

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

HUMAN RESOURCE CHANGE MANAGEMENT (8542)

SEMESTER: SPRING, 2014

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 (8542)

Semester: Spring, 2014

Level: MBA

GUIDELINES FOR ASSIGNMENT No. 1 & 2:

The student 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. The student 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)

Total Marks: 100

Pass Marks: 50

- Q. 1 a) How would you define forces of change? (10)
b) Discuss the use of TROPIC test in the management of change. (10)
- Q. 2 Describe HR Implications of structural choice and change. (20)
- Q. 3 What is meant by organizational culture? Describe the ways in which an organization can change its culture. (20)
- Q. 4 Discuss the contribution of performance management to organizational change. (20)

- Q. 5 What is the differentiate between recruitment and selection process? Also explain contribution of recruitment and selection towards organizational change. (20)

ASSIGNMENT No. 2

(Units: 6–9)

Total Marks: 100

Pass Marks: 50

- Q. 1 Differentiate between training and development. Also discuss the importance of human resource development by keeping in view the today's competitive business environment. (20)
- Q. 2 Differentiate between reward management and strategic reward management and discuss the role of reward management processes in changing employees' behavior. (20)
- Q. 3 Describe the role of reward management structures in changing employees' behaviour in an organization. (20)
- Q. 4 Define the concept of downsizing? Also explain the management of change implications of downsizing in detail. (20)
- Q. 5 What is meant by evaluation of change? Describe with suitable examples, how an organization can evaluate different types of changes? (20)
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HUMAN RESOURCE CHANGE MANAGEMENT (8542)

Detailed Course Outline

Unit–1 Introduction to Managing Change

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

Unit–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–3 Change Management and Organizational Culture

- 3.1 Meaning of Culture
- 3.2 Introduction to Organizational Culture
- 3.3 Changes in Organizational Culture
- 3.4 Realignment of Organizational Culture

Unit-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-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-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

Unit-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
- 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

Unit-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 Meaning of Downsizing
- 8.4 Management of Change Implications of Downsizing
- 8.5 Management of Change Implications Arising from Alternative Organizational Strategies to Downsizing
- 8.6 Management of Change Implications Arising from Methods Used to Implement Downsizing
- 8.7 Management of Change Implications Arising from the Impact of Downswing on Those Who Survive the Process

Unit-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 Feeding 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* (3rd ed.). Sage publications.