ASSIGNMENT

Course Code	**:**	**MMPH-005**
Course Title	**:**	**Organisational Development and Change**
Assignment Code	**:**	**MMPH-005/TMA/Jan/2026**
Coverage	**:**	**All Blocks**

Note: Attempt all the questions and submit this assignment to the coordinator of your study centre. Last date of submission for January 2026 session is 30th April, 2026 and for July 2026 session is 31st October, 2026.

1. Explain the nature of organisational change and discuss the key triggers that compel organisations to initiate change.
2. Explain the stages involved in the OD process using Lewin's Change Model, the Planning Model, and the Action Research Model. Compare their significance in managing change.
3. Discuss mergers and acquisitions as a form of organisational change. Explain their purpose, types, and the major reasons why organisations adopt Merger &Acquisition.
4. What is Turnaround Management? Describe its key stages and discuss how organisations use it to revive performance in crisis situations.
5. Discuss the various types of resistance to change and describe strategies managers can use to minimise or overcome resistance.

1. Explain the nature of organisational change and discuss the key triggers that compel organisations to initiate change.

Answer

Organisational change means any significant alteration in the way an organisation works. It may affect its objectives, structure, technology, people, work processes, culture or relationships with the external environment. Change can be small and gradual, such as modifying a reporting procedure, or large and transformational, such as restructuring the whole organisation. In modern organisations, change is not an occasional event. It has become a continuing requirement because markets, technology, employee expectations and competitive conditions keep changing.

Nature of organisational change

One important feature of organisational change is that it is dynamic and continuous. An organisation operates as an open system and remains connected with customers, suppliers, competitors, government, society and technology. A change in any of these areas can create pressure inside the organisation. Therefore, management cannot assume that a successful method will remain suitable forever.

Change may be planned or unplanned. Planned change is introduced deliberately after identifying a need, setting objectives and preparing an action programme. For example, a company may introduce a new digital system after training employees. Unplanned change arises suddenly due to a crisis, market shock, legal requirement or unexpected competitor action. In such cases, the organisation has less time to prepare and must respond quickly.

Organisational change can also differ in its scale. Incremental change involves continuous improvements in existing systems, such as reducing processing time or improving customer service. Transformational change is much deeper and may alter strategy, culture, structure and employee roles at the same time. A merger, major turnaround, business model change or large-scale digital transformation can be transformational in nature.

Another feature is that change is interconnected. A change in one part of the organisation usually affects other parts. Introducing new technology may require new skills, revised job roles, different performance standards and changes in communication. Similarly, changing the organisational structure can influence authority, relationships and morale. This means change should be managed as a system rather than as an isolated technical decision.