

MS-108 (Human Resource Management)

Unit- 12: Evaluation of Training Programmes

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Training Effectiveness

Training effectiveness is the degree to which trainees are capable to learn and follow the knowledge and competencies obtained in the course of the programme. The attitudes, hobbies, values and expectations of the trainees and the training environment have an effect on it. A training programme is likely to be extra effective whilst the trainees are concerned of their jobs and future profession plans. Contents of training programme and the capacity of trainers also decide training effectiveness.

Advantages of Training Evaluation

- It reduces the possibility of disagreement among evaluator
- It gives concrete comments
- It provides continuous records about learning process
- It lets in comparisons of ore- and post problem status

Pre and Post Training Evaluation

Pre training evaluation:

It is a way of judging the worth of a programme earlier than the programmed activities begin. The goal of this assessment is

- (a) To determine the appropriateness of the context of education activity and
- (b) To help in defining relevant training objectives.

Post training evaluation:

It is an approach of judging the worth of a programme at the end of the programme. The focus is at the outcome. It tries to choose whether the transfer of training to the job has taken place or not.

Purpose of Training Evaluation

- Feedback
- Research
- Control
- Power Games
- Intervention

Stages of Training Evaluation

- ❑ Stage 1: Pre-Training
- ❑ Stage 2: During Training
- ❑ Stage 3: Post-Training

Types of Evaluation

(1) Formative evaluation:

It is a method of judging the worth of a program at the same time as this system activities are in progress. This part of the evaluation specializes in the procedure.

(2) Summative assessment:

Summative assessment is a way of judging the worth of a program at the end of the program. The focal point is at the final results.

Techniques of Evaluation

- Observation
- Questionnaire
- Interview
- Self-diaries
- Self-recording of specific incidents

Principles of Evaluation

- Training needs must be diagnosed and reviewed concurrently with the business and personal development plan technique.
- There should be correlation to the needs of the individual and the organisation.
- Organizational, group and individual level training needs must be identified and evaluated.
- Techniques of evaluation have to be appropriate.
- The evaluation must be in place earlier than the training takes place.
- The final results of evaluation must be used to inform the organisation and training procedure.

Evaluation Criteria

Reaction:

Examine the trainee's response to the program

Learning:

The trainer's potential and trainee's potential are evaluated on the basis of the quality content learned.

Job Behaviour:

This evaluation consists of the manner and the extent to which the trainee has applied his knowledge gained in training to the job.

Organization:

This evaluation measures the usage of training and elevated productivity like income, sales turnover etc.

Ultimate value:

It is the measurement of the end result of the training program to the organisation objectives like survival, growth and profitability and so on.

ADDIE Model

- Analyse
- Design
- Develop
- Implement
- Evaluate

Kirkpatrick Model

Level 1 (Reaction)

Completed participants
feedback
Remarks from participants

Level 2 (Learning)

Pre- and post-test ratings
On-the-job assessments
Manager reports

Level 3 (Behaviour)

Completed self-evaluation

questionnaire

On-the-activity observation

Reports from customers, peers
and supervisors

Level 4 (Results)

Financial Review

Interview with sales
supervisor

Inspections

Management Development

Management Development is described as the technique from which managers study and enhance their talents not only to make themselves effective but also make their employing businesses effective.

Managers are opened to learning opportunities even as doing their jobs, if this informal learning is used as a proper technique then it is regarded as management development.

Objectives of Management Development

- To stimulate innovative thinking.
- To enhance concept system and analytical wondering.
- To increase versatility of the management group.
- To provide professionals and standard view of the capabilities of an business enterprise.
- To discover personnel with the desired ability.
- To increase the morale of the participants of the management group.

Need for Management Development Programme

- Access of multinationals and transnational corporations.
- Emergence of new principles in control like TQM, ERP, BPRE etc.
- Human resource improvement of the managers in a couple of regions.
- Efficient functioning of public utilities, rely on professionalization of control.
- Techno managers need to be developed inside the areas of managerial skills, expertise and capabilities.

Principle of Management Development

- The physical, social and mental climate for the programmes has to be conducive.
- The content of the programme must be need based totally.
- The management need to check the development.
- It needs to concentrate on the modern-day management principles and standards. Managers need to be recommended to go through programmes.

Method of Management Development

- There are mainly two types of techniques with the aid of which managers can accumulate the knowledge, competencies and attitudes and make themselves able managers.
- One is formal training and the other is thru on-the- job experience.
- On-the-job training is of maximum importance because the actual knowledge gaining takes place only while the learner makes use of what he has learnt.
- Class-room education or pedagogical techniques have additionally were given their own importance in gaining new information, gaining knowledge of new techniques and broader standards.

Selection of Techniques

The achievement of any management development programme largely relies upon on the choice of the strategies.

- It ought to be remembered that no one approach can prove to be sufficient, however simplest the combination of techniques makes any management development programme effective.
- That is because all managers at all stages require all types of competencies however in numerous proportions.

Benefits of Multimedia in MDPs

- Low fee
- Brief learning
- Learner has the ability of content material, getting to know comfort
- Increase in efficiency, increment and retraining are free
- No downtime and no touring of the individuals
- Members may be huge and geographically dispersed
- Unlimited quantity of overview and relearning

Approaches to Management Development

- Dysfunction analysis
- Mentoring
- Training
- Task rotation
- Professional improvement
- Enterprise workflow evaluation
- Upward feedback
- Government training
- Supervisory training

Executive Development

Executive improvement is the activity aimed towards growing the talents and capabilities of those who hold government positions in organizations. At the same time as “executive” and “manager” and “leader” are frequently used interchangeably, “executive” is commonly used to suggest the top 5% to 10% of the business enterprise. Similarly, “development” and “training” and “education” are often used as synonyms, however “development” is generally visible because the greater encompassing of the three in terms of activities that construct abilities and competencies.

Reference

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Thank You!