

## THE ROLE OF CONSULTANCY MANAGEMENT IN ORGANIZATIONS THAT RUN NONCONVENTIONAL PROCESSES

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**ABSTRACT:** The paper presents some aspects of general specialized counseling in management as a lever in the economic change and reorganization, the counselor representing the agent who promotes rational and efficient changes. The history of humanity shows that people are very adaptable, being capable to cope with changes, but accepting them as natural facts of life. But when it comes to changes within organizations, people usually oppose them and try to avoid them, considering that these could worsen the content of work, the working conditions, more tasks, the income, the power they have in the organization at the moment when the changes begin.

**KEYWORDS:** Management, Consultancy, Industrial Organization, Economic Restructuring, Changes

### 1. INTRODUCTION:

We can enumerate a lot of psychological reasons or reasons of a different nature regarding the resistance to changes.

Here are some of the most important:

- lack of conviction regarding the necessity of change;
- the displeasure felt for the imposed changes;
- disagreeing with unannounced changes, made all of a sudden;
- fear of the unknown;
- the reluctance with which unpopular problems are approached;
- fear of inability to deal with changes and fear of failure;
- disturbing routines, habits, and relations;
- lack of respect and trust in the promoters of change, etc.

Mention should be made of the fact that, in organizations, change doesn't represent a goal in itself, but a means to adapt to the new conditions, to maintain or improve competitiveness, performance and effectiveness.

But in a world in which changes – of all kinds – happen rapidly, both the managers and the management counselors, should be

prepared for this: managers to evaluate the problems and to be able to ask for specialized help, and the counselors to be able to cope with any problem (no matter their complexity and the rapidity with which they happen).

In the present economic situation we can consider that the true obstacle (the critical point) of the changes in an organization is represented by the motivating of the employees and their affiliation to the change.

As it is also shown in the paper, the management counselor is an agent of change and reorganization because the process of counseling in itself works for the grounding of improved managerial solutions, i.e. of the adequate and successful organizational changes, that is to say of the reorganization.

Specialized counseling represents a method of giving advice, of helping in concrete situations processes of change, modernization, reorganization, etc., a professional service, contracted paid to analyze certain activities and/or problems that appear, to identify the causes and to recommend solutions or/and assist to their implementation. [1]

Whenever people try to make changes or improve some situations but without having

direct control over the implementation of the solution, an activity of specialized counseling is being performed.

So the counselors are assistants, people who make possible a certain action, starting from the fact that this type of help can be provided only by professionals in various fields of activity.

Specialized counselors are used to help, to give advice regarding any management problems, they collaborate with the managers, doing a certain kind of activity – identifying problems and preparing decisions, but they do not take these decisions.

The problem of decision and action belong to the manager before, during and after the counselor has done his job at the respective firm.

The objectives of specialized counseling in management can be formulated as such: [2]

a. Knowing the situation of the organization – client, in the environment of activity, perspectives, relations;

b. Identifying the problems, the causes, the causal relations, and their consequences;

c. Arranging the problems in a hierarchical system according to their gravity – in order to establish the urgency of solutions;

d. Determining the conditions of solving the problems and presenting the forecasting survey to the management;

e. Offering technical assistance for the implementation of the solutions when it is needed and asked.

It is known that a proposed solution will not last if the free adhesion of those who have to put it into practice hasn't been received.

There are more categories of specialized counseling – as services done for the management, classified according to the following criteria:

a. From the point of view of provenance there exist:

- internal specialized counseling;
- external specialized counseling;

b. From the point of view of specialization there exist:

- general specialized counseling;
- expert specialized counseling;

General specialized counseling in management takes action for the solving of

synthesis problems of integration of several activities and fields, possessing the techniques of “diagnosis”, of “therapy”, and of “treatment” in the field of management.

Expert specialized counseling presents a high degree of specialization, of competence, and a good mastery of the concepts, methods and techniques specific to the respective domain.

## **2. CHANGE AND REORGANIZATION IN THE PROCESS OF MANAGEMENT**

Changes represent real modifications, applied to any part belonging to an organization, covering all the aspects of the life of the industrial unit or shop: economic, technical, organization, social, human, political, cultural, etc., and reorganizations bring new organizations, on new bases, but any reorganization is based on changes and cannot exist without them.

But there is a balance of the forces of change, as it is presented in figure 1.

In the equation of change there appear 2 new types of forces: of pressure – the explosion of information, the necessity for new products, the growth, of creativity, new discoveries, new technologies, new professions, the necessity to improve the working conditions, etc. – which are determined in the process of change and of curbing – old mentalities and organizations, the fear of new elements, the fear of failures, lack of professionalism, the interference of the political in the economic, etc. – which create resistance to change.

In order to produce the desired change without side effects, the equation of these forces should be as close to a balance as possible.

We must take into account the fact that any change can produce effects beyond the area in which it takes place.

It is important to mention that, in order to ensure its development, an organization should not only pay the minimum price for the changes imposed by the environment but it must also engage in a voluntary change.

In general, in such situations, human resources are barely taken into considerations, in the best case the stress is laid on the capacity to analyze and to take action of the people in leading positions, the staff being considered just a “change

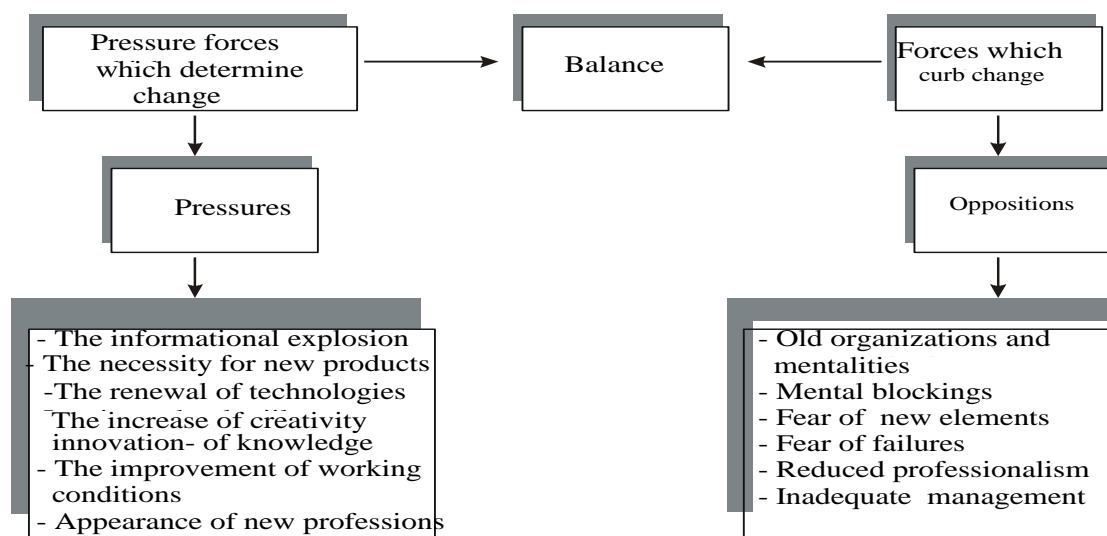
consumer”, as if the function of the “changer” would guarantee the final result.

The main resource of the changing process should be the man. The strategy of change that ignores this essential element is doomed to fail.

The management of change should always be accompanied by the development of human resources, from which the conditions of success should be extracted.

Usually, man doesn't occupy his rightful place in the change strategies.

A mistaken idea about the social factor transformed man into the target of changes, when he is in fact the element that generates change.



**Fig. 1 Balance of the forces of change**

In order to simultaneously reorganize the work structures and the people, a “meta – change” must be made, the rules of change must be changed.

The technological, economical, and social mutations should be guided, in a well mastered process – making the place of the human resources management to evolve simultaneously in the organization.

Changes and also reorganization will not be able to succeed if they are not made together with the people in the organization, if they are not convinced and motivated that they are necessary.

Usually, and most of the time, the resistance to change and reorganization is made in a subjective way, because they affect the interests of people or of groups of people.

Resistance to the changes imposed by the leaders is natural, taking into account that there is no guarantee for the success of the process of management under the new conditions.

But this attitude means routine, accepting the natural course of events, which is not characteristic for the dynamic, modern, and efficient manager. [3]

In practice resistance to change is sometimes invisible, manifesting itself through inertia.

Mention must be made of the fact that inertia can be produced by the forms of organization themselves, for example The Metallurgy Works from Galati Romania and the Ore-carrier Port, but also by the persons or groups interested in maintaining some inefficient forms of organization, the change having as an effect the disappearance of their privileged positions.

Here are some of the most representative ways in which resistance to change manifests itself: [5]

- direct refusal which appears when the organization is either too small, or when its management doesn't agree with the change;

- the delay appears when either committees are formed to study the problem or when this is postponed;

- exaggeration, it is represented by the following way of thinking: the change is too hard for the organization, there doesn't exist the time necessary for the change;

- self-complacency when the management considers that the results are satisfactory – without changes – so these are not justified;

- unjustified cautiousness, in fact the fear of changes.

In fact the necessity of change and reorganizations is determined by the perturbations appeared in the system, which, in turn, are determined by two categories of phenomena:

a. real phenomena existing in the activity of the organization and which need to be eliminated or at least attenuated through changes;

b. subjective phenomena appeared as a consequence of incompetence in the system of management, they should be eliminated through change.

The phenomena which are the main causes for the perturbations that appear during changes can be grouped into, real phenomena, which require through change the removal, the attenuation or even the elimination among which, phenomena which appear in controlled activities like:

- the avoidance of little towns, the insufficient promoting of the young people, etc;

- collateral phenomena of the positive social actions, for example pollution because of industrialization, difficulties with the family because of working overtime, etc;

- fluctuations of the external factors which influence management, for example: lack of resources, disagreements with the suppliers, with the clients, etc;

- subjective phenomena - which require through change the elimination of the situations which generate these – among which;

- existence of disparities in the same organization, like the disparity regarding tradition, etc;

- new necessities that appear because of the modification of the objective;

- conditions required by transition and the development and the development of the market economy;

- forms specific to the old system of management, like conservatism, bureaucracy, rigidity, etc.

### **3. CONCLUSION**

It is known that giving specialized advice acts in order to ground the improved managerial solutions, that is to say of the successful adequate organizational changes, i.e. the reorganization.

The process can thus be considered as the main instrument of change and reorganization, and the management counselor as the agent of change and reorganization. [6]

The concept of change implies the existence of some perceptible differences between two consecutive situations, at an individual or group of individuals, in an organization or relationship. [4]

The fact that change and reorganization implicitly, occurs at different levels and has various dimensions:

a. the change of environment – refers to the environment external to the organization and the specific role of the counselor is to identify the economical, social, and political factors which could affect the organization – client, and also to elaborate, suggest and/or implement solutions to reestablish a situation;

b. the organizational change – refers to the organization changes in order to adapt to the environment in which it exists and functions;

c. changes among the people – refer to the fact that any organization is a human system, the changing of values and attitudes being essential.

There is a golden rule of the organizational change which says that: those who want their colleagues and subordinates to change, should be ready to analyze and change their own behavior, their methods of work, and their own attitudes.

The change of collaborators implies the necessity of analyzing and changing one's own behavior, of the methods of work, and of the manager's attitudes.

It is known that every man has unique characteristics, so the changes will occur in different ways, at more levels:

a. at the level of the individual's knowledge;

b. at the level of the individual's attitudes;

c. at the level of the individual and organizational or group behavior.

Counseling in management represents a profession, an independent one, but professional, which promotes changes and restructuring, creating an atmosphere of growing competition of the inter-organizational competition which stimulates the managerial creativity, but also supporting the decisional autonomy.

The management counselor – the agent of change – diagnosticates the problems, recommends, applies and implements solutions, which lead to change and even to reorganization in the end. [7]

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