

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

**HUMAN RESOURCE CHANGE MANAGEMENT (5097/8542)**

**CHECKLIST**

**SEMESTER: SPRING 2024**

This packet comprises the following material:

1. Textbook
2. Course Outline
3. Assignments No. 1 and 2
4. Assignment Forms (2 sets)

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

**The Mailing Officer**

Mailing Section, Block-28  
Allama Iqbal Open University  
H-8, Islamabad.  
Ph: 051-9057611-12

**Dr. M. Majid Mahmood Bagram**  
Course Coordinator

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

**WARNING**

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

**Course: Human Resource Change Management (5097/8542) Semester: Spring 2024**

**Please read the following instructions for writing your assignments.**

**(AD, BS, BEd, MA/MSc, MEd) (ODL Mode)**

1. All questions are compulsory and carry equal marks but within a question, the marks are distributed according to its requirements.
2. Read the question carefully and then answer it according to the requirements of the question.
3. Avoid irrelevant discussion/information and reproducing from books, study guide or allied material.
4. Hand written scanned assignments are not acceptable.
5. Upload you typed (in Word or PDF format) assignments on or before the due date.
6. Your own analysis and synthesis will be appreciated.
7. Late assignments can't be uploaded at LMS.
8. The students who attempt their assignments in Urdu/Arabic may upload a scanned copy of their hand written assignments (in PDF format) on University LMS. The size of the file should not exceed 5 MB.

**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 do 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.

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**Total Marks: 100**

**Pass Marks: 50**

**ASSIGNMENT No. 1**  
**(Units: 1–5)**

- Q.1 How to implement effective change management in an organization? (20)
- Q.2 Describe the role of innovation in change management. (20)
- Q.3 What change models (or frameworks) organizations use? Why? (20)
- Q.4 How do you ensure that all stakeholders are informed at each step of the change management process? (20)
- Q.5 What are the common pitfalls when implementing organizational change? (20)

**ASSIGNMENT No. 2**  
**(Units: 1–9)**

**Total Marks: 100**

**Pass Marks: 50**

This assignment is a research-oriented activity. You are required to submit a term paper and present the same in the classroom before the final examination. The presentation component is compulsory for all students. You will have to participate in the activity fully and prepare a paper of about 15 to 20 pages on the topic allotted to you. You are required to prepare two copies of Assignment No. 2. Submit one copy to your teacher for evaluation and the second copy for presentation in the classrooms in the presence of your resource persons and classmates, which will be held at the end of the semester the final examination.

Include the following main headings in your report:-

- a) Introduction to the topic
- b) Important sub-topics
- c) Practical aspects concerning the topic
- d) Review of theoretical and practical situations
- e) Merits, demerits, deficiencies or strengths of the organisation with respect to your topic
- f) Conclusions and recommendations
- g) Annex, if any

You must use transparencies, charts or any other material for effective presentation. You are also required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is D-3427185 then you will select topic No.5 (the last digit):-

**List of Topics**

0. Implications Arising from Alternative Organizational Strategies to Downsizing
1. Reward Management Structures in Changing Employees' Behavior
2. Change Agent
3. Approaches to Evaluating and Promoting Change
4. Performance Management Role in Organizational Change
5. Downsizing and Management of Change Implications of Downsizing
6. Organizational culture
7. Role of Human Resource Strategies in Implementing Change
8. HR Implications of Structural Choice and Change
9. Organizational change

## **COURSE OUTLINE (Codes 5097/8542)**

### **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 Employee's 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 Downsizing 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* (3<sup>rd</sup> ed.). Sage publications.

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