



**PJ – 680**

**III Semester M.B.A. Degree Examination, January/February 2019**  
**(CBCS Scheme)**  
**(2014 – 15 & Onwards)**  
**MANAGEMENT**  
**Paper – 3.5.1 : Learning and Development**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer **any five** of the following questions. **(5×5=25)**

1. Write a note on importance of Training and development in behaviour modification.
2. List a few challenges to become a learning organisation.
3. What is Sensitivity training ? How does it benefit the individual ?
4. What is ROI on training ?
5. List the steps in career planning. Why is career planning important ?
6. Discuss the need for and importance of management development.
7. When is a case study method used for training and what are its limitations ?

**SECTION – B**

Answer **any three** of the following questions. **(3×10=30)**

8. Training need analysis is the most significant and first step in Training and Development. Do you agree or disagree ?

P.T.O.

PJ – 680

-2-



9. Discuss in detail the approaches for behaviour modification.
10. Leader centred techniques of management development is most effective. Discuss.
11. Describe the need for and the process of measuring effectiveness of the training program-post training. Why do you think this is important ?

**SECTION – C****Compulsory (Case Study)****(1×15=15)****12. McCormick and Company Uses Strategic Training to Spice Up Business Results**

You may know McCormick and Company from its flavorings and spices that enhance the taste of appetizers, main dishes and desserts (who doesn't appreciate the great aroma of just-baked chocolate chip cookies?). You should also know that training and development play a strategic role at McCormick and Company. Learning is driven by the company strategy. The company's main strategies include growing sales, fostering innovation, managing the cost base and planning for succession. These strategies have been translated into several strategic training and development initiatives. One initiative supporting the innovation strategy involves the development of technological innovation centers for scientists and learning and development centers for company leaders. In another initiative, \$ 1million was spent to teach employees how to use the new SAP business software implemented throughout the company. The company's succession planning process is designed to make good on the promise that all employees have access to the training and development they need to become successors to the current company leaders at all levels. Robert Lawless, chairman and CEO, believes that having a process to grow employees internally gives the company a competitive advantage. Growing employees internally requires challenging employees and providing opportunities for career growth, learning and development. His commitment to succession planning is evident in the amount of time he spends reviewing development needs, goals, performance and recent training and development for the top employees in the company.



To ensure that training and development are strategic, the director of learning and development has positioned the training department as a team of performance consultants who serve the needs of the business. Also, McCormick and Company has emphasized teaching at all levels of the organization, with the goal of making the company more agile and able to adapt to change and cope with the loss of expertise due to the retirement of baby boomers. The teaching organization has four roles, each aligned with business plans. *Corporate learning professionals* are found at the company's two learning centers in Maryland and in the United Kingdom. Corporate learning professionals are charged with establishing expertise and then sharing it with others. *Site-specific learning professionals* include employees who have responsibility for learning and development at the company's locations. Each training manager reports directly to each location's human resource or operations function to ensure that training needs are identified and met. *Leader-teachers* include all employees with supervisory responsibilities, regardless of level. Managers are trained to help employees apply the skills they learn in training and senior executives teach classes. To ensure that leaders are teachers, the performance evaluations for all of McCormick's managers include one competency: attracting and developing talent. Attracting and developing talent involves active participation in the growth and development of employees and effective coaching and mentoring. *Peer-teachers* engage in one-on-one training with other employees as well as through the company's Multiple Management Board (MMB) system. The MMB system includes cross-functional, cross-divisional groups of employees from all levels who work on projects that can have a significant impact on the business. The MMB experience provides participating employees with skills and knowledge that are not typically part of their job responsibilities, such as developing strategic thinking or strengthening presentation skills. At any one time, there are approximately 200 employees serving on MMBs.



PJ – 680

-4-

The strategic importance the company places on training and development is highlighted by the board of directors' decision not to cut the firm's learning budget-despite budget cuts elsewhere due to a decrease in company earnings (attributed to the effects of Hurricane Katrina on business in the southern United States and falling prices in the world market for vanilla). McCormick and Company's board of directors will provide additional funding for training and development initiatives if there is a business case made for additional financial resources. To make the business case for training and development, McCormick and Company evaluates the effectiveness of training and development using metrics such as how many employees have been promoted, how many employees have attended the learning and development center, how many employees are in the MMBs, and the dollar impact of MMB project results on the business.

- 1) Do you think McCormick's initiative of supporting the innovation strategies of development of technical innovation centre for scientists a right decision ?
- 2) Evaluate the decision of McCormick to spend \$ 1 million to teach employees on how to use SAP business software. Do you propose any other solution.