get them involved and interacting. They watch new videos that emphasize customer service, company growth, and career opportunities. Throughout the new orientation program, Dierberg's stresses participant involvement and interaction. Consequently, managers throughout Dierberg's have noticed that new employees are more customer service oriented and appear more pleasant to customers and coworkers. As a result of this and other changes, Dierberg's has received professional awards for motivating and retaining employees. Evidently, Dierberg's has created its own "magic."

Questions

- i. Discuss why the assessment of training needs at Dierberg's was crucial to the results described in the case.
- ii. Identify how Dierberg's new orientation program could be evaluated in terms of reaction, learning, behavior, and results.