



**MINISTRY OF EDUCATION  
"VALAHIA" UNIVERSITY OF TÂRGOVIȘTE  
DOCTORAL SCHOOL OF ECONOMIC AND HUMAN SCIENCES**

## **HABILITATION THESIS**

**Change management and sustainable  
development of organizations in the context  
of economic globalization**

### **SUMMARY**

Qualification field: **MANAGEMENT**

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## SUMMARY

Driven by the development of the Internet, economic globalization refers to at least four categories of flows: flows of goods and services, globalized as a result of trade liberalization, flows of human resources (migration), flows of capital and flows of technologies. In this context, for-profit organizations seek to optimally combine factors of production that can enable them to gain a sustainable competitive advantage. Often, the pursuit of cheap resources of organizations creates problems in ecological systems, through pollution and excessive and destructive exploitation of natural resources or has favorable effects inciting companies to innovate, research and develop new products, services and technologies.

In order to strike a balance between economic development and the sustainability of the ecosystems they interact with, organizations need to adopt sustainable development strategies, the implementation of which requires effective change management. In this context, the present habilitation thesis aims to highlight the main scientific contributions in the field, but also the landmarks of the professional and academic career of the author - Assoc. Dr. Anișoara Duică.

The thesis also provides a systematization of good theoretical and methodological practices on organizational change management, in the context of economic globalization, in a systemic, planned approach, with a favorable impact on the environment and ecosystems.

The habilitation thesis entitled "*Change management and sustainable development of organizations in the context of economic globalization*" is all the more appropriate because, amid the SARS CoV 2 pandemic, we have witnessed an acceleration of the processes of digitization of organizations, the emergence of new occupations and forms of migration, the increasing importance of telework, the rapid development of new technologies and the prioritization of state interventions for health and life protection policies.

Change is ubiquitous in organizations and must be approached in a systemic way, using appropriate communication techniques depending on the context of change, in order to be successful. They can be proactive, when organizational development based on a realistic plan of change is desired, or they can appear as a reaction to the ever-changing changes in the external environment.

Organizational change is a "change or transformation of objects, phenomena, or processes within the organization." In general, organizational changes occur at the level of management subsystems, at the level of technologies or employee behavior, are initiated by agents of change and can be planned or spontaneous, incremental or radical.

According to management experts, “*the need to successfully achieve the major changes required by the environmental dynamics is obvious, but we must not neglect the minor changes that occur gradually, changes that may not be of particular importance to the organization as a whole, but are very important for those performers directly targeted by them - changes in working methods, in routine procedures; location of machines, equipment; appointment of leaders; name of functions etc*”<sup>1</sup>.

These small changes bring about planned strategic changes and need to be managed in an integrated and constructive manner to reduce the resilience of those affected by change decisions. Also, in the context of economic globalization, there are phenomena that produce changes in managerial practices and organizational cultures as a result of global know-how transfer, digitization processes or sustainable development, which increase the complexity of change processes, but also the need managerial innovation.

Following the specific methodological requirements of the qualification process, this thesis highlights the retrospective evolution of one's professional career, the main scientific contributions to the development of management science, but also the objectives of the academic career plan.

*The first part* of the habilitation thesis presents a synthesis of the landmarks of the academic career after obtaining the scientific title of doctor, with the paper "Strategic management and the implications of its application on company performance", defended in 2006, at the National Institute of Economic Research Romanian under the scientific leadership of Professor Corneliu Russu P.hD. This part of the paper contains documented and relevant information on professional development, scientific research activity and recognition of professional prestige nationally and internationally.

The activity presented retrospectively and carried out both as a teacher (within the „*Management-Marketing*” Department), but also as a researcher (within the Center for Research and Applied Studies in Management and Marketing) allowed me to participate in numerous project teams and to capitalize on the knowledge and results of scientific research activities in numerous training activities or to address the explicit economic and social needs of the beneficiaries.

The major research directions, approached in the second part of the habilitation thesis, present the main original scientific contributions to the development of the management theory after the defense, in 2006, of the doctoral thesis.

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<sup>1</sup> M. Petrescu, I Stegăroiu, N. Năbârjoiu, A. Duică, M.C. Duică, E. Popa, *Managementul schimbării și riscurilor*, Ed. Bibliotheca, Târgoviște, 2010, p.78.

These research directions aimed at:

- management of organizational change in the context of economic globalization;
- organizational development and planned change;
- development strategies and business sustainability.

Structured in four chapters, *the second* part of the thesis begins with a description of the motivation for approaching the main research directions and presents, in a logical and well-structured approach, the scientific contributions that form the basis of this paper.

Thus, *the first chapter* systematizes the main theoretical-methodological elements specific to organizational change management in the context of economic globalization, starting from identifying the need for organizational change, continuing with the presentation of organizational change typology, to finally identify the main features of the best known management models. organizational change present in the specialized economic literature. The need for organizational change is argued and supported by references to scientific research, conducted in recent years and published in prestigious books and journals.

*Chapter II* includes aspects of organizational development and planned change, highlighting the role and benefits of strategic change planning in the context of economic globalization, but also the role of communication and leadership in managing conflict situations, generated by change.

The planned approach to organizational change reduces the degree of uncertainty and gives management the opportunity to reduce the risks associated with such changes, but also the opportunity to use methods to reduce resistance to change, along with professionalization and organizational development.

*Chapter III* describes the main development strategies through internal or external growth, but also how they can be correlated with the principles of sustainable development, against the background of economic globalization and the limited nature of resources.

The opportunity for such an approach is all the more obvious given the rising costs of energy resources and the strategic repositioning of major economic powers as a result of the conflict in Ukraine.

The conclusions of the scientific component of the habilitation thesis are presented in *Chapter IV* and include a summary of the main scientific contributions in the researched field.

*The third part* of the paper structures the directions of future development of the academic career, on three directions: the didactic activity, the scientific research activity and the recognition in the academic environment of the professional prestige. For each of these directions, plans are outlined, including objectives and modalities of action that contribute to

the achievement of the general goal of the career plan, that of continuous improvement of skills, knowledge and competencies necessary for high-level teaching and scientific research. qualitatively and the development of professional collaboration relations with teachers, researchers and representatives of the business environment in the country and abroad, which should contribute to increasing the prestige of the institution and professional associations in which I carry out my activity.

The approach to planning my professional career is a realistic one, in line with my level of professional skills and concerns in the field of scientific research. I believe that a higher quality economic education must be supported by the results of scientific research activities, but also by the use in teaching activities of student-centered teaching methods, which will give him the opportunity to discover new economic content and innovate in domain.

Today, amid the widespread use of information and communication technologies in business, the pace of technological change is accelerating and leading managers to make technological changes that will increase the performance of production systems and the marketing of goods and services. In addition to the use of industrial robots, artificial intelligence, sustainable technologies in production systems, information and communication technologies can also revolutionize communication with other stakeholders to streamline business, human capital or financial management processes.

In this context, organizational development must be approached as a process of planned change, in which the roles of communication and information are evident in driving change, in a global and increasingly unpredictable business environment. Approaching global development strategies, which generate significant changes, both at the level of production and marketing systems, but also at the level of the management system, presupposes an effective management of the planned change, which integrates sustainable development objectives, which are absolutely necessary in the context. globalization and the limited nature of non-renewable resources. The opportunity for such an approach is all the more obvious given the rising costs of energy resources and the strategic repositioning of major economic powers as a result of the conflict in Ukraine.

The viable strategic alternatives that can be used by organizations in a strategic process of organizational development are:

- internal growth by developing activities within the current perimeters of the enterprises or the group (Ex: market penetration strategy, new product development strategy, new market development strategy, diversification strategy or creation of autonomous production units (internal new venture);

- external growth, through the development achieved leaving the current perimeters through strategic alliances and partnerships (mergers, acquisitions, licenses, franchises, joint ventures, etc.).

Among the measures that can be taken for the success of a strategic approach to sustainable organizational development are:

- *effective use of working time by top management to identify performance gaps that lead to organizational change and development opportunities;*
- *creating an environment conducive to the personal development of employees and attracting competent staff;*
- *professional use of methods of managing the resistance to change of employees and constructive management of conflicts generated by organizational changes;*
- *development of organizational learning systems and capitalization of information and knowledge;*
- *the use of a network-based leadership style in which individuals learn from each other and benefit from the support and encouragement of leaders;*
- *stimulating innovation in the effective use of human, material, financial and information resources;*
- *finding a balance between business development strategies and the development of the circular economy;*
- *adopting extended producer responsibility strategies to help explore the organic production decision - making mechanism and the green supply chain governance mechanism;*
- *compliance with the specific principles of business ethics and sustainable development;*

In most cases, the application of strategic organizational development solutions within organizations generates and amplifies the resistance to change of employees, who may consider that the proposed innovations in work technologies, will negatively reflect their prestige and position within the organization by losing powers and even reduced revenues. Resistance to change can be influenced by individual or organizational factors, which lead some employees in the organization to evaluate organizational change differently from those who support ideas for change.

Resistance also occurs when employees have an unpleasant experience in their relationships with supporters of change. Effective conflict management as a result of employees' resilience to change must be based on constructive mediation that reflects the growth of post-change organizational performance and the stabilization of change. For the proper management of conflicts, management must use methods of managing resistance to change, and for their successful application they must create an organizational climate in which relationships are based on trust and mutual respect.