

## A New Configuration: Management's Paradigms – Acting in the Context of Social Economy

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**Abstract:** Our study entitled „A New Configuration: Management's Paradigms – Acting in the Context of Social Economy” centres itself on three main directions, as follows: a) the functional reconsideration of the enterprise: the independent work blocks; the type-one-two blocks; the influence of social economy, social enterprise, social responsibility; new features belonging to the managers, new paradigms of management and their influence on the organizational dynamics; b) the role associated with informatics and the informational support mechanisms of the enterprises and beyond them, as well as the role of information in real time; c) the methods able to show how to interpret the market's dynamics, by using medium and long-term studies, and the marketing, economic, social and political development.

**Key words:** enterprises, small and medium enterprises (SME's), organizational dynamics, quality assurance, profit, social responsibility, social economy, social enterprise, knowledge economy, human resources, human resources training

### Introduction

The three pillars that constitute the target of this paper are mentioned and analysed below:

A. Providing a functional reconsideration of the enterprise:

- The independent work blocks;
- The type-one-two blocks (specialized, complex);
- The influence of social economy, social enterprise, social responsibility (another vision of profit creation, use, distribution, re-organization, investment);
- New features belonging to the managers, new paradigms of management and their influence on the organizational dynamics.

B. Showing the role of informatics in the informational support mechanisms in enterprises and beyond them; the role of information in real time.

C. Interpreting the market dynamics based on medium and long-term studies, the marketing economic, social and political development:

- Research and its role in the economy and its development (in each enterprise or centralized - mechanisms of relationships, new structures and existing collaborations);
- The staff training, the knowledge economy, the role of human resources in the new organization, attention to employment and training, the "specialist - generalist" dilemma;
- The specificities of the organization able to survive the crisis and its organizational new mechanisms.

The way to the new configuration: management's paradigms – acting in the context of social economy. Influences on the Enterprises's organizational changes

Before presenting some factors influencing the organizational dynamics of the enterprise it is important to make a statement such as:

According to the developments that took place in the economy and not only, today one can no longer operate in the organization's chart or in the structure or frame type of the organization, due to the variety of situations encountered nationally and internationally. Items like the company's size, the market's relations, the business partners, the technologies used, the availability of resources, including human resources, and so on and so forth, require original solutions able to meet the needs and objectives of each business; so, nowadays, the organization and its appropriate structures represent the main trigger.

After this statement, it is extremely important to underline several factors with direct or indirect influence on organizational dynamics of the enterprise:

- Developing creation activities;
- Renouncing or restricting the concept of "functional organization" (organizing the functions of the enterprise);
- Reconsidering and enriching marketing and human resources activities;
- Approaching in a careful way the organizational structures and their dynamics in small and medium enterprises (SME's):
  - The organizational and the structural impact that can constitute a market economy;
  - The impact of new management paradigm on the future of organizational changes businesses.

a) In order to support the organizational dynamics, there exists the requirement of a strong development of conception activities

at the level of organizations concerning the research, design, studies, programs, and elaboration of development strategies that are able to challenge the configuration of departments focusing on such activities. The process related to the developing mechanisms of conception relationships in the organization's design with similar activities of some institutions in a country and abroad appears today more than in the past. For example, in this case, one can mention specialized research institutions and prestigious universities in the area.

In the same instance there exists the need of a process able to reconsider the profile of some activities such as marketing and human resources, which have an increasingly content-rich development activities and not one of administrative or bureaucratic nature<sup>1</sup>.

In highlighting the significance of "marketing" there is usually taken as a starting point the definition formulated by the American Academy of Marketing (AAM), which has enjoyed a wide circulation among specialists. According to this definition "marketing" represents achieving economic activities that direct the flow of goods and services from the seller to the consumer or the user itself<sup>2</sup>, or in other words, which takes into account the dynamics of those development activities that impact the essential elements of an organization.

About human resources, it can be said

<sup>1</sup> Mihail Dumitrescu, Adelina Dumitrescu – Peculea, „Strategii și management. Dimensiuni socio-umane contemporane”, Editura Economică, București, 2014.

<sup>2</sup> Committee of Definitions, Ralph S. Alexander, Chairman – „Marketing definitions: A glossary of Marketing terms”, AMA, Chicago, 1960, p. 15.

that they represent one of the most important investment whose results become more evident over time and that the effective "use" of all the other resources depend very largely on the effectiveness of the human resources.

The requirements of an effective human resources policy can be summarized as follows:

- Integrating the human resource management in the organization's management;
- Obtaining the implication of the entire staff for the activities arising from the need to achieve strategic objectives that the organization has undertaken;
- Ensuring a climate of involvement and valuing properly the potential of each employee;
- Positively motivating the individuals who obtain good results and stimulating those who can reach this stage;
- Orientating each employee to self-improvement;
- Implicating the individuals who wish to participate directly in the adoption of decision.

In all of these requirements the influences on organizational dynamics can be observed, as well as the direct relationship with the dynamic development which represents other resources.

It is worth noting that the modern vision establishes the role that will be played by the human resources in the dynamic of the organizational environment, these knowledge economy „new elites” being identified in the area of education, research and development of informatics and technology (IT) activities (collection, processing and dissemination of information, the process of soft creation, and the list can continue). These various “knowledge elite groups” have specific roles

– related to ensuring a higher step compared with the old approaches and making sure that desirable and accessible alternatives will exist<sup>34</sup>.

b) A new version of the concept of „functional organization” occurs as well in the organizational dynamics, representing a form of organization based on the company’s

<sup>3</sup> Ion Glodeanu, Oscar Hoffman, „Noi actori sociali în promovarea tehnologiilor informatice și de comunicare spre SI-SC”, Institutul de Sociologie al Academiei Române.

<sup>4</sup> Mihail Dumitrescu, „Analiza diagnostic a sistemului de formare a elitelor în România”, în volumul Mihai Dinu Gheorghe, Mihăiță Lupu (coord.), „Mobilitatea elitelor în România secolelor XX”, Editura Paralela 45, București, 2008.

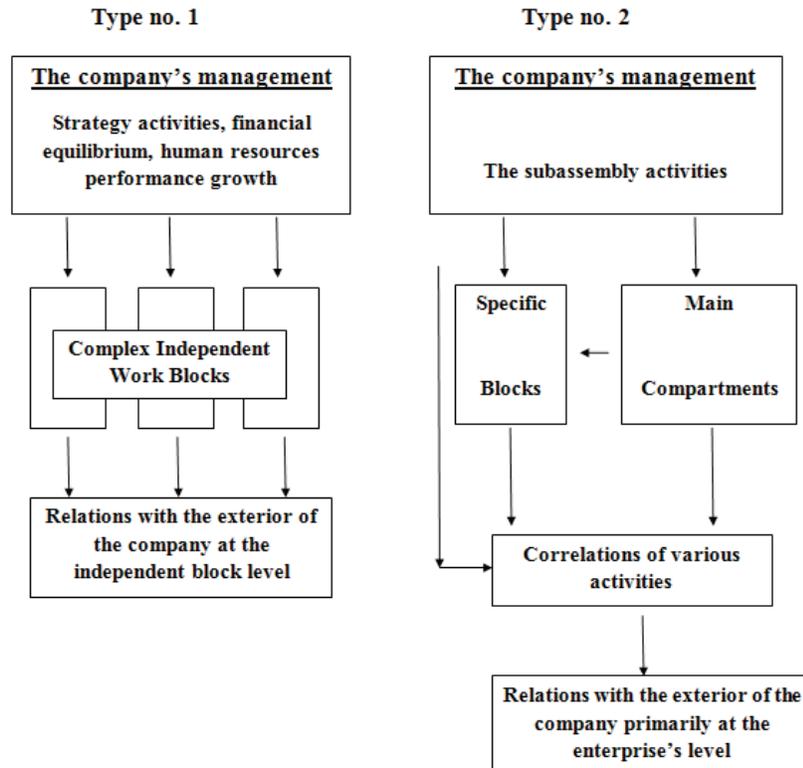
functions that begin to reduce its influence.

The organization recently organizes itself in independent work blocks that can contain all kinds of activities, at the top being seen only those that relate to the strategies, the financial balance and the issues related to the increase of performance of human resources (see, in this case, Figure no. 1: „The organizational dynamics”).

These blocks can belong to the first type, having a profile which link up with other teams across the enterprise, with all the types of activities in their structure. These are complex blocks.

In the second type are the blocks that need a specialized role and top departments of the enterprise.

Figure no. 1: „The organizational dynamics”



Source: The Authors

c) The organizational dynamics of the enterprise is influenced by the way in which the small and medium enterprises (SME's) function and their relationship with large and very large enterprises.

The small and medium enterprises can be distinguished by their simplified and specialized structures, especially when they supply the large enterprises that provide them the most of their input.

It is noted that, in these conditions, the small and medium enterprises are the most vulnerable especially when large enterprises have difficulties.

However, the small and medium enterprises physiognomy may have a complex configuration, with well-defined structures and acting independently on the market.

It is understood that in the latter case, the activities belonging to these enterprises'

structures, characterized by a unique dynamic, can generate organizational flexibility according to the objectives to be met.

Organizational creativity is therefore the contribution of the small and medium enterprises which represent over 98% of the total number enterprises on the market.

From the content of the National Strategy for the Digital Agenda for Romania (July 2013)<sup>5</sup> the small and medium enterprises which are active in Romania registered the following dynamics (see, in this case, Table no. 1: „The dynamics registered by the small and medium enterprises active in Romania”):

Guvernul României, Ministerul pentru Societatea Informațională, „Strategia Națională pentru Agenda Digitală pentru România”, iulie 2013, p. 5 și p. 97.

Table no. 1: „The dynamics registered by the small and medium enterprises active in Romania”

Year:	2009	2010	2011 (the first semester)
The number of active small and medium enterprises	517.870	468.561	463.404

Source: Romania's Government, The Ministry for the Information Society, „The National Strategy for the Digital Agenda for Romania”, July 2013, p. 5 and p. 97 (in Romanian: Guvernul României, Ministerul pentru societatea informațională, „Strategia Națională pentru Agenda Digitală pentru România”, iulie 2013, p. 5 și p. 97)

It is obvious that the strategy aims to develop the economy and seeks to increase Romania's competitiveness by increasing efficiency and reducing the public sector's costs, improving productivity of the private sector by reducing administrative barriers in relation to the state and other measures to which the information and communication technologies sector should have an essential contribution which, in turn, requires a much

larger contribution from the small and medium enterprises.

This can be achieved due to the fact that the small and medium enterprises have a great capacity to change the structure within a relatively short period of time compared to large enterprises.

Through their dynamics, the small and medium enterprises largely contribute to the achievement of fundamental objectives

of any national economy. They play an important role in the economy for the following reasons:

- The flexible nature of their structures which gives them a high capacity to adapt to changes in the economic environment;

- It is relatively easy to integrate into a regional industrial network, which provides, on the one hand, the economic development of the region, and, on the other hand, which reduces unemployment and help the rising process of living standards because it provides jobs;

- Their small size helps avoid excessive bureaucracy and avoid dehumanization;

- The small and medium enterprises form an assembly at the individual level more easily controlled and targeted, able to:

- a) Encourage innovation and flexibility;

- b) Improve the staff;

- c) Stimulate competition;

- d) Help to smoothen the activities of large enterprises by providing products and services;

- e) Encourage efficiency.

- d) The organizational reconsideration is being produced also by the role and the content of the social market economy, social business, social enterprise or even social industry.

These concepts reflect that social economy, according to some researchers, is the best form of organization because it has a social purpose.

Naturally the concepts of social economy and other derivatives have been circulated by many contributions of which the most important, in our opinion, are:

- Germany promoted the social market economy as being “a widely shared prosperity, a flawless social network and liberal institutions embodying a political concept”. This approach was developed combining the market freedom together with the social balance/

social equilibrium and occurred under a major economic boom.<sup>6</sup>

- The most important (the most relevant) parameters of the market economy based on social aspects developed in a less prosperous country, Bangladesh, where Professor Yunus, Nobel Laureate in 2006, has developed the foundations of the newest form of capitalism – the development of the social business<sup>7</sup>.

- The concept of social industry has been highlighted already since a very long time, to be more precise, since 1879, in his “*Precis de Cours d’Economie Politique*” by Paul Cauwes, with the specific mention that the concept prioritises activities to individuals’ benefit<sup>8</sup>

- A physiognomy of businesses with their economic and managerial dimensions and as a synthesis of values is represented as a balance between traditional American values and future values of businesses, which, for the latter, put price, among other things, on the role of individual, sustainable development, business in service society and other elements described in the table below<sup>9</sup> (see, in this case, Table no. 2: “The traditional American values change in values of future businesses”):

<sup>6</sup> Mihail Dumitrescu, „Introducere în management și management general”, Editura EUROUNION SRL, Oradea, 1985, p. 439 – 441, cu trimitere la Betina Berg – „Economia socială de piață – Bunăstare pentru toți”, Revista Prisma, Nr. 5/1985.

<sup>7</sup> Mohamad Yunus, „Dezvoltarea afacerilor sociale. Noua formă a capitalismului, menită să răspundă celor mai presante nevoi ale umanității”, Editura Curtea Veche, București, 2014, pp. 14 – 15.

<sup>8</sup> Paul Cauwes, „*Precis de Cours d’Economie Politique*”, Paris, La Larose, Librairie Editeur, 1879, p. 4 (din biblioteca Prof. univ. dr. Mihail Dumitrescu).

<sup>9</sup> Gh. Gh. Ionescu, „Marketizarea, democratizarea și etica afacerilor”, Editura Economică, București, 2005, p. 673.

Table no. 2: „The traditional American values change in values of future businesses”

The traditional American values	shape themselves into	the values of future businesses
1. The dignity of the individual (Human dignity)	→	1. The central role of the individual (The key role of the individual)
2. Entrepreneurship and democratic spirit	→	2. Participation in decision-making – both effective cooperation and efficient collaboration
3. Self-support	→	3. Controlled and sustainable development
4. Planning (taking decisions, making business arrangements, making business plans)	→	4. Long-term perspective
5. Business as a provider/supplier of products and services	→	5. The business as a key trigger for the well-being of the society/humans/humanity
6. Growth and progress	→	6. Technology and innovation - using resources carefully (self-awareness, social and corporate responsibility)
7. Democratic nation	→	7. A nation among nations. Distinction between nations
8. Respect for the Earth	→	8. Harmony with the natural environment (the ecological broad vision plan: ecology, eco-economy, eco-industry, durable/sustainable forms of development)
9. Border (imposing strict limitations) and self-sufficiency (producing having in mind the limitations of one nation)	→	9. Local control: small is beautiful. Extensions justified and advocacy for progress
10. The influence of both religion and the church to the American	→	10. Spiritual roots of new business missions open not only to profit (harmony with everything related to humanity)
11. Helping the neighbours (building households, trade unions, charities)	→	11. The clear interest and concern in others. Social responsibility
12. The individual, the family and the local community, seen as the centre of life	→	12. New measures (dimensions) of success for themselves and the community
13. Optimism and openness	→	13. Vision and hope

Source: The Authors' adaptation after Gh. Gh. Ionescu, „Marketizarea, democratizarea și etica afacerilor”, Editura Economică, București, 2005, p. 673

These indications point out to the fact that they are obviously the basis for the organizational transformations of the enterprises, that their intention is to highlight the social purpose of their final scope, that they change the meaning in which profit is being obtained and distributed, which also impacts on the structural configuration of businesses and their peculiar structure. These new amendments highlight, for example, the social marketing, which is able to focus its actions generating a greater social impact. Also, in the same manner, the refocus of the investments will be claimed by these changes.

In the business development process, the concept of "corporate social responsibility" of companies/corporations (CSR) can be better understood in terms of change that takes place in the nature of the relations that exist between a business and the society itself, the structural dynamics of these relations. More and more organizations are beginning to realize that they can contribute to the sustainable development process, leading their own operations so that they become able to achieve growth and competitiveness in terms of environmental protection as well as promoting social responsibility, including the protection of consumer interests.

The first reference to the term belongs to H. R. Bowen. He argues that an organization has an obligation to "pursue those policies, to make those decisions, or to follow those lines

of action which are desirable in terms of the goals and the society values"<sup>10</sup>.

D. Wood extends these ideas, identifying three principles that determine the social responsibility in the context of the organizational dynamics<sup>11</sup>:

- The companies are seen also as "social beings", and this undertakes them to use their power responsibly;
- The companies are responsible for the impact they create on the environment in which they operates;
- The managers are "moral agents", representing models at the Community level, thus being forced to exercise their decision-making powers responsibly.

e) As mentioned, organizational dynamics is determined by these new features of management embodied in the new content belonging to the missions and the paradigms that should operate in the future.

As far as the leaders' missions they are as follows<sup>12</sup> (see, in this case, Table no. 3: „The leader's missions and the specific elements of the market economy“):

<sup>10</sup> Bowen H. R., „Social Responsibilities of the Businessman“, Harper and Row, New York, 1953.

<sup>11</sup> Wood D., „Corporate social performance Revisited“, Academy of Management Review, Vol. 16, Nr. 4, pp. 758 – 769, 1991.

<sup>12</sup> Mihail Dumitrescu, „Managementul resurselor umane“, SNSPA, Curs 2008 – 2009, pp. 18 – 19.

Table no. 3: „ The leader’s missions and the specific elements of the market economy”

The leader’s missions:	Specific elements of the market economy:
<b>1. The process of leading individuals (leadership):</b>	
<b>a) Knowing the individuals:</b>	<ul style="list-style-type: none"> <li>❖ Curriculum Vitae;</li> <li>❖ Determination of the potential;</li> <li>❖ Knowledge of personal problems.</li> </ul>
<b>b) Human development:</b>	<ul style="list-style-type: none"> <li>❖ Preparing and training the human resources;</li> <li>❖ Realization of retraining;</li> <li>❖ Accumulation of new knowledge (multipurpose functions);</li> <li>❖ Preparation of predictable shifts in the structure of the employed work force.</li> </ul>
<b>c) Motivating the individuals:</b>	<ul style="list-style-type: none"> <li>❖ Promoting a real competitive environment;</li> <li>❖ Correct order of the values;</li> <li>❖ Wage and self-motivation.</li> </ul>
<b>d) The community integration:</b>	<ul style="list-style-type: none"> <li>❖ Designing an appropriate staff policy.</li> </ul>
<b>2. Getting results:</b>	<ul style="list-style-type: none"> <li>❖ Answering the following questions: <ul style="list-style-type: none"> <li>✓ What is being done?</li> <li>✓ Under what conditions? (With what resources?)</li> <li>✓ How to program?</li> <li>✓ What purpose is achieved by the use of various actions?</li> </ul> </li> </ul>
<b>3. The introduction of new elements (novelty):</b>	<ul style="list-style-type: none"> <li>a) Fostering a creative climate;</li> <li>b) Growing an image which implies the new complex of economic, social, technological (or specialist), managerial environmental, and so on and so forth.</li> </ul>
<b>4. Team organization:</b>	<ul style="list-style-type: none"> <li>❖ The adoption of a vision both global and localized in the organization;</li> <li>❖ Interpretation of success in efficient organizing of anticipated socio-economic progress;</li> <li>❖ Rapid improvements in the functionality and the configuration systems.</li> </ul>
<b>5. Mastering the relationship with the environment:</b>	<ul style="list-style-type: none"> <li>❖ Receiving messages through direct contracts;</li> <li>❖ Sociological studies and market studies, and other modern methods;</li> <li>❖ Producing influential messages;</li> <li>❖ The accuracy and timeliness relationships.</li> </ul>

Source: The Authors’ adaptation after Mihail Dumitrescu, „Managementul resurselor umane”, SNSPA, Curs 2008 - 2009, pp. 18 – 19.

Also, the new configuration emphasises the management's paradigm, that designs itself especially as acting in the context of social economy<sup>13 14</sup>.

1) Paradigm no. 1 („The Objective Paradigm“): The management science is re-considering the role of the human factor, defining it as a core value, which is crucial for the economic, social and political evolution;

2) Paradigm no. 2 („The Knowledge Paradigm“): The knowledge management associates human enhancement by using information, knowledge, considering that the access to the institutional knowledge is an obligation that creates the potential human liberty and the wellbeing.

3) Paradigm no. 3 („The Support Paradigm“): The management science comes as an enhancement for the technologies able to serve and to protect it, by restructuring the work and the new statute of man.

4) Paradigm no. 4 („The Environmental Paradigm“): By focusing itself on human beings, the management science is supporting sustainable development processes capable of creating an internal environment associated to the international one, which turns out to be appropriate to the normal evolution of the human species and not only to it.

5) Paradigm no. 5 („The Equilibrium/Balance Paradigm“): Concerned with the human welfare, the cultivation of social responsibility, and its creation as well as the development of other and new balances,

<sup>13</sup> Mihail Dumitrescu, „Strategii și management strategic“, Editura Economică, București, 2002, p. 89.

<sup>14</sup> Mihail Dumitrescu, „Managementul și unele probleme ale globalizării și ale altor procese generale de viitor“, Revista de Management, București, nr. 3/2000

the management science, acts upon other resources whose use is able to diminish the human discrepancies of all types, to support the new values belonging to the culture's and civilization's plan.

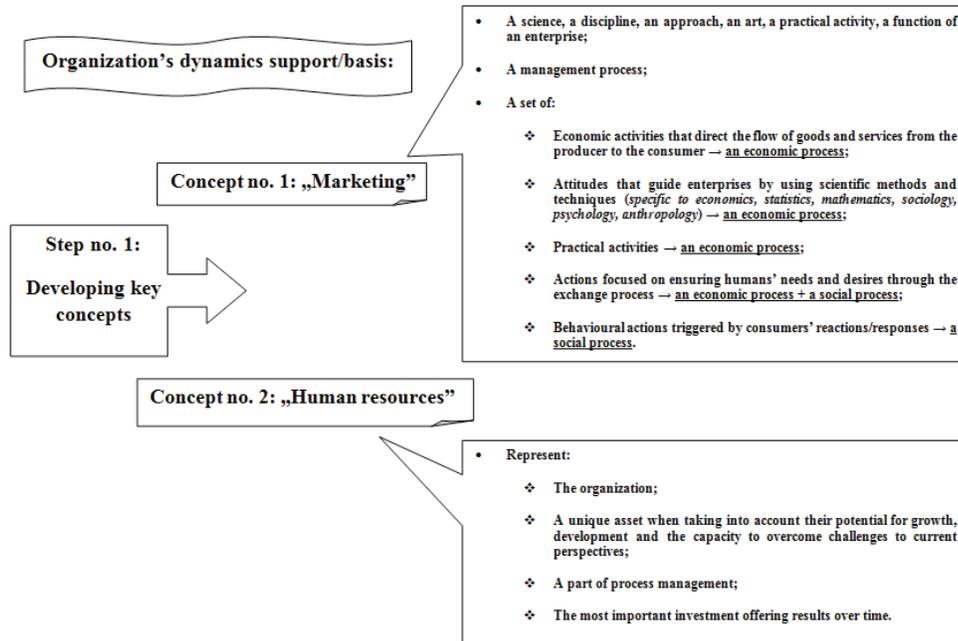
In the end, there are some questions that arise: „Is the management science able to contribute to the understanding and the application of these new paradigms?“; „Is this question merely rhetorical?“; „Does it come from the sum of references catalogued at best utopian?“.

Our strong belief is that there are sufficient premises which reflect, in regard to the management plan, an increase in the awareness of the international organizations, a renewal of the global and the national policies in the direction of these five paradigms, a beneficial role and increasingly higher one in the scientific world, a transformation in the human behaviour (the human behaviour is not always positive, but it is still improvable), a certain “awakening” in front of the threats that may affect the whole humanity - each and all these together being able to define the human society of tomorrow, whose values will be most certain others than those of that can be found today.

## Conclusions

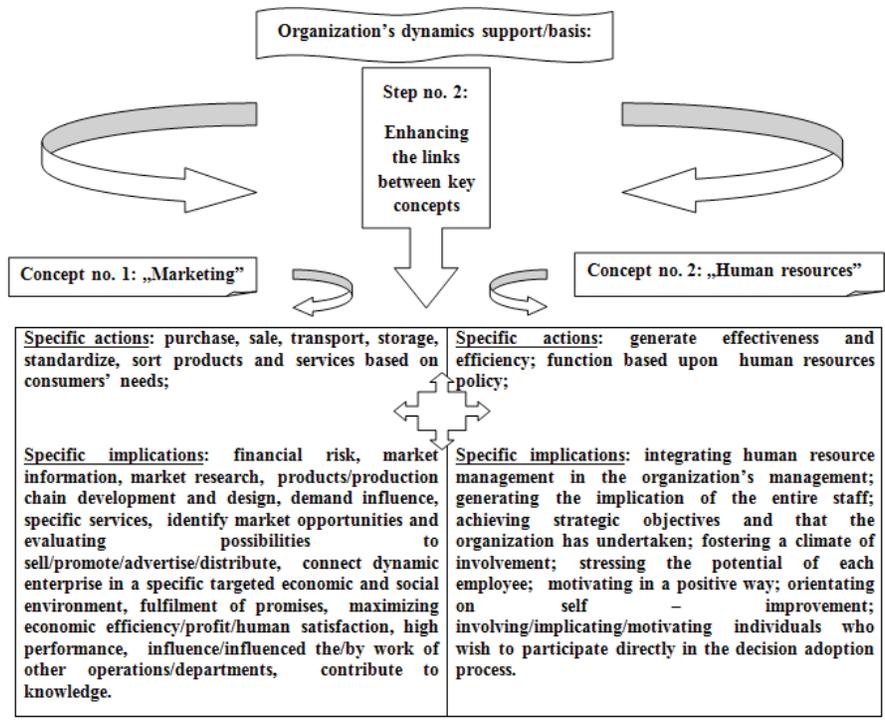
The study „A New Configuration: Management's Paradigms – Acting in the Context of Social Economy“ analyses the elements connected to the organization's dynamics (see, in this case, Figure no. 2: „Organization's dynamics support/basis – Step no. 1: Developing key concepts“ and Figure no. 3: „Organization's dynamics support/basis – Step no. 2: Enhancing the links between key concepts“).

Figure no. 2: „Organization’s dynamics support/basis – Step no. 1: Developing key concepts”



Source: The Authors' adaptation after the ideas presented in: Committee of Definitions, Ralph S. Alexander, Chairman – „Marketing Definitions: A Glossary of Marketing Terms”, American Marketing Association, Chicago, 1960, p. 15; Kotler, Ph., colectiv autori – Principiile marketingului, Ediția europeană, Ed. Teora, București, pp. 55 – 56, pp. 38 – 39 și p. 60; Balaure, V., coordonator colectiv autori – „Marketing”, Editura Uranus, București, 2000, pp. 20 – 22

Figure no. 3: „Organization’s dynamics support/basis – Step no. 2: Enhancing the links between key concepts”



Source: The Authors’ adaptation after the ideas presented in: Kotler, Ph., colectiv autori – *Principiile marketingului*, Ediția europeană, Ed. Teora, București, pp. 55 – 56, pp. 38 – 39 și p. 60; Balaure, V., coordonator colectiv autori – *„Marketing”*, Editura Uranus, București, 2000, pp. 31 – 34; McCarthy, F.J., Perreault, W.D. – *„Basic Marketing”*, Irwin, Homewood, Illinois, Ninth Edition, 1987, p. 18; Hill, E., O’Sullivan, T. – *„Marketing”*, Editura Antet, București, 1997, p. 9; Baker, M (editor) – *„The marketing Book”*, Third Edition, Butter Worth, Heinemann, Oxford, 1994, p. 60; Demetrescu, M.C. – *„Analiza inter și intrafuncțională de marketing”*, Buletin de marketing, nr. 2/1977

The scope of the paper is aimed to the reconfiguration the management’s paradigms based on the following elements:

- Corporate social responsibility (CSR) (seen far deeper than philanthropy, having the purpose to strengthen the roles, rights and responsibilities of enterprises in society) is the new key generator of change in nature of the relations existing between businesses and society.
- Enterprises exist not only to make profit, but also to respond to the fundamental

expectations of society, having representative agents first of all with a distinguished morality and responsibility towards society itself.

- Enterprises function as social structures, using their power responsibly and acting in the society as moral representatives.
- Moreover, enterprises relate to their business and maximize profits, but, in the same time, they guide themselves after a strong moral philosophy with a special stress on social responsibility.

- Enterprises act as economic and social agents aware of the proper resources' use, quality assurance, profit, competitiveness.

- Corporate social responsibility has main internal dimensions: human resources; human resources management; change adaptation; natural resources management and environmental impact.

- Human resources management focuses constantly on lifelong learning, delegation and participative management, transparency and better information throughout the organization.

#### Acknowledgment:

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