

**January 2019**  
**Bachelor of Business Administration (BBA) Examination**  
**V Semester**  
**Human Resource Development**

**Time 3 Hours)**

**[Max.Marks 80**

Note : Attempt any four questions from Section A. Section B is compulsory. Each question of Section A carries 15 marks and Section B is a case for 20 marks.

**Section A**

1. Define and explain HRD. How HRD discipline evaluated ? Explain with examples.
2. What are the competencies required for HRD Professionals ? Explain.
3. Illustrate the different stages of Career Development. How you can manage it at each stage ?
4. What is the need of designing HRD Audit Process? What is the role of this audit in business improvement ? Explain with examples.
5. Write short notes on any two of the following:  
(a) HRD Climate (b) HRD Functions (c) Performance Management System (d) HRM Vs. HRD (e) Goals of HRD.

**Section B**

6. Analyze the case and answer the questions.

**THE MENTOR RELATIONSHIP TURNS UPSIDE DOWN**

"I wish I could talk this problem over with Walter." Carol Lee thought. Walter Lemaire had been her mentor for several years at Larchmont Consulting, yet now he was her problem.', Carol thought back to the beginning of her association with Larchmont and with Walter. She had joined the firm as a writer and editor, her job during those early years had been to revise and polish the consultants' business reports. The work brought her into frequent contact with Walter, who was a senior vice president at the time. Carol enjoyed discussing the consultants' work with him, and when she decide to try to join the consulting team she asked for his help. Walter became her mentor as well as her boss and guided her through her successful transition to consultant and eventually partner. At each promotion to various supervisory jobs along the way to partner, Carol cemented her relationship with her new subordinates and peers by acknowledging the inevitable initial awkwardness and by meeting with each person individually to forge a new working relationship. Her career prospered, and when Walter moved on to run a start-up software publishing venture for Larchmont, Carol was promoted to take his place. However, his new venture faltered, and the partners decided someone else would have to step in. Despite the fact that Carol was much younger than Walter and once had worked for him. she was given the assignment of rescuing the start-up operation. Carol's discomfort over the assignment only grew as she began to review the history of the new venture. Her rescue mission was going to entail undoing much of what Walter had done, reversing his decisions about everything from product design to marketing and pricing. Carol was so reluctant to secondguess her old mentor and boss that she found herself all but unable to discuss any of her proposed solutions with him directly. She doubted that any of her past experience had prepared her to assume the role of Walter's boss, and in these difficult circumstances her need to turn the operation around would be, she felt, like "pouring salt on his wounds."

Questions:

1. What is Carol's role in Walter's career development now? Should Larchmont have any such role?Why or why not?
2. What advice would you offer Carol for approaching Walter ?
3. If Carol has to dismiss Walter, how specifically would you suggest she proceed?
4. Assume Carol has heard a rumor that Walter has considered resigning. What should she do about it?