Change Management and Processes of Small Companies

Professor Mircea UDRESCU, PhD
udrescumircea@yahoo.com
“Artifex” University of Bucharest

Abstract
Change for the better is one of the sustainable features of the modern organization. Therefore, change management expresses the excellence of skills, abilities and skills that can demonstrate a manager. The efficient management of change, organizations thrive and managers who consistently fail to manage change successfully is among managers. Change can occur accidentally or consciously, can generate untold drama or binding process can be full of confidence. Vision and passion, management opportunities, management motivation and providing competitive products and services than the competition are just some of the processes that support change management in small firms. These elements are more obvious management in small firms than in large firms because no hierarchical levels makes the reaction speed in small firms is much higher than in large firms. In the small firms, the change is an everyday component a manifestation of rapid response, primarily related to leadership, while big companies keep changing organizational structures, which means often a delayed reaction and cumbersome. Therefore, the change in small firms is a competitive advantage that must always be maintained.

Key words: management, change, marketing, competitive advantage, organization, motivation, firms, efficient, paradigm.

JEL Classification: M10

1. Management and change daily.
General management teaches us to use theories, systems, methods and practices of management of resources so that it can ensure the stability of an organization, in terms of competitiveness. But the stability of an organization requires daily and long term management of tens, hundreds and thousands of changes that occur in the organization's functions, as well as a whole. Practical everyday by managing change within the organization, expresses the quality management gives brightness stability and continuity organizational entity. Every time spatial stability of a company is changed. Constantly changing composition of production factors, internal cultural environment changes, change the external environment of the organization. Organizations are continually changing. Some become more efficient, others are in a precarious balance, while others are already talking about the past tense. Change for the better is one of the sustainable features of the modern organization. Therefore, change management expresses the excellence of skills, abilities and skills that can demonstrate a manager. The efficient management of change, organizations thrive and managers who consistently fail to manage change successfully is among managers. Change can occur accidentally or consciously, can generate untold drama or binding process can be full of confidence. As a subject, change management requires
mastery of scientific instruments planned routing resources for high performance validated by the market. Change management is the management aware of the transition from a current state to a desired future state. The organization is in the process of change can be, if necessary, a public company, a private company, a school, a philanthropic organization, a sport organization etc. Thus, change can become a conscious process directed primarily towards effectiveness and efficiency essentially any change management. Undoubtedly, the forms of change management takes distinct features large firms compared to small ones. Although the essence is the same - change directed toward a predetermined goal, the management process varies from case to case, depending on time, speed, the amount of resources involved, the magnitude of effects etc.

2. General paradigm change.

In the last years of increasingly obsessive, current vocabulary has been enriched by the term "paradigm". Beyond its dictionary meaning, the paradigm is perceived as a linguistic construct current, suggesting a theory, a model, a supposition or a frame of reference in which an individual or group of individuals perceive, understand and interpret the surrounding environment. Is how individuals and social groups think about the phenomena is occurring or that part. Often paradigm is similar to a map1. If the map is accurate, one who uses it is certain that not astray. Thus, paradigms are the beliefs and convictions of individuals and social groups that the phenomena of nature and society have some explanation or may be conducted according to certain rules. Are faith and belief by which individuals and groups of individuals acting in order to get the basic needs for cultivation of friends, families foundation for security defense, promote social order to cultivate a reputation etc. But these beliefs, these maps, as a result of certain experiences, may be consistent with reality or not. Every being enters into life, leading to after a lot of maps, beliefs and convictions. In essence, people are very attached to beliefs and convictions that make them maintain that things and phenomena must occur in a certain way. Thus liberates the belief that how you see things is exactly how they should be conducted. As such, optical adopted the faith and belief of each cause and how to act. Consequently, gains show that our paradigms, correct or incorrect, underlie our behavior, ultimately based on social networking. The maps, faiths, beliefs, our maps are consistent with the principles and laws of reality, the more they are suitable for man, with strong impact on social efficiency. There are individual paradigms, paradigms and paradigm general groups. All processes are subject to review, but not equally. The accumulation of information does not necessarily lead to change beliefs, but there are frequent cases in which truths believed until a certain point is questioned. Paradigm shift is the result of an innovative process in which fundamental beliefs are refuted and others take their place new. Given that globalization becomes a more inclusive process, people managers and employees world, social bodies in general become aware of information that erodes and changes the paradigm until recently considered unbreakable. Out of these, consider some to be out of date, as follows:

a Firm's competitive arena: Hundreds decades, organizations have been operating in a competitive environment, fighting each each for a larger share of market, customer loyalty, resources subsidized by various government bodies etc. Company A Company B fights, companies A and B struggled with company C and so on., That winners and losers could be considered a drama actors endless. Competitive struggle has now reversed. Organizations are struggling primarily with themselves. In today's race, winners are

1 Stephen R. Covey, 7-speed efficiency, ALL Publishing House, Bucharest, 1989,p. 6-28
companies that are adapting, are innovative, are assessed by creating superior value, are run by managers concerned with innovation and lifelong learning. The success of these companies comes from processes rather innovative and original retelling than the repetition of operations already tried but judged to be already tired, outdated. Repeating the same conditions is confirmation of what is known, entrepreneurial focus on the past, which can create image old, outdated, old-fashioned etc. It confirms the citations of famous managers of American companies, then renowned marketing expert Philip Kotler, has developed years ago many of his ideas on the increasing role of marketing as a managerial philosophy and process, as follows: "Change or die. ", " The rate of change is so great that the ability to change became competitive advantage and the ability to change requires learning capacity. ", " Companies can not ensure the security of your job, only buyer can " and so on.  

b. Nature of request. Management of any business is the starting point for estimating demand. And demand has evolved from the character table and to request personalized small group. Consumers want products not standardized table but customized products and services specifically designed for them. To present a personalized offer, companies must constantly adapt to be able to respond without delay. As such, organizations must be highly motivated to change, because "Customers retire if they hear about politics" our methods ", " can not be so " or any customization resistance. An organization can afford to sacrifice a client in favor of corporate internal order because the price increases customer acquisition and currently directs customers economic performance of an organization. All these require the concept of "organization trained" ... ability to learn faster than your competitors may be the only competitive advantage that will help you make money ... trained organizations on creativity, not control. They go beyond old-fashioned corporations by cultivating an environment that allows risk-taking. In the war for talent, they look modern methods of recruiting and retaining the best employees. Training is now seen as one of the ways to persuade employees to remain with the company ... " The ability to create customized products and services started to become everyday speech of firms. For example: "Vendors from Levi's can take accurate measures of a person to create the right pair of jeans and to deliver in two days, $ 15 more than the normal price. Buyer can order and another time trousers, without the need to go to the store. "Or" National Bicycle Industrial Company of Japan manufactures bicycles individualized, depending on buyer preference and anatomy. Their factory can produce up to 11,231,862 of variation of 18 models of bicycles, in 199 color variations."  

c. Processes purchase decision. The whole theory and practice of business has grown based on the following beliefs: consumers think and act mainly in a reasoned, rational and linear, consumers can easily explain the thinking and behavior, the mind, the brain and the body, as culture is lives can be properly studied with notable results, independently of each other, as independent modules, memory consumers is a true representation of their experiences, consumers formulate their thoughts in words, consumers are inoculated posts companies and they interpret these messages as intending entrepreneurs and marketers. As such, there are many managers who believe that people make rational decisions in the purchase, that most thought processes take place in the conscious cognitive process that can divide accurately and understand consumer behavior distinct elements: mind, brain, body, society, culture and so on, that what a consumer says  

2 Philip Kotler, Kotler on Marketing, Publishing Brandbuilders, București, 2003  
3 Chip R. Bell, managers and mentors, Old Court Publishing House, Bucharest, 2010, p.21-22  
4 Philip Kotler, Kotler on Marketing, Publishing Brandbuilders, București, 2003, p.161  
5 Gerald Zaltman, How consumers think, Polirom, Bucharest, 2007, p.29-124
that he remembers is a given fixed once and for all; consumers' thoughts are formed and exist only in words, that marketing specialists can inculcate in the minds of consumers to create desired messages about the company, the brand, and its product, making them react as desired vendors. A new paradigm regarding consumer thinking and behavior is based on the following findings: the brain, body, mind, and society form a whole culture and biology; and reason goes hand in hand with marketing. Such an approach brings news about the bewildering nature of communication, thinking, emotions, and everyday human behavior such as: thinking is based on pictures, not words; much of the communication is done nonverbally; metaphor is essential for deciphering thought; reason is not always conscious; emotions and thought coexist in an integrated partnership; managers and consumers interact between reason and emotion; the manager (with its conscious and unconscious elements) and the consumer (with its conscious and unconscious elements) interact, reason and emotion. Joseph Turner explained as follows: "To choose among several options, we need a way of assessing the relative value of these options, and the ability their assessment related to emotions: Emotions give each option a value, therefore, provides a benchmark that can be considered as options, so choosing can be achieved. This process is not necessarily conscious, in fact, rarely happens to be so in all animals, including the man. So being rational means being emotionally, if we try to draw a line to separate emotion cognition, cognition neuroscience is that we do not understand. Cognitive states occurring beyond working memory can not be sustained without attaching emotions."

d. Education and training. Learning to depart from traditional patterns, which held that is learned once and for all, from youth to old age etc. the belief that it is continuing, as products and services common requirement, it tends to become personalized. Essential educational relationship is more mutual search integrated processes than knowledge sharing. Being a two-way search, training becomes more effective when the mentor focuses on build, build, create, on knowing what to do and to do, than to ascertain the level of knowledge, control knowledge involvement. Therefore, the future of the industry is built on the belief that "performance magic training may be one person. There is a one-way transaction, such as master-novice. To be sustainable and effective, must have a two-way relationship - the synchronized efforts of two people. Which gives similar quality dance training is synchronization and synergy. They also provide magic of this process. "In essence, the main purpose of education is to turn the student himself, who, benefiting from an educational partnership, can be used with confidence its only tool at hand whenever needed : discovery, innovation, creativity. In such a context, a self recognizes the dignity and joy that throughout life, teaching has been a wellspring offered by many people in many places and in many situational circumstances. The best mentors recognize that, in an educational process, a process of introspection and discovery, they facilitate processes that

---

7 Chip R. Bell, managers and mentors, Old Court Publishing House, Bucharest, 2010, p.27
are more catalysts. They know that education no longer refer to comments smart speculative at elevated cited, but are able to use to clear communication, which illuminates the steps by which the learner is moving towards perfection, not separate ways but together. Mentors learn together with those we train. They become happy when those who enter into a learning stage in life fly away, confident and satisfied. Therefore, the mentors are transformed into true leaders as "the new leader is the one who persuades people to act, which transforms them into leaders and followers who can make the leaders change agents".

Management's space, time and speed or logistic management. Starting from the fundamental content of marketing logistics, insurance physical movement of products from producer to end user with the lowest distribution costs incurred by the increasing number of business management professionals have switched to using the phrase LOGISTICS industries to designate optimal sizing of material flows and related operations, ie technical and material to restrain distance, speed and time. In this new methodological overall considering the optimal decision control and investigating the physical - the storage, sorting, handling, transport, etc.. This new approach has to change logistics concept that marketing operations related to logistics - warehousing, sorting, handling, transport, etc.. would help increase product value with a new one with a new one, which argues that the value of a product is closely related to its appearance at the time and place required by the consumer. This new vision of the logistics behind the production design rationale "Gesture in time".

Slowly LOGISTICS began increasingly to be perceived as a science of the future, having as a subject optimum correlation dimension and flow of information and goods, the company continued to adapt to environmental conditions.

As such, logistics became a separate component of management, scientific determination of when a product should be in every point of production and sales chain logistics basing modern image. For these reasons, shortly before the end of the twentieth century, became a conviction that logistics management was perceived to be "... a prerequisite for competitiveness in the current economic relations ... a managerial tool, technology overview, coordinating tasks supply, dissolution, industrial management, performance aftermarket. The basic logic of logistics requires local optimal principle that the sum is equal to the global optimum".

Logistics has evolved and is evolving, and since the incorporated foundations of science specific work that way any effective managerial functioning social system, logistics global in scale, propagating itself as a religion.

It is easy to understand that, in economic, logistic management logistics planning and managing art shows in support of the company's production process, from the selection of suppliers, material movement within the company and distributing the finished products to the final consumer. Understanding of this area in the company as a major player of the global economy, buying behavior requires knowledge of business, inventory management, production planning and control, quality management, transport and distribution.

Logistics provides, through specific management, integrated management of all material and finished goods flow in and out of the enterprise. The fundamental objective of logistics management is to provide goods / services to customers with the lowest cost. Integrated management of operating cycle of the company includes: designing, sourcing,

---

manufacturing, distribution, transportation and storage, delivery to the customer after-sales support.

The trend is the move towards global logistics juncture and potential market demand and supply logistics, motor development with the European and global competitive coordinates field. For this purpose conclude that access to decision-making positions in large companies is much easier to achieve if aspirants have training and experience in logistics and management of logistics operations.

In the global economy, specific knowledge society, effective logistics management involves linking the three components together activities both within the company (production support activities) as well as sequences upstream interface (inputs) and downstream (output), the marketing channels (supply and physical distribution). Renowned theorist in the field - John Gattorna argued that, until recently, it was the mistake of logistics management processes associated with the distribution of finished products, ie the last stage of production. This view ignored the role of logistics management in managing internal flows of materials, parts, patent parts and packages. The physical flow is accompanied by a two-way flow of information which is operating the logistics.

Currently, many of the ideas held by John Gattorna are already a reality, as all companies that are successful logistics increasingly considered a managerial capacity, which is responsible for synchronizing product, place, time, with the purpose of optimizing the overall activities to maintain organization in a competitive environment. Given the globalization and socialization of logistics, Professor Bernard Helmut Kortshac, Economic University of Vienna, said that logistics provides a comprehensive description of the interaction based on the division and specialization of labor between elements, functions, departments and enterprises, between national and international under market transformation seller in a buyer's market. Logistics is therefore the opinion of Professo, Science and Optimizer efforts in various areas: transport, hospitals in operation in removing waste from any activity in conquering outer space, in business negotiations stretching from logistics national logistics company, the National logistics logistics to the European and world.

If we consider manufacturing company manager, logistician is the only person that can lead the firm to manage all information and material flows, from design of the product and to the consumer, taking into account the interactions of these flows. Such a position enables the logistics department manager to estimate the company's ability to meet expectations.

Today, logistics status in the organization is further clarified, because it is involved in all levels of management, from planning to execution. Unlike in previous decades meanings, logistics ceases to be seen as a set of activities and immediate priorities, carried out according to the imperatives of the moment.

From the perspective of globalization deepening knowledge society, we associate sociologist Elijah Badescu assertion that, through logistics, institution and computer science to control the extent and time became possible. In his view, the terms British and Computer Integrated Manufacturing CIM-CIL-Computer Integrated Logistics is the logistics


Revista Română de Statistică – Supliment Trim IV/2012
operations phase of computerization. Therefore, at this point, science becomes equal powers of religion and philosophy, in that it can control and even intervene in temporal sequences, making successive temporal sequences and thus synchronized simultaneous sequences or even reversible. By joining computerized logistics management resulting institution or institutional logistics. In terms of logistics, sociologist Elijah Badescu considers that, at present, to move from institution to institution megalithic small that no strong national states can not control.12

From these considerations it is clear that both globalization and logistics are two terms that have special meanings known in the last fifty years. With new conceptions company functions, logistics passed from marketing to logistics logistics industry, getting facets of global functionality, managing, by principles of efficiency, information and material flows upstream business, inside it, and and downstream of it, being responsible for delivery of the products by design until they reach the final consumer with the lowest costs.

As the same source of capital has become an increasingly diverse use, and provides multiple industries, global logistics gained new meanings and became responsible for effectiveness in territorial capital, managing the flow of information and the production of specific goods property, infrastructure, education, security, defense environment, health etc.

Social world reflects, of course, economic polarization, meaning that global elites are increasingly attracted to new economic values that they share and propagate them, while large masses of people are inclined towards nationalism, ethnocentrism and to unpredictable liberation movements under what is perceived to be the source of poverty dictated by globalization hegemony. In such an environment, resistance to globalization processes is anticipated to evolve towards ideological radicalism, especially in countries where the ruling political elite is numerically small and globalization is increasingly seen as a source of poverty, domination masked by unfair transfer of national wealth by certain hegemonic pole.

Catalyzes global logistics, according to our opinion, processes globalized economy, knowledge society, in the name of global political purposes. But beyond beneficial trends, economic globalization and logistics is accompanied by painful phenomena as: exacerbation of chronic local and regional interests, globalization major organized crime responsible for drug trafficking, drugs, weapons and so on; radicalization of fanaticism and ethnic origin religious, so diversifying terrorist actions.

Logistical conditioning globalization, knowledge society, is expressed by the so-called minimum required standards organizations, communities or nations to accede to issues of interest. When a highway is required to have certain logistical facilities, a car meet certain environmental standards, food to preserve certain technical conditions and so on, usually there are interests that certain products be sold locally, stimulating the consecration of privileged producers. In this way, progress became the preserve of an elite production, while large geographical expanses turns to secure markets in areas of influence.13

Overall, the logistics part of a whole interaction between active and passive elements of production, which is an ordered sequence targeting labor specialization, and time and space physical movement, chain relationships are subordinate goal - creating value. The essence of modern logistics management is the best information and material flows upstream in the process of transformation and downstream business in the physical distribution of goods and services in terms of competitiveness.

12. Ibid., p.309
3. Determinations of change in small firms.

Regardless of formal definitions, small firms represent meteoric appearances in this globalized world gigantism. Small firms can be compared with schools of fish that accompany large sea creatures. Small businesses are put at the service of big business or exploit market segments not relevant for large firms. Therefore, the emergence and development seem to be local and transient time. Management of these companies does not require complicated feasibility studies, but niche management actions designed to exploit market opportunities that require relatively small investments, coupled with promises of providing high value to customers. Therefore, competitiveness is the ability of small entrepreneurs and private efforts to maintain the quality parameters offer. Therefore, the change in small firms is closely linked to traits of entrepreneurs, which, most often, is the owner and manager. Practice shows that are maintained and thrive in a global marketplace, and build small businesses that change by:

* Vision and passion. Vision is conscious action to make visible what is invisible yet for many peers. It is an image that can bring profit opportunities, meeting high demand and desires. But the vision may remain just a dream if not accompanied by passion, a lot of work to be put into practice. Passion is a strong emotion to others as a dedicated purpose, such as hope and joy to pursue success as respect for people and results. Targeted, passion enables effective use of the full potential at the service of vision. A passion poorly directed, meaningless, based solely on interest, it can turn into an obsession. This maintains a chimera, not only to reduce wealth and compromise efforts. Targeted entrepreneurial vision and passion leads to success, positive change, while poorly targeted vision and passion lead to failure, bankruptcy, losses regrettable social discontent. A bakery, a repair shop, laundry etc. are as many vision applications to profitably satisfy needs, desires and needs of people and change the objects of their vision hopes are all consumers and producers. Successful changes are specific to those small entrepreneurs who, every day: I understand that failure is an everyday fact of which they are the main culprits, for not properly set the future, focus on the present and are optimistic about future, living in hope and confidence, without greed, envy or thoughts of revenge, keep balance creative freedoms and responsibilities, understanding well that their freedoms extend to there until you may be violating the freedom of others to be adept at avoiding unfair things, believes that profits gratitude comes from having done something important for others etc.

* Optimizing management opportunity. For any person, consider that opportunity management is expressed as a locus of skills, attitudes and knowledge. In a business opportunity management is the expression of specific joint management leadership opportunity management company with specific employees, meaning being given management actions. What happens in a small business is closely linked to how it is dealt with action. Product, packaging, consistency, logistics, presentation etc. are things that change from day to day, as desired leadership, desire to be very close to expectations. Attitudes, skills and knowledge of small business management are closely related to how to express enthusiasm for the purpose of all those who contribute to providing hope, rulers and a small number of employees. Management area of opportunity for small firms expand when business success is growing and collapses when it is found that the predicted expectations are not met. Business success skills related to the driver skillfully use knowledge, attitudes and skills of its employees. As such, the contents becomes malleable, the role of each employee being changed every day, in direct correlation with the nature of the application. In a small company, employees complement each other at work, it helps understand what to do, their job satisfaction in view of change management. Wanting to be safe at work, wanting the business to be profitable, managers and employees want to
discover what to do to take to be successful. Both the driver and the employee, not necessarily talent (skills) result in goals, but involvement. By implication, to improve attitudes, develop skills, cizelează characters, daily weights are exceeded. Character, involvement, discipline and responsibility are internal values that leveled the road to success of small business. When the principles of responsible management are known and respected by all members of the company, success is guaranteed, and the firm can prosper soon became a large company. That appeared and said in a globalized market Dell Computers has complied and comply with the following management principles: no lie, sincerity, without vanity, pride is left at the door without apology, we have responsibilities, not easy goals, tasks, extended ensuring profitable growth, without deception, deceive ourselves successful not easy, no waste, we are concerned with keeping money etc.13

* Manage motivation. Many people are of the heart with that "Motivation is the spark that lights the fire of knowledge and fulfilling fuel engine. It makes up momentum and to maintain." Motivation expressed form in which we explain the needs and justify our actions. For small companies, the main purpose is related to immediate satisfaction and better conditions than the competition customers. This goal motivates all staff and specific way in which the rewarding or dissatisfaction at work. For all staff, in such an argument, no matter what happens, because there are faster solutions. And solutions is a form of acceptance of change as everyday activity. On behalf core purpose, employees of small firms act as the exchange volume production immediately the purposes of adapting production, such as the exchange structure and packaging, to the purposes of consumer products etc. Not infrequently, analyzing firms fail, compared to those who successfully leads to the following conclusion: the difference is given by the motivation shown how to change the responses that were given to failures. And these issues are mainly related to the firm's internal components, especially the human factor.

* To offer competitive products and services than the competition. Small businesses build their vision of the main goals of providing products and services better than the competition when customers need, with lower prices .. For that every employee is convinced by the idea that we must work harder and better even as it is paid. Therefore it is considered that "The two main qualities that have helped thousands of people to arrive in their little posts of great responsibility in executive positions are: First: the ability and willingness to assume greater responsibilities. Second: the ability to help others to be more efficient, directing them wisely efforts. We get what we offer - and this is not just an axiom idealistic, but a really healthy, underlying all successful people.

Whether the job is to drive alone without needing supervision or help others to carry out a common task in an intelligent way, the man who gets the most from the account of his services is offering the more than those for which they work. "Such employees move easily from one job to another easily formed work teams required by changing business processes.14 People who give more support marketing efforts, enabling favorable price movements.

Vision and passion, management opportunities, management motivation and providing competitive products and services than the competition are just some of the aspects that support change management in small firms. These elements are more obvious management in small firms than in large firms because no hierarchical levels makes the reaction speed in small firms is much higher than in large firms. In the small firms, the change is an everyday component a manifestation of rapid response, primarily related to

13 Zig Ziglar, Beyond Top, Old Court Publishing House, Bucharest, 2011, 117
14 Napoleon Hil, Beyond Top, Old Court Publishing House, Bucharest, 2011, p.80
leadership, while big companies keep changing organizational structures, which means often a delayed reaction and cumbersome. Therefore, the change in small firms is a competitive advantage that must always be maintained.

References

[2]. Chip R. Bell, Managers and mentors, Old Court Publishing House, Bucharest, 2010
[7]. Mircea Udrescu, Logistics and globalization, the book "Area Southeast Europe in a globalized world", Scientific Session with International Participation - Strategies XXI, National Defence University, Bucharest, 2007
[9]. Rodica Chirita, Logistics - stimulating factor enterprise economic Tribune no. 2, 1990
[12]. Zig Ziglar, Beyond Top, Old Court Publishing House, Bucharest, 2011