



The CLO Review Material



HU129

Fundamentals of Leadership

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Influence Tactics	Credibility	Ethical Leadership
Exemplary Followers	Fundamental Attribution Error	OCEAN Personality Model
Rational Persuasion	Servant Leadership	Empowerment Approach
Emotional Intelligence	Assertive Behavior	Self-Serving Bias
Moral Reasoning	Double Loop Learning	Maslow's Motivation Theory
Transformational Leadership	Situational Leadership	Alienated Followers
Legitimate Power	GAPS Analysis Model	Expert Power
Coercive Power	Reward Power	Referent Power
Organizational Culture	Managerial Incompetence	Derailment Factors
Active Listening	Task Autonomy	Interactive Leadership

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☞ Your Task: Answer all the following question completely.

Fundamentals Questions

1. Define leadership and distinguish key differences between leadership and management in terms of vision, execution, innovation, and organizational order.
2. Demonstrate the five primary sources/bases of power (Legitimate, Reward, Coercive, Expert, Referent) and explain how each operates within an organizational setting.
3. What distinguishes ethics, morals, and values in the context of leadership, and why are ethical considerations crucial for effective leading?
4. Explain the key components of the OCEAN (Five-Factor) personality model and describe how specific traits influence leadership behavior.
5. Explain the core concept of Maslow's Hierarchy of Needs and discuss how leaders can leverage this framework to enhance employee engagement.
6. What is the fundamental difference between group dynamics and high-performing team dynamics, particularly regarding shared goals and accountability?
7. Explain the A-O-R (Action-Observation-Reflection) model and discuss how double-loop learning improves a leader's decision-making process.
8. Identify three core causes of job dissatisfaction and describe their potential impact on employee turnover and performance.

Comprehensive Questions

9. Analyze the relationship between leadership strategy, employee job satisfaction, and overall work performance. Compare Herzberg's Two-Factor Theory and McClelland's Theory of Needs as tools for motivating sales and marketing teams facing severe competitive pressure.
10. Define strategic leadership and evaluate four major derailment factors that can cause high-potential managers to fail. How can organizational development programs detect and prevent these issues proactively?
11. Examine the concept of managerial incompetence. Identify three primary causes of managerial failure, and explain how competency models and 360-degree feedback can address these vulnerabilities.

12. Contrast transactional and transformational leadership styles. How do transformational leaders inspire cultural change, align follower values, and navigate organizational transition during times of uncertainty?
13. Discuss the Situational Leadership framework and Path-Goal Theory. How must a leader adapt their style (e.g., telling, selling, participating, delegating) based on follower readiness and task complexity?
14. Explain how leaders can establish and sustain a strong, positive organizational culture. What specific techniques and behavioral modeling strategies foster trust, high satisfaction, and long-term performance?
15. Analyze the role of Emotional Intelligence (EI) in conflict management and team effectiveness. How do self-awareness, empathy, and relationship management contribute to resolving intrapersonal and interpersonal team conflicts?

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Power and Influence Dynamics Analysis

- Evaluate a situation where a manager relies exclusively on legitimate and coercive power to enforce compliance during an organizational restructuring.
- Analyze how shifting toward expert and referent power, combined with rational persuasion, would alter employee commitment and performance.
- Assess the potential psychological risks (such as resistance or alienated follower behavior) of over-relying on pressure tactics.

Exercise 2: Leadership Derailment and Attribution Errors

- Examine a scenario where a newly promoted executive's unit experiences a rapid drop in performance and a rise in dysfunctional turnover.
- Differentiate between the impact of fundamental attribution error and self-serving bias on the leader's self-assessment versus the team's perception.
- Formulate an analytical framework using the GAPS analysis model to diagnose the leader's development needs and reverse derailment.

Practical Exercises**Exercise 1: Five-Step Problem-Solving & Decision Diagramming**

- Apply a structured five-step problem-solving framework to address a sharp decline in team productivity and rising conflict during a product launch.
- Design a integrated diagnostic diagram combining a root-cause analysis tool (e.g., Fishbone Diagram) with a decision-making tool (e.g., Decision Matrix).
- Outline a step-by-step implementation plan for the selected solution, including performance metrics and feedback channels.

Exercise 2: Team Coaching and Delegation Plan

- Construct a delegation plan for a senior leader needing to offload complex project tasks while building capability in direct reports.
- Develop a structured coaching script using constructive feedback principles to address performance gaps without lowering morale.
- Map the team's current development stage using a team leadership framework (e.g., the Rocket Model) and specify actionable steps to increase cohesion.

Case-Study Based Questions**Case Study 1: Leadership Styles and Organizational Execution**

A technology firm is experiencing major internal friction following a shift in executive leadership. Executive A utilizes an autocratic, high-tempo style focused strictly on speed and direct oversight. Executive B advocates an interactive, democratic approach prioritizing shared decision-making, empowerment, and employee satisfaction.

- Analyze the key advantages and drawbacks of Executive A's autocratic style versus Executive B's democratic style in high-stakes environments.
- How do these contrasting styles influence employee job satisfaction, task autonomy, and organizational culture?
- Recommend a contingency-based leadership strategy that synthesizes elements of both styles to optimize execution without causing burnout.

Case Study 2: Crisis Leadership, Ethics, and Strategic Vision

During a severe market disruption, a multinational organization faces declining revenue, ethical dilemmas around downsizing, and low workforce morale. The executive team must decide whether to implement aggressive short-term cost-cutting measures or pivot toward a long-term strategic vision centered on servant leadership, total defense of human capital, and transparent communication.

- Evaluate how applying servant leadership and strong ethical principles during a crisis affects employee trust and long-term credibility.
- Contrast the short-term performance outcomes of transactional cost-cutting with transformational vision-driven leadership.
- Propose an actionable change management strategy (utilizing the change framework ($C = D * M * P > R$) to overcome internal resistance and align the workforce with the strategic vision.

End of Paper



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The CLO Review Material



MN202

Human Resource Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

👉 Your Task: Please explain the following terms or phrases.

Strategic & Core Management	Staffing & Selection	Performance & Development
Human resource management	E-Recruiting	Training needs assessment (TNA)
Strategic HRM	Background investigation	Psychological contract
Human capital	Behavioral interview	Job enlargement
Core competency	Person-job fit	Job enrichment
Equal employment opportunity	Dysfunctional turnover	Succession planning
Organizational culture	Controllable turnover	Job rotation
Staffing	Applicant tracking system	Performance appraisal
Job analysis	Fixed Duration Contract (FDC)	Undetermined Duration Contract (UDC)
Compensation	Undetermined Duration Contract (UDC)	Career planning
Employment contract	Competency interview	Chief Learning Officer

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ Your Task: Answer all the following question completely.

1. What is Human Resource Management (HRM), and why must it evolve from an administrative role to a strategic partner?
2. Identify five primary functions of HRM and give a brief example of each.
3. What is the difference between a task-based job analysis and a competency-based job analysis?
4. What are the four types of employee turnover, and what formula defines individual performance?
5. Compare Fixed Duration Contracts (FDC) and Undetermined Duration Contracts (UDC) under Cambodian Labor Law.
6. What is the difference between on-the-job training (OJT) and off-the-job training?
7. How do Job Characteristics and Employee/People Characteristics differ?
8. Illustrate and explain the systematic HRM process from workforce planning to compensation.
9. Describe the key stages of the Job Analysis process and the common methods used to gather job data.
10. Explain the step-by-step training process and Kirkpatrick's 4 levels of training evaluation.
11. Explain the key drivers of employee retention and how HR can gather feedback to refine retention strategies.
12. Identify three common selection tests, and explain the objectives of background checks, medical exams, and reference checks.
13. What are five common performance evaluation criteria, and what sources can HR use to gather appraisal data?
14. How does Strategic HRM contribute to productivity, customer service quality, and financial performance?
15. What are the primary objectives of performance appraisals, and how can organizations minimize appraisal bias?

Analytical and Case Study Analyses

*Analytical Exercises***Exercise 1: Performance-Training Misalignment Analysis**

- **Scenario:** A logistics company introduced an expensive digital tracking software, but operational errors increased by 20% post-training.
- **Questions:**
 1. What analytical steps should HR take to determine if the issue stems from training design, motivation, or job environment?
 2. How can HR evaluate individual employee capacity versus job complexity?
 3. What root-cause framework should be applied to prevent future training failures?

Exercise 2: Strategic Workforce & Compensation Restructuring

- **Scenario:** A growing firm faces high voluntary turnover in key technical roles due to below-market compensation and lack of clear progression.
- **Questions:**
 1. How should HR utilize external market pay surveys and internal equity analysis to restructure salary ranges?
 2. Analyze the strategic risks of switching from a seniority-based pay model to a competency-based pay model.
 3. How should HR evaluate the trade-offs between Fixed Duration Contracts (FDC) and Undetermined Duration Contracts (UDC) for senior personnel?

*Practical Exercises***Exercise 1: Job Description & Specification Design**

- **Scenario:** Create a complete job outline for an **HR Manager**.
- **Questions:**
 1. Draft a Job Description containing 5–7 core duties and responsibilities.
 2. Draft a Job Specification outlining required educational background, years of experience, technical skills, and core competencies.
 3. Define 3 Key Performance Indicators (KPIs) to measure the success of this role.

Exercise 2: End-to-End Recruitment & Selection System Design

- **Scenario:** A telecommunications company needs to hire 50 customer service reps and 5 senior network engineers within 60 days.

- **Questions:**

1. Draw a complete hiring process flowchart from workforce planning to onboarding.
2. Recommend 3 recruitment methods tailored for head-hunting top executive talent in Cambodia.
3. Select 3 specific selection tests for screening candidates and justify your selection.

Case-Study Exercises

Case Study 1: Training & Performance Link

- **Scenario:** A mid-sized manufacturing company invested heavily in technical training for production staff over the past two years. Productivity levels have not improved, and turnover remains high. Exit interviews show employees feel training is "irrelevant" to daily challenges.
- **Questions:**
 1. What possible gaps exist between the training content and actual job requirements?
 2. How should HR revise the training needs assessment (TNA) process?
 3. What performance management adjustments could reinforce the application of training on the job?

Case Study 2: Managing Performance & Cultural Sensitivity (KhmerTech)

- **Scenario:** Sophea, a Senior Software Developer at KhmerTech in Phnom Penh, is the CEO's niece. She has high potential but misses deadlines, produces code needing rework, and disengages in meetings. Her manager, Dara, is hesitant to address this directly due to family connections and the cultural importance of "saving face."
- **Questions:**
 1. What cultural factors make it difficult for Dara to manage Sophea's performance?
 2. How can Dara approach a performance conversation with Sophea in a way that is both direct and culturally sensitive?
 3. What specific developmental actions and performance management steps should Khmer Tech implement to protect its merit-based culture?

End of Paper



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The CLO Review Material



MN204

Advanced Human Resource Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Strategic HRM Concepts & Principles	Talent Acquisition & Workforce Planning	Performance, Change & Development
Strategic Human Resource Management	Talent Acquisition	Change Management
Human Capital	Workforce Planning	Lewin's Change Model
Core Competency	Strategic Sourcing	Force Field Analysis
Resource-Based View	Employer Branding	Transformational Change
Vertical Alignment	Talent Pipeline	Performance Management
Horizontal Alignment	Applicant Tracking System	Continuous Feedback
Competitive Advantage	Person-Job Fit	Succession Planning
Organizational Culture	Background Investigation	Leadership Development
Psychological Contract	Supply Forecasting	On-the-Job Training
HR Analytics	Demand Forecasting	Total Rewards

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ **Your Task: Answer all the following questions completely.**

1. Strategic HR Alignment & Competitive Advantage

Identify the core components of a Strategic HR strategy and discuss the primary implementation barriers organizations encounter. Explain how HR strategies can be vertically aligned with three specific competitive choices: innovation, quality, and cost leadership.

2. The HR Strategy Formulation Process

Outline and explain the step-by-step process of formulating and developing a comprehensive HR strategy, from initial organizational analysis through to implementation planning, metrics setting, and continuous evaluation.

3. Managing Organizational Change

Explain Kurt Lewin's Three-Step Change Model (Unfreeze $\rightarrow$ Change $\rightarrow$ Refreeze) and provide a concrete workplace example. Describe how an HR leader utilizes Force Field Analysis to balance driving and restraining forces when introducing strategic HR initiatives.

4. Workforce Supply and Demand Forecasting

Identify three internal and three external environmental factors influencing HR supply and demand forecasting. Explain two quantitative or qualitative methods used to forecast workforce demand and two methods used to assess internal/external workforce supply.

5. HR Roles and Organizational Value Creation

Analyze the shift in human resources from an administrative function to a strategic partner role. Compare the operational/administrative focus with the strategic architect role, drawing on David Ulrich's HR role framework.

6. Strategic Talent Acquisition and Employer Branding

Differentiate reactive recruitment from strategic talent acquisition. Detail how building a compelling Employer Value Proposition (EVP) and establishing structured talent pipelines contribute to long-term talent retention.

7. Evaluating Performance Management Evolution

Critically evaluate traditional annual performance reviews against continuous feedback models. Detail how continuous performance management impacts employee engagement, productivity, and organizational agility.

8. HR Metrics, Dashboards, and Decision-Making

Explain the role of workforce analytics and HR Key Performance Indicators (KPIs) in evidence-based decision-making. Illustrate how specific HR metrics (e.g., turnover rate, time-to-fill, training ROI) connect directly to business performance outcomes.

9. Total Rewards Design and Motivation Theory

Analyze how a Total Rewards framework (combining financial, non-financial, and developmental rewards) can be structured using Herzberg's Two-Factor Theory and Vroom's Expectancy Theory to maximize employee motivation.

10. Learning, Development, and Succession Planning

Compare traditional training interventions with continuous learning culture frameworks (e.g., the 70:20:10 model). Explain how an organization integrates competency modeling with succession planning to protect critical strategic positions.

11. Organizational Culture, Diversity, and Inclusion (DEI)

Examine the impact of organizational culture on employee engagement and firm performance. How can HR leverage DEI initiatives to drive innovation and adapt culture during rapid organizational scaling?

12. The Psychological Contract and Employee Engagement

Define the psychological contract and explain how unwritten expectations influence retention. Discuss strategic interventions HR can deploy to repair the psychological contract following corporate restructuring or downsizing.

13. HR Governance, Ethics, and Risk Management

Identify the primary ethical risks in contemporary HR management (e.g., algorithmic bias in hiring, employee monitoring, wage disparity). Outline an HR risk management framework to ensure compliance and ethical governance.

14. Cross-Border HRM and Global Talent Management

Evaluate the strategic trade-offs between Ethnocentric, Polycentric, and Geocentric approaches to global staffing. How must HR adapt performance management and compensation models for international assignments?

15. Future of Work and Technological Transformation

Assess the impact of artificial intelligence, automation, and hybrid work models on job design and HR delivery. Detail how HR can proactively manage digital upskilling and job redesign to build a resilient workforce.

Analytical and Case Study Analyses

Section A: Analytical Exercises

1. **Strategic Fit Analysis:** An expanding financial institution aims to transition from a low-cost service model to a high-quality, customer-centric model. Analyze the necessary strategic realignments required across the bank's recruitment, learning and development, and reward systems to achieve vertical fit with this new corporate strategy.
2. **Resistance to Change Diagnostic:** A regional enterprise is introducing an automated Human Resource Information System (HRIS) to replace manual scheduling and performance tracking. Identify the cognitive, emotional, and behavioral sources of employee resistance likely to emerge, and design an HR intervention plan to mitigate this friction.

Section B: Practical Exercises

Exercise: HR Policy Design Framework

- Develop a comprehensive framework for an organizational HR policy covering:
 - **Part A:** Employee Performance Management and Total Rewards System.
 - **Part B:** Occupational Safety and Health (OSH) compliance and workplace risk mitigation.
- **Exercise 2: Formulating an HR Strategic Plan** Design an 8-step action plan to formulate an HR strategy for a rapidly expanding organization experiencing high turnover. Include specific HR Key Performance Indicators (KPIs), quantitative targets, and supporting initiatives for each stage of implementation.

Section C: Case-Study Based Questions

Case Scenario 1: AngkorTech – Scaling a Regional Tech Startup

AngkorTech launched as a software-as-a-service platform addressing logistics for regional SMEs. After rapid growth—from 15 to 120 employees in two years—its founders realized their informal HR practices could not sustain expansion into cross-border e-commerce logistics and last-mile delivery. Key workforce challenges

include high attrition rates approaching 30% annually, role ambiguity, language barriers between local staff and expatriate managers, and remote-work communication silos.

- **Question 1: Case Issue Identification & Stakeholder Analysis** Identify and describe the main strategic HR issues facing AngkorTech based on the case background. List all key internal and external stakeholders involved in or affected by these organizational challenges.
- **Question 2: Application of Resource-Based View & Strategic Fit** Demonstrate how AngkorTech can apply the Resource-Based View (RBV) and Strategic Fit frameworks to build a sustainable competitive advantage in logistics software through its human capital.
- **Question 3: Actionable Retention and Engagement Strategies** Propose three strategic HRM initiatives—excluding direct monetary compensation adjustments—to enhance developer engagement, improve organizational culture, and reduce voluntary turnover among engineering staff.

Case Scenario 2: Sovereign Logistics – Strategic HR Transformation in Cambodia’s E-Commerce Expansion

Sovereign Logistics is a Phnom Penh-based third-party logistics (3PL) small and medium enterprise (SME) employing 120 staff. Historically focused on traditional warehousing and freight handling, the company is pivoting toward tech-enabled last-mile delivery and cross-border e-commerce fulfillment across Phnom Penh, Siem Reap, and Sihanoukville. The transition requires a rapid shift in workforce capabilities over the next 18 months. However, the business faces acute structural constraints typical of the Cambodian SME landscape: high market competition for specialized tech talent, severe skills gaps in digital operations, informal legacy management practices, and voluntary turnover reaching 35% among field and delivery personnel.

The leadership team faces critical operational friction. Legacy warehousing staff resist adoption of new automated inventory software, fearing job displacement. At the same time, newly recruited software developers and digital operations specialists leave within six months, citing rigid top-down management, a lack of clear career progression, and uncompetitive compensation relative to international tech firms operating in Phnom Penh. Additionally, middle managers rely heavily on informal, tenure-based decision-making rather than structured performance metrics.



- **Question 1: Workforce Reskilling and Capability Building in a Tight Labor Market** Given the local talent shortages in specialized tech and digital operations in Cambodia, propose a strategic workforce planning and reskilling framework. Detail how Sovereign Logistics can balance internal capacity building with strategic talent acquisition while mitigating voluntary turnover among operational personnel.
- **Question 2: Leadership Modernization and Cultural Change Management** Using a structured change management model, outline an HR strategy to transition middle managers from traditional, informal management styles to modern performance-driven leadership. Explain how this strategy can resolve the cultural rift between legacy operational staff and newly hired digital talent.
- **Question 3: Total Rewards and Compensation Adaptation for Cambodian SMEs** Design a localized Total Rewards strategy tailored for a Cambodian SME budget. Explain how Sovereign Logistics can combine base pay adjustments, performance-based incentives, and non-monetary rewards (e.g., skill development, work flexibility, family health benefits) to attract digital talent while ensuring internal equity and retention across legacy operational roles.

End of Paper



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The CLO Review Material



MN410

Labor Law and Employee Relations

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

យុទ្ធសាស្ត្រ HRM និងទំនាក់ទំនងការងារ
ក្របខ័ណ្ឌបទប្បញ្ញត្តិ និងអនុលោមភាព
ច្បាប់ស្តីពីការងារ ឆ្នាំ១៩៩៧
អធិការការងារ
សហគ្រាស / គ្រឹះស្ថាន
កិច្ចសន្យាការងារមានថេរវេលាមិនកំណត់
សៀវភៅបើកប្រាក់/បញ្ជីប្រាក់ឈ្នួលប្រចាំគ្រឹះស្ថាន
កម្មករនិយោជិត
ប្រាក់ឈ្នួលបន្ថែមម៉ោង
អនុសញ្ញារួម
កំហុសធ្ងន់
ប្រាក់បំណាច់អតីតភាព
សុវត្ថិភាព និងសុខភាពការងារ
ការឈប់សម្រាកប្រចាំឆ្នាំដោយមានប្រាក់ឈ្នួល
ការឈប់សម្រាកមាតុភាព និងបិតុភាព

ការងារសមរម្យ
ទំនាក់ទំនងនិយោជិត និងកិច្ចការពារសង្គម
ក្រសួងការងារ និងបណ្តុះបណ្តាលវិជ្ជាជីវៈ
ប្រកាសកិច្ចសន្យាការងារមានថេរវេលាកំណត់
បទបញ្ជាផ្ទៃក្នុង
សៀវភៅការងារ / កាតការងារ
ប្រតិភូបុគ្គលិក
សហជីព
វិធានការខាងវិន័យ
ប្រាក់ឈ្នួលអប្បបរមា
បេឡាជាតិសន្តិសុខសង្គម (ប.ស.ស)
ការព្យួរកិច្ចសន្យាការងារ
យន្តការសះជា និងអាជ្ញាកណ្តាល
របបហានិភ័យការងារ
ការឈប់សម្រាកពិសេស

THE COURSE LEARNING OUTCOMES

ផ្នែកទី១៖ សំណួរ

ចូរអាន និងឆ្លើយសំណួរខាងក្រោមឱ្យបានក្បោះក្បាយ។

១. ចូរលើកឡើងអំពីវិសាលភាព និងដែនអនុវត្តផ្លូវច្បាប់នៃច្បាប់ស្តីពីការងារនៃព្រះរាជាណាចក្រកម្ពុជា ឆ្នាំ១៩៩៧ ដោយពន្យល់ថា តើក្រុមកម្មករនិយោជិតណាខ្លះដែលស្ថិតនៅក្រោមបទប្បញ្ញត្តិនៃច្បាប់នេះ ហើយក្រុមបុគ្គលិកសាធារណៈ ឬបុគ្គលិកដែលមានលក្ខន្តិកៈពិសេសណាខ្លះដែលត្រូវបានលើកលែង មិនឱ្យអនុវត្តច្បាប់នេះ ?

២. ចូរប្រៀបធៀបកិច្ចសន្យាការងារមានថេរវេលាកំណត់ (FDC) និងកិច្ចសន្យាការងារមានថេរវេលា មិនកំណត់ (UDC) ផ្អែកលើបទប្បញ្ញត្តិនៃច្បាប់ការងារកម្ពុជា ដោយរៀបរាប់លម្អិតអំពីកាលបរិច្ឆេទ កំណត់អតិបរមា លក្ខខណ្ឌនៃការបន្តកិច្ចសន្យា និងលក្ខខណ្ឌច្បាប់ដែលផ្លាស់ប្តូរកិច្ចសន្យា FDC ទៅជា UDC ដោយស្វ័យប្រវត្តិ។

៣. ចូរពន្យល់អំពីតួនាទី សិទ្ធិអំណាចតាមផ្លូវច្បាប់ និងកាតព្វកិច្ចប្រតិបត្តិរបស់ក្រសួងការងារ និងបណ្តុះបណ្តាលវិជ្ជាជីវៈ (MoLVT) ព្រមទាំងក្រុមអធិការការងារ ក្នុងការតាមដានអនុលោមភាព ការពង្រឹងស្តង់ដារការងារ និងការចុះធ្វើអធិការកិច្ចនៅតាមសហគ្រាស និងគ្រឹះស្ថាននានាក្នុង ប្រទេសកម្ពុជា។

៤. ចូររៀបរាប់លម្អិតអំពីកាតព្វកិច្ចអនុលោមភាពផ្នែករដ្ឋបាលដែលនិយោជកត្រូវបំពេញតាមច្បាប់ការងារ កម្ពុជា ដោយផ្ដោតលើការថែរក្សាសៀវភៅបញ្ជីប្រចាំគ្រឹះស្ថាន សៀវភៅបើកប្រាក់ (របាយការណ៍ប្រាក់ឈ្នួល) ការប្រកាសជូនដំណឹងអំពីចលនាបុគ្គលិក និងសៀវភៅការងារ ឬកាតការងាររបស់កម្មករនិយោជិត។

៥. ចូរកំណត់និយមន័យនៃ "ការងារសមរម្យ" (Decent Work) ដែលបង្កើតឡើងដោយអង្គការពលកម្ម អន្តរជាតិ (ILO) និងបានបញ្ចូលមកក្នុងគោលនយោបាយជាតិកម្ពុជា ដោយពន្យល់អំពីសរសរស្តម្ភទាំង ៤ របស់ការងារសមរម្យ និងសារៈសំខាន់របស់វានៅក្នុងស្តង់ដារការងារជាតិ។

៦. ចូរវិភាគអំពីគោលបំណងប្រតិបត្តិការ ខ្លឹមសារបញ្ញត្តិ និងនីតិវិធីនៃការសុំទិដ្ឋាការយល់ព្រម ការបិទផ្សាយជាសាធារណៈនៃ "បទបញ្ជាផ្ទៃក្នុង" សម្រាប់សហគ្រាស និងគ្រឹះស្ថានដែលមានកម្មករ និយោជិតចាប់ពី ៨ នាក់ឡើងទៅ។

៧. ចូររៀបរាប់លម្អិតអំពីបទប្បញ្ញត្តិច្បាប់ដែលគ្រប់គ្រងថេរវេលាធ្វើការធម្មតា ការឈប់សម្រាកប្រចាំសប្តាហ៍ ការគណនាប្រាក់ឈ្នួលបន្ថែមម៉ោងសម្រាប់ការងារថ្ងៃធម្មតា វេនយប់ និងថ្ងៃឈប់សម្រាក ព្រមទាំងលក្ខខណ្ឌផ្លូវច្បាប់ជុំវិញការធ្វើការបន្ថែមម៉ោងដោយស្ម័គ្រចិត្ត។
៨. ចូរវាយតម្លៃអំពីលក្ខខណ្ឌតម្រូវតាមច្បាប់សម្រាប់ការឈប់សម្រាករបស់កម្មករនិយោជិតនៅកម្ពុជា រួមមាន៖ ការសន្សំថ្ងៃឈប់សម្រាកប្រចាំឆ្នាំ លក្ខខណ្ឌនៃការឈប់សម្រាកមាតុភាព និងបិតុភាព ថ្ងៃឈប់សម្រាកបុណ្យដែលមានប្រាក់ឈ្នួល និងលក្ខខណ្ឌពិសេសនៃការឈប់សម្រាកពិសេស។
៩. ចូរវិភាគអំពីលក្ខខណ្ឌវិនិច្ឆ័យផ្លូវច្បាប់ដែលកំណត់ពី "កំហុសធ្ងន់" របស់កម្មករនិយោជិត ដោយរៀបរាប់លម្អិតអំពីអាជ្ញាយុកាល ៧ ថ្ងៃដែលនិយោជកត្រូវចាត់វិធានការខាងវិន័យ ឬបញ្ឈប់ពីការងារដោយមិនបាច់ជូនដំណឹងមុន និងមិនបាច់បង់ប្រាក់សំណង។
១០. ចូរគូសបញ្ជាក់អំពីមូលហេតុចម្បងៗតាមច្បាប់ដែលនាំឱ្យមាន "ការព្យួរកិច្ចសន្យាការងារ" ដោយពន្យល់អំពីសិទ្ធិ កាតព្វកិច្ច និងកិច្ចការពារតាមផ្លូវច្បាប់ដែលភាគីនិយោជក និងកម្មករនិយោជិតនៅតែទទួលបាននៅក្នុងអំឡុងពេលនៃការព្យួរកិច្ចសន្យានោះ។
១១. ចូរពន្យល់ពីនីតិវិធីនៃការបោះឆ្នោតតាមអាណត្តិ និងតួនាទីតំណាងឱ្យកម្មករនិយោជិតរបស់ "ប្រតិភូបុគ្គលិក" នៅក្នុងសហគ្រាស ឬគ្រឹះស្ថាន។
១២. ចូររៀបរាប់លម្អិតអំពីក្របខ័ណ្ឌច្បាប់ដែលគ្រប់គ្រង "សហជីព" និង "អនុសញ្ញារួម" នៅកម្ពុជា ដោយផ្ដោតលើសេរីភាពនៃការបង្កើតសហជីព សិទ្ធិចុះបញ្ជី និងសុពលភាពផ្លូវច្បាប់នៃការអនុវត្តកិច្ចព្រមព្រៀងរួមនៅកន្លែងធ្វើការ។
១២. ចូរពន្យល់ដោយសង្ខេបពីទម្រង់រដ្ឋបាល និងអត្ថប្រយោជន៍ដែលផ្តល់ដោយ "បេឡាជាតិសន្តិសុខសង្គម" (ប.ស.ស) នៅកម្ពុជា ដោយផ្ដោតលើរបបហានិភ័យការងារ របបថែទាំសុខភាព និងរបបប្រាក់សោធន រួមទាំងកិច្ចការពារលើគ្រោះថ្នាក់ធ្វើដំណើរ (Commuting Accidents) ។
១៣. ចូរប្រៀបធៀបរវាង "វិវាទការងារបុគ្គល" និង "វិវាទការងាររួម" ផ្អែកលើច្បាប់ស្តីពីការងារនៅកម្ពុជា
១៤. ចូររៀបរាប់លម្អិតអំពីដំណាក់កាល និងយន្តការដោះស្រាយវិវាទចាប់ពីការសម្រុះសម្រួលដោយ អធិការការងារ រហូតដល់នីតិវិធីក្រុមប្រឹក្សាអាជ្ញាកណ្តាល។

១៥. ចូរពន្យល់អំពីកាតព្វកិច្ចផ្លូវច្បាប់ស្តីពី "សុវត្ថិភាព និងសុខភាពការងារ" (OSH) ដែលច្បាប់តម្រូវឱ្យនិយោជកអនុវត្ត រួមមាន៖ ការរៀបចំបន្ទប់អនាម័យ បរិក្ខារសង្គ្រោះបឋម ការគ្រប់គ្រងបរិស្ថានកន្លែងធ្វើការ (ពន្លឺ សំឡេង ខ្យល់ចេញចូល) និងវិធានការបង្ការគ្រោះថ្នាក់ផ្សេងៗ។

ផ្នែកទី២៖ លំហាត់អនុវត្ត

លំហាត់ទី ១៖ ការរៀបចំក្របខ័ណ្ឌបទបញ្ជាផ្ទៃក្នុង និងគោលនយោបាយវិន័យ

ចូររៀបចំ និងសរសេរសេចក្តីព្រាងខ្លឹមសារនៃ "បទបញ្ជាផ្ទៃក្នុង" សម្រាប់សហគ្រាសធុនតូច និងមធ្យម (SME) មួយដែលមានបុគ្គលិក ២៥ នាក់ នៅខេត្តបាត់ដំបង។ ក្របខ័ណ្ឌនេះត្រូវរួមបញ្ចូល៖

- **ផ្នែកទី ១៖** បទប្បញ្ញត្តិស្តីពីម៉ោងធ្វើការធម្មតា ការធ្វើការបន្ថែមម៉ោង ការឈប់សម្រាកប្រចាំសប្តាហ៍ និងនីតិវិធីនៃការសុំឈប់សម្រាក (ប្រចាំឆ្នាំ ជំងឺ និងឈប់សម្រាកពិសេស)។
- **ផ្នែកទី ២៖** កម្រិតនៃទណ្ឌកម្មខាងវិន័យ (ការព្រមានផ្ទាល់មាត់ ការព្រមានជាលាយលក្ខណ៍អក្សរ ការព្យួរការងារបណ្តោះអាសន្ន និងការបញ្ឈប់ពីការងារ) ដោយធានាអនុលោមតាមនីតិវិធីនៃការដាក់ជូនក្រសួងការងារ និងការបិទផ្សាយនៅកន្លែងធ្វើការ។

លំហាត់ទី ២៖ បញ្ជីត្រួតពិនិត្យអនុលោមភាព OSH និង ប.ស.ស. សម្រាប់សហគ្រាស

ចូរបង្កើត "បញ្ជីត្រួតពិនិត្យ (Checklist) អនុលោមភាព HR" សម្រាប់រោងចក្រផលិតកម្មមួយនៅខេត្តកណ្តាល ដើម្បីត្រៀមលក្ខណៈទទួលការចុះធ្វើអធិការកិច្ចផ្លូវការពីសំណាក់អធិការការងារ និងតំណាង ប.ស.ស.។ បញ្ជីត្រួតពិនិត្យនេះត្រូវគ្របដណ្តប់លើ ៤ ចំណុចធំៗ៖

- ឯកសាររដ្ឋបាលកាតព្វកិច្ច (សៀវភៅបញ្ជីប្រចាំគ្រឹះស្ថាន សៀវភៅបើកប្រាក់ ការប្រកាសចលនាបុគ្គលិក និងសៀវភៅការងារ)។
- បរិក្ខារសុខភាព និងសុវត្ថិភាពការងារ (ប្រអប់សង្គ្រោះបឋម បន្ទប់អនាម័យ ប្រព័ន្ធខ្យល់ចេញចូល និងពន្លឺ)។
- ការចុះបញ្ជី និងការទូទាត់ភាគទាន ប.ស.ស. រួមទាំងរបាយការណ៍គ្រោះថ្នាក់ការងារ និងគ្រោះថ្នាក់នៃការធ្វើដំណើររបស់និយោជិត។
- ឯកសារបោះឆ្នោតជ្រើសរើសប្រតិភូបុគ្គលិក និងក្តារព័ត៌មានផ្លូវការ។

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