

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD**  
**(Department of Business Administration)**

**HUMAN RESOURCE CHANGE MANAGEMENT (8712)**

**CHECKLIST**

This packet comprises the following material:

1. Text Book
2. Course Outline
3. Assignment No. 1 and 2
4. Assignment Forms (2 sets)

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below:

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**WARNING**

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

**Course:** Human Resource Change Management (8712)

**Semester:** Autumn, 2012

**Level:** MS (Management Sciences)

**Total Marks:** 100

**Pass Marks:** 50

**GUIDELINES FOR ASSIGNMENT No. 1 & 2:**

You should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management?
- How professional you are, and how much care and attention you give to what you do?

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. You must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

## **ASSIGNMENT No. 1**

**(Units: 1–5)**

- Q. 1 a) How Force field analysis can be used to assist the management of change? **(10)**  
b) Discuss the integration of Force field analysis with TROPIC test. **(10)**
- Q. 2 How a deficient organizational structure acts to impair the intended outcomes of change as well as the overall goals of the organization? **(20)**
- Q. 3 Describe the concept of organization realignment. Also discuss the ways in which organizational culture contributes to organizational change? **(20)**
- Q. 4 Today, how recruitment and selection procedures contributes to organizational change? Discuss with relevant examples. **(20)**
- Q. 5 Is there any difference between performance management and performance appraisal? Also explain the contribution of performance management to organizational change. **(20)**

## **ASSIGNMENT No. 2**

**(Units: 6–9)**

**Total Marks: 100**

**Pass Marks: 50**

- Q. 1 Discuss the different ways of human resource development by keeping in view the organizations working in Pakistan. **(20)**
- Q. 2 Explain the role of reward management structure in changing employees' behavior. **(20)**
- Q. 3 What is meant by managing the focus in employee relations? Also discuss the concept of managing change through employee involvement. **(20)**
- Q. 4 Discuss the application of strategic reward management in detail. **(20)**
- Q. 5 Describe the different approaches for evaluation of change. What are key elements essential for successful implementation of change in organizations working in Pakistan? **(20)**

## **DETAILED COURSE OUTLINE**

### **Unit No. 1 An Introduction to Managing Change**

- 1.1 Forces of Change
- 1.2 Types of Change and Resistance to Change
- 1.3 TROPICS Test and Force Field Analysis
- 1.4 Change and Human Resource Strategies
- 1.5 Implementation and Impact of Change
- 1.6 Role of Human Resource Strategies in Implementing Change
- 1.7 Role of Human Resource Strategies in Implementing Change with Reference to Pakistan

### **Unit No. 2 Change Management and Organizational Structure**

- 2.1 Meaning of Organizational Structure
- 2.2 Structural Change at Nation Wide
- 2.3 Organizational Structure and Strategic Change
- 2.4 HR Implications of Structural Choice and Change

### **Unit No. 3 Change Management and Organizational Culture**

- 3.1 Introduction to Organizational Culture
- 3.2 Changes in Organizational Culture
- 3.3 Realignment of Organizational Culture
- 3.4 Changes in Organizational Culture with Reference to Pakistan

### **Unit No. 4 Change Management and Recruitment and Selection**

- 4.1 Definitions of Recruitment and Selection
- 4.2 Models of Recruitment and Selection
- 4.3 Contribution of Recruitment and Selection to Organizational Change

### **Unit No. 5 Change Management and Performance Management**

- 5.1 Definitions of Performance Management
- 5.2 Difference Between Performance Management and Performance Appraisal
- 5.3 Contribution of Performance Management to Organizational Change

### **Unit No. 6 Change Management and Human Resource Development**

- 6.1 Meaning of Human Resource Development
- 6.2 Human Resource Development: Vital Component or Poor Relation of HR Change Strategies

- 6.3 Contribution of Human Resource Development to Organizational Change
- 6.4 Organizational Change with Reference to Pakistan

**Unit No. 7 Change Management and Reward Management**

- 7.1 Meaning of Reward Management
- 7.2 Strategic Reward Management
- 7.3 Using Rewards to Change Employees Behavior with Reference to Pakistan
- 7.4 Role of Reward Management Values in Changing Employees' Behavior
- 7.5 Role of Reward Management Structures in Changing Employees' Behavior
- 7.6 Role of Reward Management Processes in Changing Employees' Behavior
- 7.7 Applications of Strategic Reward Management

**Unit No. 8 Employee Relations, Involvement Strategies, Down Sizing, and the Management of Change**

- 8.1 Changing the Focus in Employee Relations
- 8.2 Managing Change Through Employee Involvement
- 8.3 Management of Change Implications of Downsizing
- 8.4 Management of Change Implications Arising from Alternative Organizational Strategies to Downsizing
- 8.5 Management of Change Implications Rising from Methods Used to Implement Downsizing
- 8.6 Management of Change Implications Arising from Impact of Downswing on those Who Survive the Process

**Unit No. 9 Evaluating and Promoting Change**

- 9.1 Approaches to Evaluating Change
- 9.2 From Evaluating to Promoting Change
- 9.3 Clarity of Purpose and Strategies
- 9.4 Gathering Data for Analysis
- 9.5 Analyzing and Feed Back

***Recommended Books:***

Thornhill, A., Lewis, P., Millmore, M., & Saunders, M. (2000). *Managing Change, a Human Resource Strategy Approach*. Delhi: Dowling Kindersley.

Paton, R. A., Paton, R., & McCalman, J. (2008). *Change Management, a Guide to Effective Implementation* (3<sup>rd</sup> ed.). Sage publications.