

THE MANAGEMENT OF CHANGE IN THE FUTURE ORGANIZATION

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ABSTRACT

During the present paper the authors have attempted to present a point of view on some aspects regarding the management of change, which should be adopted by organizations in the future.

The need for change together with the globalization phenomenon make up the two main directions regarding which the organizations strive to find the best solutions.

The organization is first of all a social structure and that is why we have concentrated our research on human resources and on another important element, obtained by people as well, economic information.

Keywords: the content of change, the features of the manager of tomorrow, a new approach on marketing, a new attitude towards human resources.

1. GENERAL CONSIDERATIONS

The changes that have occurred all over the world in all fields of activity (economic, political, and social) are not new as a phenomenon. They have been, are, and will continue to be, except that during this present stage the rate of change is much more accelerated. This imposes to organizations a greater adaptability to the present and in regard to the future.

Many times organizations fail to observe that the market is in a continuous change, and the economic sphere is influenced by two powerful forces: technology and globalization. In this context two types of organizations stand out: the ones that change and the ones that disappear.

The organization of the future has to acknowledge the fact that "first of all is a social structure. It means people. Thus, its purpose must be to make people's advantages useful and their weaknesses irrelevant" [2].

2. DEFINING THE DIRECTIONS OF CHANGE

The need for change is perceived by all organizations, only they are the ones that have to define its content.

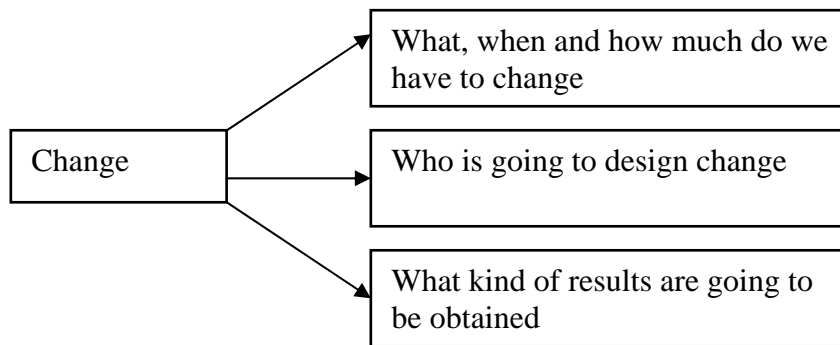


Figure 1. The content of change

According to figure 1., these changes regard mainly two essential elements of management: man and economic information. The interaction between these elements through the process of management, and the results obtained are schematically presented in figure 2. [3].

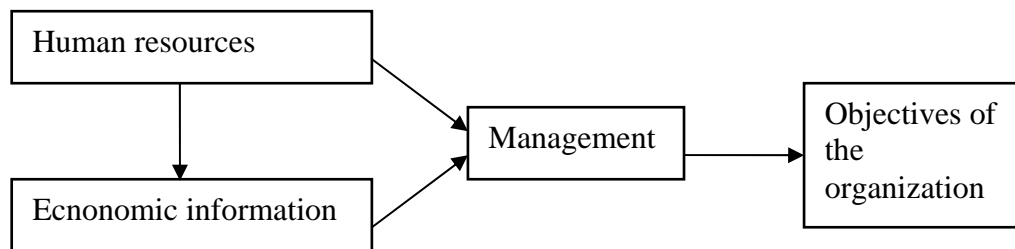


Figure 2 Essential elements of management

From our point of view the preparation of the organization for the future will be centred on the two resources capable to assure the accomplishment of the organization's objectives. For this reason the organizations will have to take a new stand towards human resources and approach marketing differently.

3. A NEW STAND TOWARDS HUMAN RESOURCES

Human resources are the most important asset of an organization. If an organization would prove capable to solve the problems of this resource, then, surely, it would fulfil its objectives and have a future.

The new attitude towards human resources will distinctively refer to the two components of the resource: the managers and the other employees.

The managers in an organization represent the motor of its development. In figure 3. we emphasized the two components of a manager's activities: the professional and the social component.

There where the manager will perceive the external environment with its changes and will adopt the adequate strategies and tactics, where he will create a work environment based on self-control and participation, will keep the values and find talents, will consider the employees as true partners, then the performance and the future of the organization will be assured.[3]

Regarding what has been stated before, from our point of view, the main characteristics of tomorrow's manager are drafted in the figure 4.

The employee must be regarded as a partner, as a collaborator of the organization, with his aspirations and emotions, and not a mere wheel in a mechanism. We can characterize this new attitude as follows: the adoption of another type of communication, by eliminating fear and the rigid ties between levels.

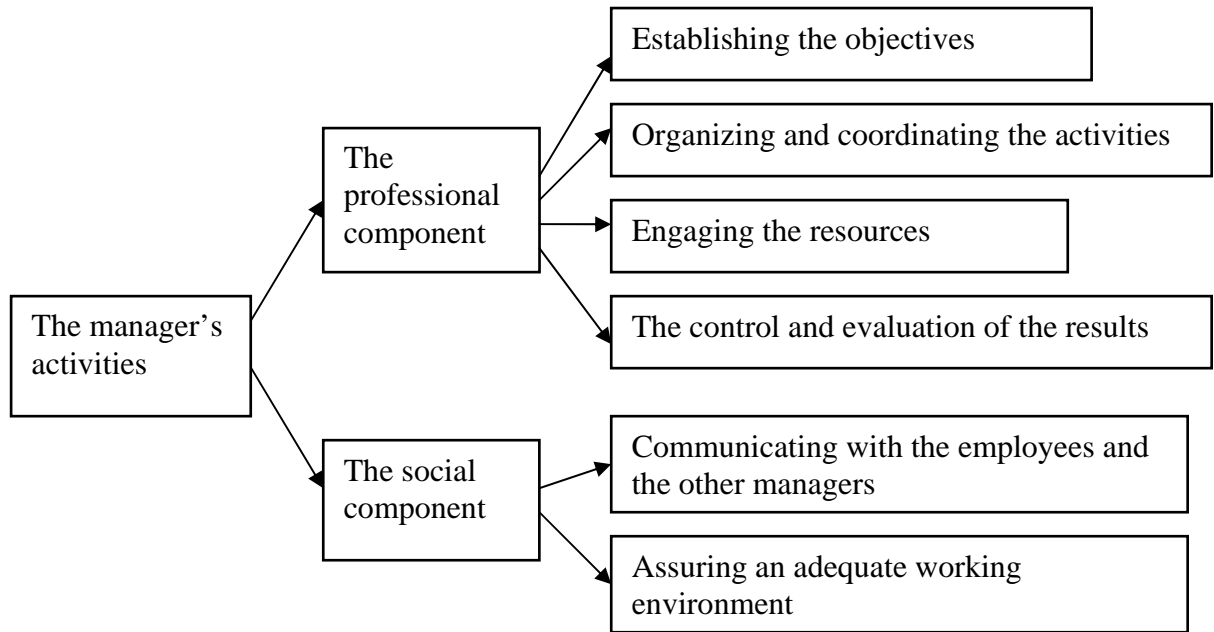


Figure 3. The main activities of the manager

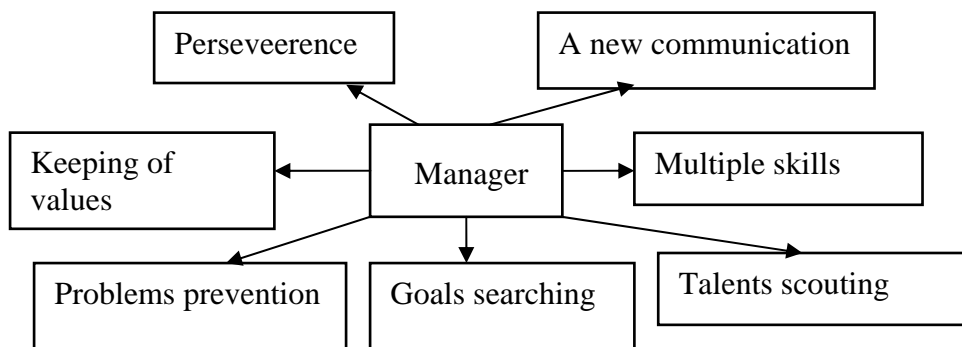


Figure 4. The main features of tomorrow's manager

The employees nowadays see in their boss as a mentor or a coach who leads them by his abilities and skills, and not by administrative power; creating a work environment where the employees feel useful, not only by execution, but also by participating with ideas and solutions to the life of the organization; Assuring the participation of the employees to the life of the organization by conviction and not by an imposed acceptance; the assurance of the work environment to be made not by the traditional contract (master-slave), but by creativity, initiative, activities' autonomy and employee skills; etc

4. A NEW APPROACH ON MARKETING

We have identified marketing with economic information because through its specific activities there are obtained pieces of information that practically direct the entire activity of the organization. The management of marketing will have to comprise five basic steps [3] as presented in figure 5.

Applying management to marketing according to the new conditions will lead to acquiring some pieces of information necessary for the organization in what regards the identification of the objectives, the making up of strategy and tactic, engaging the necessary resources so as to attain the performance equivalent to success and the fulfilment of the objectives (figure 6.)

The leverages used in the new approach of marketing for the attainment of the objectives of the organization are [3]: Product quality; Better services; Lower prices; Higher quotations on the market; Adaptability and individualization; Product betterment; Surpassing the client's expectations.

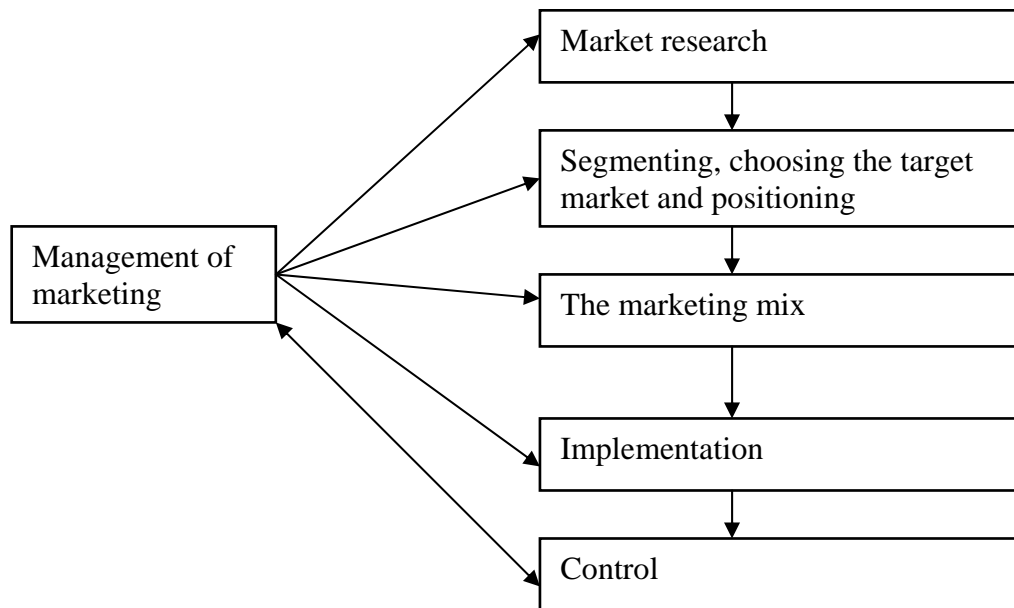


Figure 5. Management steps in marketing

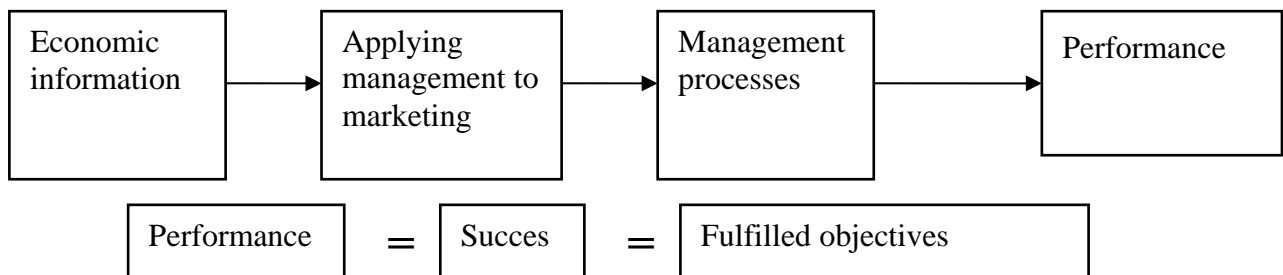


Figure 6. Using economic information

5. CONCLUSIONS

The need for change, together with the globalization phenomenon, constitute the two directions regarding which the organizations need to find the best solutions. The necessary changes must regard the organization first of all as being a social structure, which means people. From our point of view change has to target first of all human resources, together with the use of economic information. The new attitude towards human resources has to create the environment in order to allow the attainment of a new type of manager for the future, and put the basis for new relations with the employees, relations based on collaboration, performance, initiative, talent and creativity. By obtaining and using the economic information through methods specific to marketing and by an adequate management, having as focus customer satisfaction, the organization will direct its activities for the attainment of competitive products, cheaper, superior from a qualitative point of view, better services, all of these leading to performance, the fulfilment of the objectives and the assuring of the future.

6. REFERENCES

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