

**CHANGE MANAGEMENT
MODEL APPLICABLE TO ROMANIAN
ORGANIZATIONS IN THE GLOBAL
ECONOMIC CRISIS CONDITIONS**

Abstract

In the context of increased globalization and the growing interest shown to change management, which again tends to be a "fashionable concept", this area of management is in continuous expansion in the past decade gaining significant scale among theorists and practitioners in management science and enjoying the attention of the visible and administrative bodies and public sector in developed countries, considering the large volume of human, financial and material given to this sector. This paper contains a change management model applicable to Romanian organizations, based on practical experience of the authors and other studies of Romanian and international literature. Without claiming that the model can't be improved, the benefits of the model are: systemic vision; based on a complex methodology; increased flexibility of the model; multidimensionality of the model; model provides practitioners a range of tools, which can be used during the implementation of organizational change; focus on results.

Keywords: management, change management, innovation management, organizational development, system, system change, change management model, systemic vision, managing change, typology of change, the internationalization of economic activities, economic efficiency, social efficiency, determinants of change, typology of changes, the need for change

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**MODEL DE MANAGEMENT
AL SCHIMBĂRII APLICABIL
ORGANIZAȚIILOR
ROMÂNEȘTI ÎN
CONDIȚIILE CRIZEI
ECONOMICE GLOBALE**

Eduard Gabriel CEPTUREANU

Assistant Professor PhD., Management Faculty,
Bucharest University of Economic Studies
E-mail: eduard_ceptureanu@yahoo.com

Sebastian Ion CEPTUREANU

Assistant Professor PhD., Management Faculty,
Bucharest University of Economic Studies
E-mail: ceptureanu@yahoo.com

Rezumat

În contextul globalizării accentuate și al interesului în creștere manifestat față de managementul schimbării, ce tinde să fie din nou "un concept la modă", acest domeniu al managementului se află într-o continuă expansiune, în ultimul deceniu căpătând o amploare semnificativă în rândul teoreticienilor și practicienilor în știința managementului și bucurându-se de o atenție vizibilă și din partea organismelor administrative și a sectorului public din statele dezvoltate, prin prisma volumului mare de resurse umane, financiare și materiale administrate de acest sector. Această lucrare conține un model de management al schimbării aplicabil organizațiilor românești, bazat pe experiența practică a autorilor și pe alte studii din literatura de specialitate română și internațională. Fără a avea pretenția că modelul nu poate fi perfecționat, dintre avantajele sale menționăm: viziunea sistemică; are la bază o metodologie complexă; flexibilitatea ridicată a modelului; multidimensionalitatea modelului; modelul pune la dispoziția practicienilor o serie de instrumente de lucru, ce pot fi utilizate pe parcursul utilizării acestei metodologii de schimbare organizațională; se concentrează pe rezultatele finale.

Cuvinte cheie: Management, managementul schimbării, managementul inovării, dezvoltare organizațională, sistem, schimbare de sistem, model de management al schimbării, viziune sistemică, gestionarea schimbării, tipologia schimbării, internaționalizarea activităților economice, eficiență economică, eficiență socială, determinanți schimbării, tipologia schimbărilor, necesitatea schimbării



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1. INTRODUCTION

Change management model applicable to Romanian organizations was developed following consideration of the most significant buildings of its kind developed by his predecessors. Major limitations of previous construction are:

- Failure to thoroughly examine the relationships between variables, because most of the models have variables in the block, without revealing the causal links between them;
- Most models presented in the literature are static, based on a high stability of organizations environment. Or the environment today is very dynamic and requires organizations to rapid responses;
- Models presented in the literature only consider issues facing organizations, organizations not considering economic performance, management, social appreciable but wish to improve performance;
- Lack of precise tools which are used in different stages of change and effectiveness indicators that changes could be evaluated.

2. LITERATURE REVIEW

Change management domain is characterized by lack of empirical research both nationally and internationally, and existing research is based largely on intellectual activity and researchers perception, and less on practitioners perception. This research was broadly inspired by paper works of Lewin (1997, p. 39), Adizes (1979), Năstase (2004, p. 370), Clarke (2002), Beckhardt and Harris (1987), Kotter (1996, p. 117) etc. Basic postulates of the theory of Adizes are the following: first, the organization development he considers similar to the development of any living organism. The author believes that one of the limits of this analogy is that the inevitability of death of living organisms is not valid for organizations. Second, each stage of development researcher believes that it will face potential problems that divided into a) unavoidable disease of growth (early death, trap founder, entrepreneur unrealized or premature aging) and b) organizational pathologies they consider as "problems occurred due to progression 'growth disease'". Difference he sees between American researcher diseases and pathologies organizational growth is that growth if disease were not treated when they, in time, turn into pathologies of the organization it is very difficult to treat without external assistance. Thus, it is concluded that the task organization management is to minimize the risk of medical conditions.

Another models considered by me in developing this research are that of Schein (1999, p. 236) and Johns (1998, p. 438), showing that as the company grows and expands its activity, it passes through five stages of development - evolution and revolution cycles. Greiner and Schein (1988, p.132) model proposed changes in structure, strategy, culture caused by the shift to a later stage of development, believing that most firms do not learn how to adapt, or at least do not do the time. Greiner and Schein (1988, p.131) model shows the characteristics of each stage of development and proposes a useful scheme for successfully passing crisis management is especially useful for running any company faced with change. Steps that distinguish them are:

- Stage 1: developing creativity (crisis management);
- Step 2: developing the leadership crisis (autonomy);
- Step 3: development by delegation (global control);
- Step 4: Development in coordination (global bureaucracy);
- Step 5: collaborative development (crisis?).

The model proposed by Grainer and Schein (1988, p.132) can be used to determine where they stand currently undertaking the development curve, which allows discussion of issues that can be anticipated in the future, can be diagnosed as character development organization's management system Another is that it demonstrates the need for change in different stages of business development.

Unlike the models above, which treats the problem of large companies, with real financial and managerial capabilities to manage the change, this study aims to address the issue and the small and medium firms, known for reduced volume of material, financial, human and information, and "perishable" to changing their domestic and international environment.

In this research we intend to bring an important contribution in terms of both theoretical and pragmatic aspect in the study. Research aims to highlight the current state of change management and innovation in Romania, management tools used in managing the change process, the particular process in our country and how the proliferation of the phenomenon in the future, from a series of criteria established after discussions conducted with researchers in the field. A major challenge for this research is the relative lack of clarity of some of the concepts used in the perception of respondents, with a special definition of terms and abstract ideas. Starting from the fact that this concept is highly subjective, this creates ambiguity in perception "clear definition of concepts is very difficult to achieve due to the broad scope of the field.

The reason that we consider to be useful this research topic is due by the current context of economic and social change generated by the crisis at the national, regional and global levels. The first and most affected organizations in this context are companies that must seek and find quick solutions out of this impasse, because their survival depends on the short, medium and long term. Maintaining competitive advantages, market share, skills and capacities to cope with possible future threats is achieved through the implementation of change management activities at companies of all types, becoming a permanent condition of the market organizations the business sphere, but not only. In these circumstances, implementing change management takes specific measures and uses multiple meanings of the various challenges regarding its application just social, cultural and ecological potential to exploit pragmatic actions in the field of human activity as different.

In the context of increased globalization and the growing interest shown to change management, which again tends to be a "fashionable concept", this area of management is in continuous expansion in the past decade gaining significant scale among theorists and practitioners in management science and enjoying the attention of the visible and administrative bodies and public sector in developed countries, considering the large volume of human, financial and material given to this sector.

3. MODEL OF CHANGE MANAGEMENT

- a. Identify the need to diagnose the organization to carry out change
- b. Setting objectives and scope of the study
- c. Preparation of diagnostic analysis and training team of reformers
- d. Data collection and identification of significant symptoms
- e. Setting weaknesses, strengths and recommendations for achieving organizational change
- f. Develop plan and program of organizational change
- g. Communication and motivation proposed changes
- h. Introduction of changes
- i. Institutionalization of organizational changes made
- j. Achieving quick results
- k. Monitoring and evaluation of changes implemented

4. CONCLUSIONS

Currently, it is considered often by specialists in management, the companies that have an appropriate framework for managing organizational change process achieved superior performance to other competitors. One of the major causes of this phenomenon is that these organizations tend to homogenize, to direct and energize the organization's members to achieve specific goals. Thing but really only to the extent that these objectives are important objectives of the organization, established strategies and policies both globally and in part on functions or other considerations.

Performance will be enhanced if the attitudes, behaviors and methods used in business are not correlated with the real needs of the organization and its staff.

In the light of those elements and presentation model can be seen in the previous paragraphs a number of advantages and limitations in the functioning of the proposed model.

A major advantage of this model is the systemic vision has been built. The change takes into account a high level of interdependencies between organization and environment in which it evolves. The model presented is based on a complex methodology, with stages and phases rigorously structured, but allow its ease of use. The logical structure design and implementation is easy to understand and plan builds on its actual implementation in an organization. The model can be successfully applied in all types of organizations, there is no boundary well formalized systems or enrollment in a number of employees, resulting in increased interaction between persons with a specific. Regarding the previous comment, however, we can say that another important feature may be considered high flexibility of the model, reflected in the ability to adapt to specific organizations evolving in different fields have different sizes or other features. Multidimensional model, reflected in consideration not only the elements of procedure, but their treatment in terms of links between these elements and order management, economic, technological, social, etc. is another feature of this developed. The full version can be used, or may be used modular analysis given program or change and the different stages of development in which the program. The proposed model can be used as stand-alone or in combination with other models of change or redesign of organizational elements. He presented the researcher or practitioner provides a number of tools, which can be used during use of the methodology of organizational change. Using this methodology, managers can initiate analysis and changes within the organization to ensure favorable conditions to develop and implement organizational strategies and policies, whenever necessary, appropriate to meet the interest of customers, shareholders, employees and other stakeholders representative. Model focuses on the final results, the "degree of achievement of objectives" and considers change as an important factor contributing to organizational effectiveness and efficiency.

As main limitations we consider the following aspects:

- an insufficiently clear presentation of the relations, the links between organizational change and performance organization, especially management;
- instrumentation is still low and does not provide enough options so as to enable those concerned to obtain information on changes accurately investigated;
- establishing failure indicators of organizational parameters that can alert managers of any breakdown organizations within it;
- control mechanisms in various stages of application of the methodology is not sufficiently rigorously defined and relies heavily on the experience of managers or those involved in these programs and change analysis.

Given those elements, advantages and limitations of the model, we consider that he is an important tool for working professionals interested and involved in analysis and organizational change programs. It is necessary in this context that managers develop a range of skills on the management of an organization in constant change, enabling them to build an environment conducive to achieving synergy effect, involving a high level of all members in its life.

As outlined in the model, organizational change begins with identifying the need for change and then evolves into a transitional period, which aims to introduce new tools, practices, etc.. consistent with the vision of managers and organizational objectives. The success of these changes depends largely on the involvement of managers from different hierarchical levels, but especially senior management, and the rate and extent of internalization of the newly introduced elements. The change shown is a model that can be applied successfully in Romanian organizations of different sizes, representing a methodology that can be used by theorists and practitioners concerned with management in general and of the change in particular, organizational behavior and interdependencies between change and management of organizations.

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