# Evaluation of training and Management Development

- The process of examining a training programme is called training evaluation.
- Training evaluation checks whether the training has had the preferred outcome.
- Training evaluation makes sure whether candidates are able to implement their learning in their respective workplaces, or to the regular work schedules.

Techniques of evaluation

- Observation
- Questionnaire
- Interview
- Self diaries
- Self recording of specific incidents
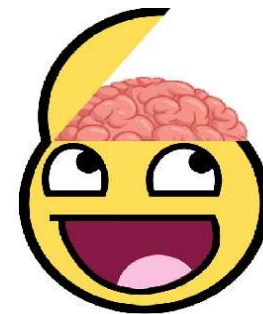- Change in behaviour
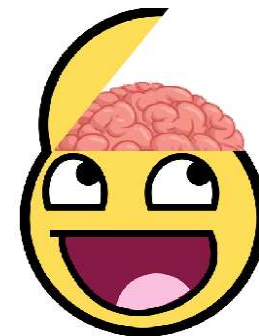
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Purpose of training evaluation

Feedback: It helps in giving feedback to the candidates by defining the objectives and linking it to learning outcomes.

Research: It helps in determining the relationship between acquired

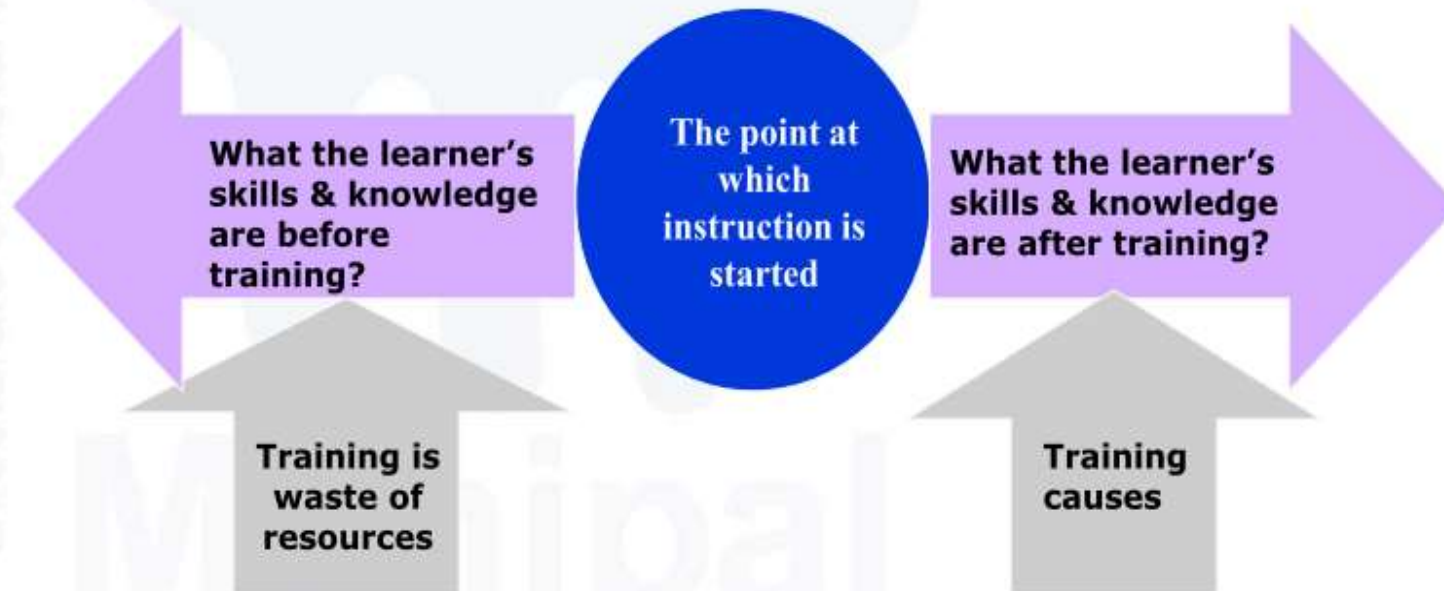knowledge, transfer of knowledge at the work place, and training.

Control: It helps in managing the training programme because if the training is not effective, then it can be dealt with accordingly.
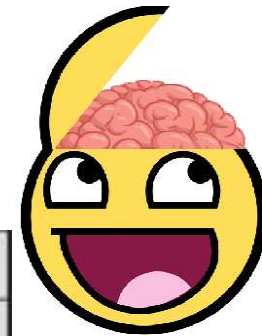
Power games: At times, the top management (higher authoritative employee) uses the evaluative data to manipulate it for their own benefits.

Intervention: It helps in determining whether the actual outcomes are aligned with the expected outcomes.

Process of training evaluation

- The process of training evaluation entails the following:
    - Before training
    - During training
    - After training

What the learner's skills & knowledge are before training?

The point at which instruction is started

What the learner's skills & knowledge are after training?

Training is waste of resources

Training causes

Level	Questions Being Asked	Measures
Result	Is the organisation or unit better because of the training?	Accidents Quality Productivity Turnover Morale Costs Profits
Behavior	Are trainees behaving differently on the job after training? Are they using the skills and knowledge they learned in training?	Performance appraisal by superior, peer, client, subordinate
Learning	To what extent do trainees have greater knowledge or skill after the training program than they did before?	Written Tests Performance Tests Graded Simulations
Reaction	Did the trainees like the programme, the trainers, the facilities? Do they think the course was useful? What improvements can they suggest?	Questionnaries

Industrial Relations & Labour Laws

**What are the factors of Production in an Industry?**

In the process of managing human resources in an industry, certain relationships get established between employers and employees. The name of such relationship is called as "Industrial Relations".
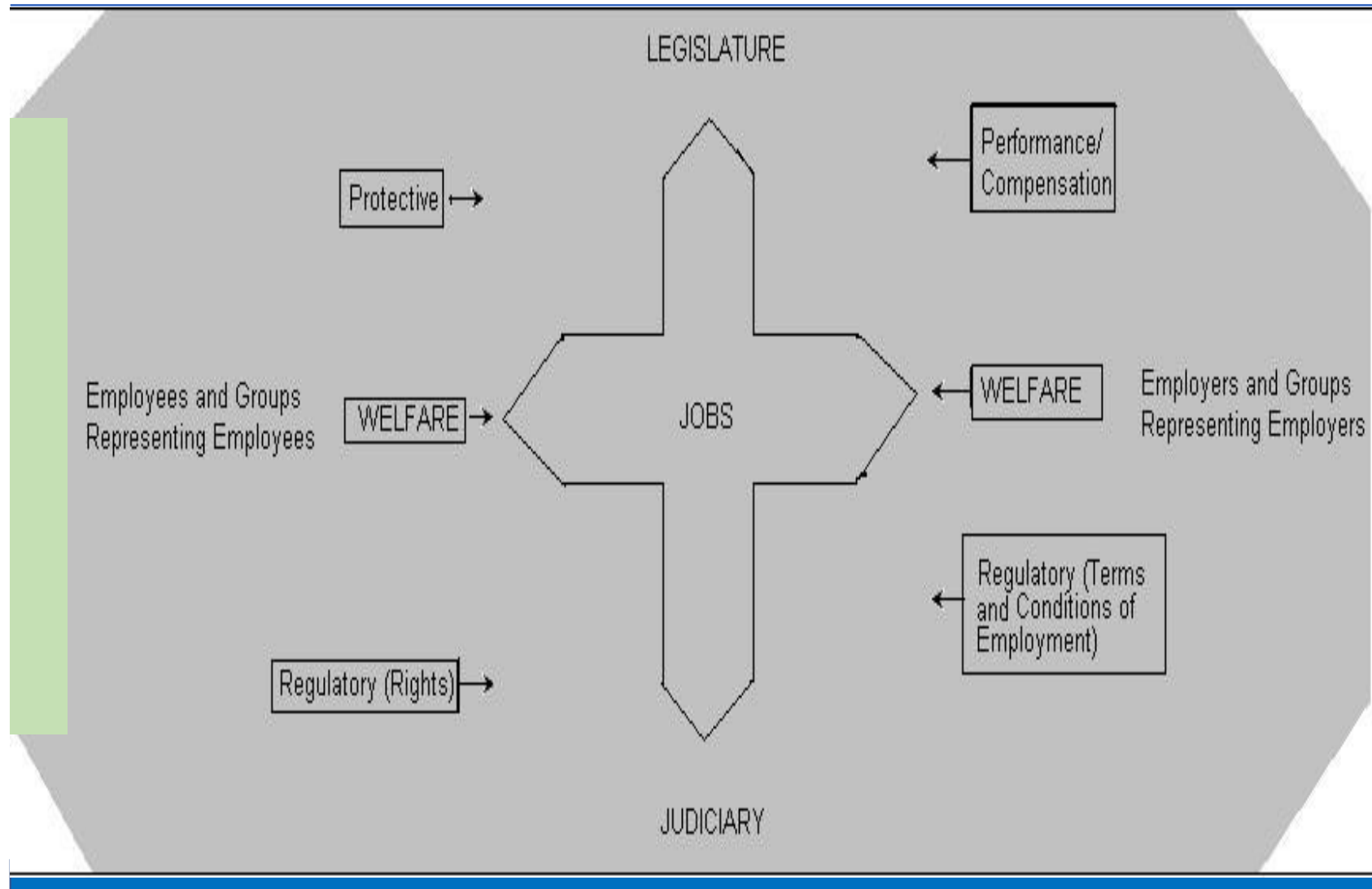
Industrial Relations & Labour Laws

Industrial relations are influenced by many factors. A few of them are as follows:

✓Emerging economic situations

✓Difference in perception and interest between employee and employers

✓Political factors in the region in which the industry is located etc.

Industrial Relations & Labour Laws
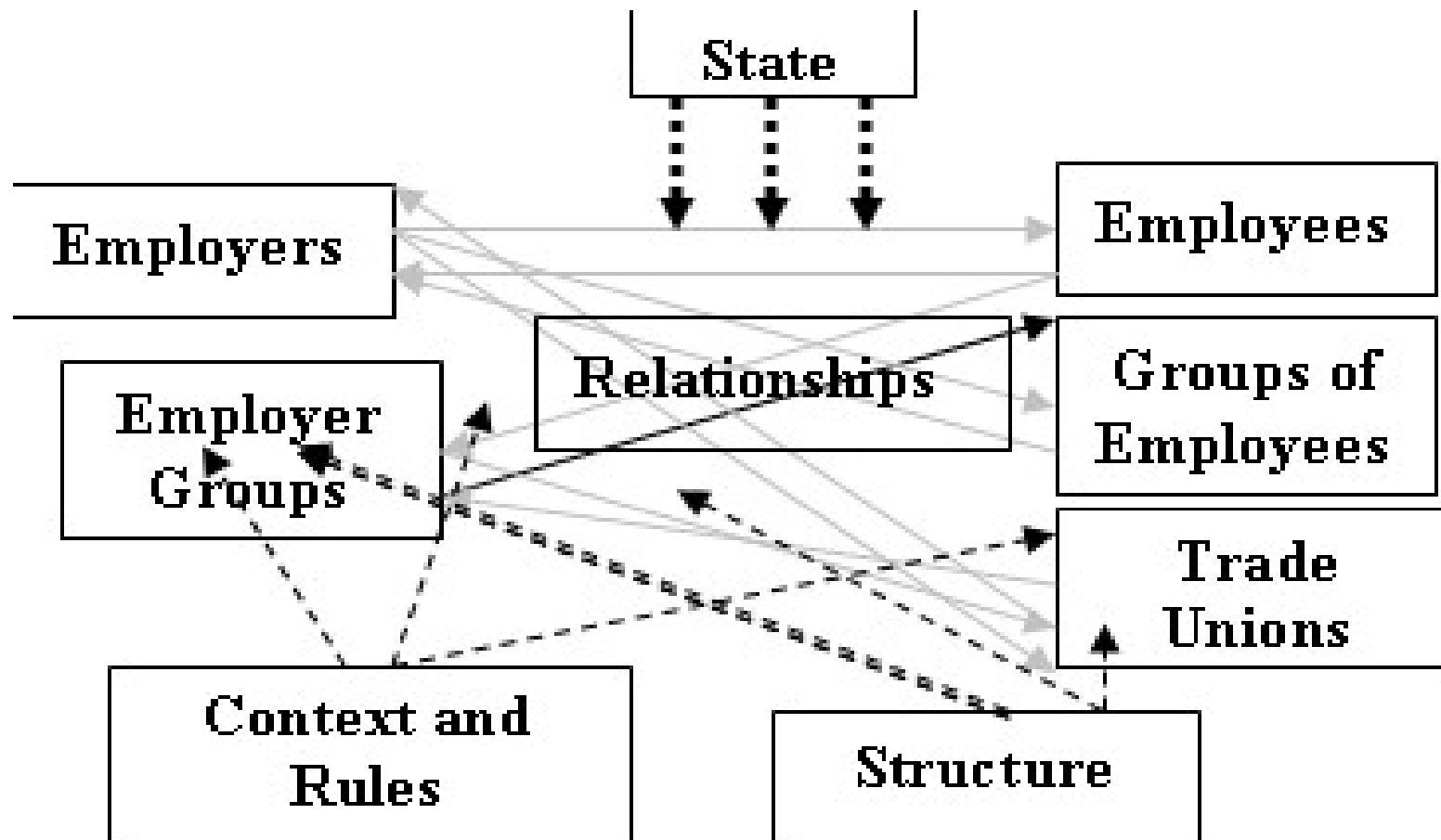
Industrial Relations & Labour Laws

Industrial Relations & Labour Laws

Labour legislations in India comprise of both central and state legislation.

The purpose of labour legislations is as follows:
- Regulation of working condition (Terms of employment, Procedure for employment, Safety + Health + Welfare requirements).
- Social security (Protection against loss in earning and risk)
- Regulation of wages and bonus
- Industrial relations and conflict prevention

There are many ways in which the entire array of labour legislations can be classified.

Industrial Relations & Labour Laws

However, from HR managers' point of view the classification is as follows:

The Legislations Related to Working Conditions:
➢ The Factories Act, 1948
➢ The Shop and Establishments Act, 1953
➢ The Contract Labour Act, 1970

The Legislations Related to Social Security:
➢ Employees' State Insurance Act, 1948
➢ Workmen's Compensation Act, 1923
➢ **The Payment of Gratuity Act, 1972**
➢ The Employees' Provident Fund and Miscellaneous Provisions Act, 1952

Industrial Relations & Labour Laws

The Legislations Related to Wage and Bonus:
➢ The Payment of Wages Act, 1936
➢ The Minimum Wages Act, 1948
➢ The Payment of Bonus Act, 1965

Industrial Relations and Conflict Prevention:
➢ The Industrial Dispute Act, 1947
➢ The Industrial Employment (Standing orders) Act, 1946
➢ The Trade Unions Act, 1926.

References

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Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.