

A THEORETICAL EXPERIMENT IN ORGANIZATIONAL TRANSFORMATION: IMPLEMENTING THE CHANGE AT POLYPROD'S M&DDIV

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Change management is one of the main organizational processes influencing the success of any organization in the marketplace. Assessing the factors that might be directly responsible for a successfully implemented change management process should represent a continuous managerial concern. The main purpose of initiating the change management process at organizational level is reducing the potential gap between what the organization does and what should do according to the realities from the marketplace. The change management is a continuous re-adjustment of organizational capabilities in the business environment. Polyprod is a potential organization that failed to re-adjust its organizational capabilities. It is a multinational organization confronted with a fussy climate dominated by functional hierarchy and cross-functional tensions. The organizational culture at Polyprod hindered better adding value processes. The following analysis addresses both the present state of Polyprod as organization and the factors that might improve organizational competitiveness through a potential change management process.

Introduction

In this paper we shall propose a new type of social change approach in the field of organizational studies. Our purpose is not to study the organization but to find out a method appropriate for the implementation of a changing plan so that to get finally a sustainable change within that organization. To attain such a goal, you have to handle a huge amount of data. Dealing with information at the organizational level means abilities to keep up with increasing data complexity. That is why the information management or the ability of keep up with the burgeoning quantity of data has become a critical factor for high-technology companies.

These are not confronted only with high technology and complex information systems but with special organizational structure, trained people and organizational interconnectivity.

The way that senior management, the employees deal with this structure and interconnectivity within the organization and environment is essential in gaining competitive advantage in the market.

The pace of technological change coupled with pressures from a competitive environment (competitors, consumers, regulations) could be overwhelming that the companies cannot afford to waste time re-inventing methodologies or re-justifying costly-errors-even injuries-can result.