***Student’s Guide***

Dear friends,

Welcome! I will be facilitating the unit of Human Resource Management next week. It is a very interesting unit and I am sure all of you will enjoy this. Unit outline and basic readings had been posted to you. Please go through this note. I do hope that this will help you prepare accordingly.

Day 1:

Session 1: Concept and significance of HRM

As managers we have responsibilities to the organizations that we work for and there are challenges. There are expectations both organizational as well as people related. In this session we will be discussing those and against the backdrop we will discuss concept of HRM, explore its linkages with organizational performance and discuss how do we go about managing people. I expect you to have read the materials.

Session 2: Strategic HRM

This session we will be discussing the concept of strategic HRM and deliberate on best practice, contingency and resource based models/approaches to strategic HRM.

Session 3: Issues in HRM

This session, work groups will be identified and subsequently in groups students will be expected to identify a common HRM issue and start discussion to prepare for presentation.

Day 2

Session 1: Employee Resourcing: Recruitment and Selection

This session we will be discussing various theoretical frameworks and processes of employee resourcing, recruitment and selection. Please prepare for discussion of Case: Enterprise Rent a Car against theoretical frameworks of hiring for the organization or hiring for the job.

Session 2

This session we will be looking into the concept of Performance Management and discuss why is it important, what to include in the performance, what and how to appraise performance and look into best practices of performance management.

In groups, you will be asked to discuss the following and do short 10 min presentation to the group.

**“What should be the indicators of manager’s performance and how should they be rated / evaluated?”**

Session 3: Issues in HRM

This session students will be expected to work on the common HRM issue and continue discussion to prepare for presentation.

Day 3

Session 1: Training and Development

This session we will be discussing the practical aspects of Training and Development in organisations and how these are aligned with business strategies and various other HRM practices like recruitment and selection, human resource planning and leadership development.

Please read the Case – Business Expansion through training and development – ALDI and come prepared for discussion of what is training and development, what theoretical aspects underpin what Aldi does in terms of training and development and what training and development activities could be done differently in order to meet the strategic goals at Aldi?

Session 2: Leadership and Management Development

This session we are going to explore the difference between Management and Leadership and discuss concepts like Organisation Development, Management Development and Leadership Development in organisations. Upon such theoritical context, we will explore application of management and leadership development in Civil Service

You are expected to read the given materials and prepare answers for the following questions for discussion in class.

What would be the difference between the terms Leadership and Management?

What, in your opinion, are the core managerial and leadership functions of civil servants in Bhutan? How can these be developed?

Session 3: Issues in HRM

Group presentation: Group 1 and 2

Day 4

Session 1: Employee Motivation

In this session we will look into the aspects of employees motivation. We will discuss what motivation is and why is it important. Following this, we will discuss various frameworks for motivation including motivation of public servants. Following the discussions, we will try and apply our knowledge of motivation in a case study.

Please prepare for discussion on the following:

- What is motivation and how does it affect organisational performance?

- What are the implications of content theories and process theories of motivations on the managers?

- Given the concept of Public Service Motivation, what are the implications for public sector managers in motivating their employees?

- Is the four drive model of motivation similar or different from practices in your organisation?

Discussion Case: **“Brent Templeton: The Uninspired Draughtsmen**”

Session 2: Managing Employee Organisational Relationship

This session we will be discussing employee relations and explore its links to organisational performance. Besides we will also discuss various measures managers can take to create good employment relationships at work.

Session 3: Issues in HRM

Group presentation: Group 3 and 4

Day 5

Session 1: Managing people aspects of organizational Change

In this session we will look at short video depicting aspects of organisational change and how employees react to such changes. Following this we will be discussing what managers can do to help.

**Video: “Managing Peoples Aspects of Organisational Change”**

Session 2: Issues in HRM

Group presentation: Group 5

Session 3: Best Practices

This session will be devoted to looking at best practices. We will look at a case and draw out lessons for our own practice.

**Case discussion: Case: “How I learnt to Let My Workers Lead”**

Following the discussion, there will be sometime for providing course feedback and we formally close teaching of the unit.

Happy reading and look forward to seeing you in Class on Monday 24th Nov, 2014.

Regards

Dhanapati Mishra

14th Nov, 2014