

# ÎNȚELEGÂND MANAGEMENTUL SCHIMBĂRII. O ABORDARE NORMATIVĂ

## UNDERSTANDING CHANGE MANAGEMENT. A NORMATIVE APPROACH

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**Abstract:** The process of the implementation of the change within the enterprise is, as concluded by Hrebiniak (2009:34) after his vast empirical studies, extremely difficult, due to the fact that most of the managers know more about the formulation or planning of the strategies than their implementation. Implementing change comes with a “great baggage” to carry: from allocating resources to their efficient usage, from the efficiency of the leadership network to the effectiveness of the decision-making process. The right normative model has to be concise and easy to follow in order to support the efforts of the change administration. The managers have to have a roadmap or a control panel in order to orient and evaluate their present and future efforts. Planning will be never enough when not followed by the implementation: What is to be done?, When is it to be done?, In what order? The present conceptual paper discusses some theoretical points of view regarding aspects of the change implementation, stressing out the key elements for planning, implementing and continuous monitoring of the inducted or assimilated change within the enterprise.

**Keywords:** change administration; normative change model; change management elements.