

Review and Identify Organizational Problems Based on the Analysis of Jerry Porras and Presented Strategies for Improving the Agricultural Bank of Isfahan Province

Mohammad Reza Dalvi

Assistant Professor, Management Department, Islamic Azad University Dehaghan Branches,
Iran

Zahra Kalantari

M.A. Public Administration

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v3-i12/482>

Published Date: 25 December 2013

Abstract

Nowadays organizations and social institutions in human society are the main elements and In addition to the traditional duties of his nature, which certainly is the ultimate organizational goals and they should be responsive to our internal and external expectations. Thus, organizations should not only be flexible and adaptable to the changing environment but also they should have ability to recognize problems and use the organizational change programs Because organizations are not static and continuous internal and external factors are in conflict. This model is inspired by Jerry Porras to investigate and identify problems of Agriculture bank of Isfahan in 1391. In this study, the population of agricultural bank managers and coaches to assess problems that were over 111 organizations and 111 distributed questionnaires. The questionnaires were distributed and 93 questionnaires were completed and returned. Evaluate test and internal consistency reliability using Cronbach's alpha model had been showed 82 % reliability. Collected data using SPSS statistical software and by using statistical and tests such as the Kolmogorov - Smirnov test, one-sample t test, ANOVA, and Friedman test was used to analyze. The findings suggest that the problems of Agricultural banks of Isfahan are social factors, physical environment, and the future outlook that these organizations need to focus on strategies mentioned above in this case.

Keywords: Evolution, Pathology, Jerry Porras model

Introduction

The problem is something that can endanger organization's goal Or in other words, is a condition in which preventing the one or more purpose of organization (Rezaeian1380,66). Every organization is faced with various problems throughout its existence. These differences

are based on the intensity and structure effects. Some problems are simple. The decision is clear, the problem is familiar and easily defined and complete information about the problem. This situation is called Well-structured problems. These are upon assumptions of rational decision making. This type of problem is not life threatening. However, many of the situations that managers face are problems with bad structures. These problems are new and unusual. Information about such problems are vague and incomplete (Rabinz 1382: 141). Organizational structure is very bad damage problems that if not treated properly (the pathology and treatment) it could destroy the organization. In fact, organizational damage refers to those problems that continuous and comprehensive basis and put the organization at risk of being healthy and fit Stunt Growth organization (Nikoukar 1388: 2). So as human disease that physician at the time of need, organizations are also suffering. Treatment in an organization is only possible when the root is primarily recognized. Factors such difficult environmental conditions, or information relating to individuals handpicked by the board may cause some inefficiencies in management. An organizational development strategy to enhance organizational effectiveness is the organizational pathology which includes identifying and evaluating the responsibilities of organizational change in an organizational level in order to plan appropriate interventions. Within an organization, pathological processes, adopting problems appropriately or the need of correct alignment by management facilitates organization. Finally, in the process of organizational pathology, the results of data collection of organizational members are given feedback in order to begin the process of organizational changing (Falt 2005:151). On the other hand the development of organization depended on identifying the barriers and problems in the organization, that evolution of the damages of organization prevented more setting the stage for organizational change. Mortazavi (1384) has done a study entitled "Managing change in the approach to agricultural development and strengthening of non-governmental organizations ". In this study, the researcher sought to answer the fundamental question that whether we can focus on intervention and manipulation by internal factors for changing in agricultural management, instead of focusing on external factors, and by organizing and empowering audiences, customers and service recipients agriculture in these organizations and NGOs, and public sector management reform as a continuous and organized manner. The findings suggest a positive answer to the aforementioned question and finally it has been proved that how organized agriculture and farmers are organized on accountability, transparency, efficiency and effectiveness and, ultimately, the productivity, the impact of change is increasing. Junaid Jafari (1385), has studied entitled "Pathology of human resources and development aimed at improving the bank". This study aims to present a pathological condition of the bank's human resources function, and to assess its strengths and weaknesses. In this study, the benefit of corporate pathology model has ramifications for analyzing and it was found that structural factors, behavior, and context play a decisive role in bank human pathologies. Porras and colleagues (1985), were reviewed published research on the evolution of the organization from 1985 to 1989, and reported improvements in the methods and results. Positive developments include: better theory, more advanced research projects, improve the assessment of the appropriate use of statistical methods and improved techniques of analysis. They show some changes of the research on social factors such as personal relations, management, values, norms and examine issues such as the organization, (it means, look at how the system changes as a result of development activities). Marvin Visboard (2009) has a study entitled "Organizational Diagnosis". This study offers six sites to determine the presence or absence of problems with the theory, a theory of practical

organization that includes a combination of different ideas in a relatively simple framework that is used in various sectors. This theory includes concepts of formal and informal systems of social, technological, environmental of the organization. And it has 6 groups for an organization: goals, structures, relationships, rewards, leadership and supporting mechanisms. The author shows how these six groups influence each other and reflects signs in the diagnosis of what is in each group and considers the possibility of an infinite number. He also suggests that what has been termed as process issues have been identified as a barrier to work that can be examined by understanding and interventions by one or more of the six sections.

A study entitled "The Pathology of improvement and organizational development": this study was conducted in 2008 by the grout. This study aims to improve and develop the pathology of successful organizational change management, organizational and studies cultural factors and management as key factors in pathological, and considered to have organizational development. Management factors he considered in his study include Motivational factors, effective communication, decision making and goal setting appropriate interaction and organizational perspective as the most important factor. In this study it has been found that organizational culture can act as a deterrent to achieving organizational goals and an obstacle to understanding the realities of the environment. in this study organizational problems has been identified based on the analysis of Jerry Porras model in terms of institutional arrangements, social factors, physical environment, technology, future prospects and the environment. Therefore, management must identify obstacles and problems in the field of manufacturing and service providing optimal. It is thereby possible to remove the strengths and weaknesses of payment.

The research framework

Approaches to change in organizations

A number of authors and organizations manage traditionally. In this approach, the results will be derived from a linear approach. The traditional approach to the scientific world, views a world away from the fixed and dynamic. This view will lead to the non-dynamic and static management. In contrast to this view, the approach is upon which the organization is located in a complex and chaotic environments and are constantly interacting with the environment. Approach has been developed in the context of organizational change.

1. Mechanistic approach

2. Dynamic approach

Four-fold approach reflects assumptions about the evolution of the machine:

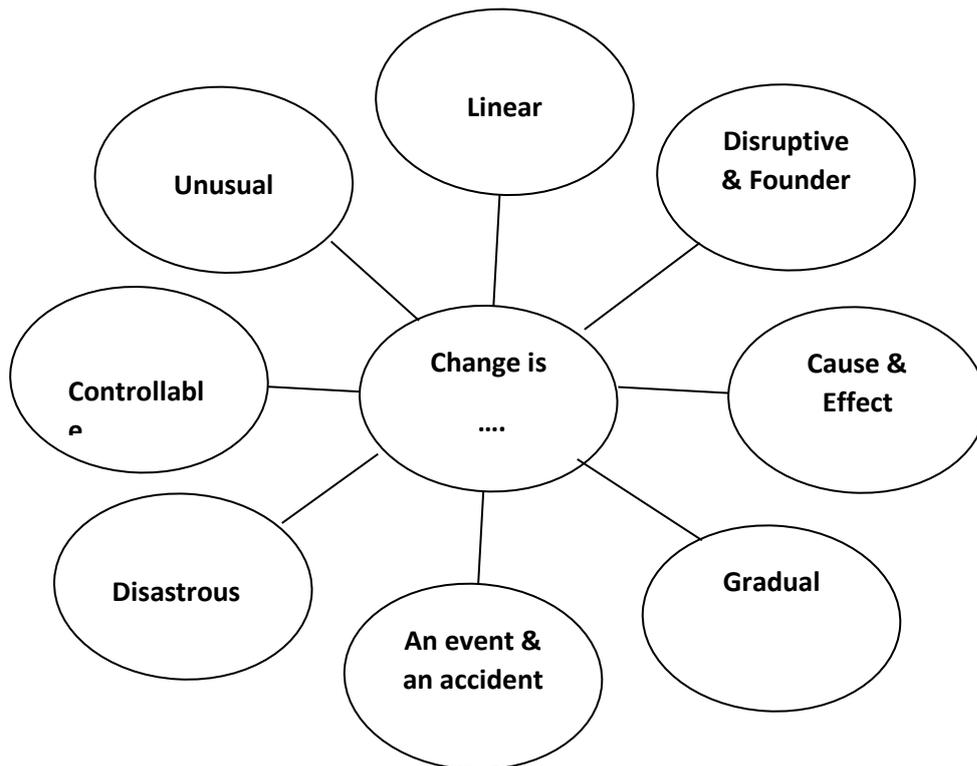
1 - This type of change, since the linear and sequential (consecutive) is considered and organizational change as the most logical and sequential steps to be carried forward for a period of time. The overall process of change Be considered as a process and each step of the morbid conditions that will delight the healthy condition.

2 - Change is a gradual process of adaptation and adjustment. It seems like an unusual period of fundamental change that will change the stage in a relatively stable environment.

3 - The concept for this approach is important. Accordingly, the structure and strategy is consistent with the external environment. Manager's role here is to ensure that the organization is consistent with the external environment. Manager's role here is to ensure that the environment is always consistent and it seems reasonable to initiate change.

4 - Direction of change is clear and appropriate to the needs of the specific skills (Mc Milan 2004:63, 64). Generally figure 1 approach to the two problems of dynamic mechanical paradigm of organizational change.

Figure 2-4: automatic and dynamic approach to change

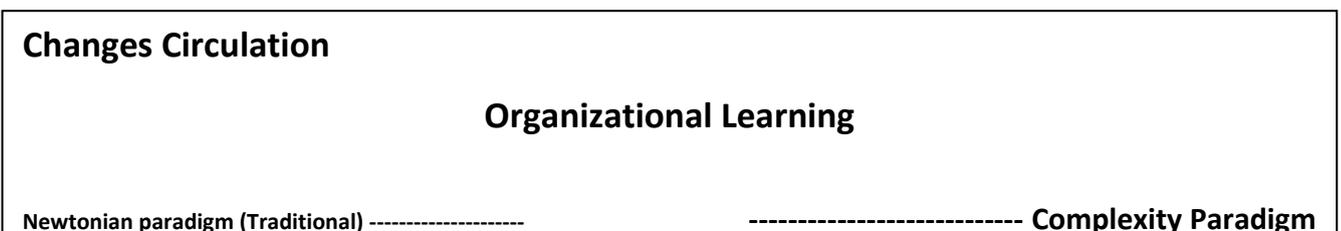


Currently accepted paradigm governing the organization and management issues has changed and organization must be prepared to work and compete in the complexity, the question is that the transition from the Newtonian paradigm to the paradigm of how to get past the complexity and what measures the organization is able to think faster and puts it behind the organization of the Twenty First century. The authors rely on three basic principles facilitates the transition period:

- 1 - A constant stream of organizational learning
- 2 - Creating space for creativity employees
- 3 - Increase investment on Research & Development units

Common denominators of the above principles are the loss of Thinking in the past, of old and obsolete methods to reduce employee resistance to change within the next. Essence of organizational change and nothing but change the situation of the previous factors is not new and according to the authors above principles can make the difference for the transition period (Abzari 1378:48). This model is presented in Figure 2.

Figure 2-5: Transition Model



Pathology of organizational development and organizational development

An organization can be viewed as a set of elements that interact in a particular territory to reach a common goal. What's important to us is how these elements interact with each other are particularly affect human relationships and how these relationships are changing. This study is an evaluation tool for all managers needs to know about all the changes that may be located within the interactions of them. Pathological changes in the organization when managers try to implement them to provide a comprehensive picture (Baba and et al. 2009: 32).

Change and organizational pathology

Pathology of the necessary information provides allowing organizations to respond quickly to changes in the status of ongoing energy. If the process of organizational change is based on organizational problems identified (with specific pathology), it will be based on efficacy results. Thus if you follow the development of this pathology, we must be aware of the forces of change and the current status of the business and its differences with the previous period (Epiperz 2008:1). Professor Astyfin Bradley of Harvard Business School says: "Due to the emergence of new technologies and globalization, the processes leading to changes in the competitive environment are also addressed. Thus, in this new competitive environment, the industrial structure is needed to develop new strategies to respond to these editing changes and organizational forms, and also guide organizational change process. Naturally, in all stages, the uncertainty is prevailing. And this requires first that we can modify an understanding of global environmental changes and where we can compete. Second, to improve its effectiveness in the management of innovation (accelerated era of information) and third help the effectiveness of leadership and change management processes to improve the organization. "

It is noted here that causes a change in the business environment forces are the organization to change its direction which is: Changing customer expectations, competitive pressures, increasing construction costs, lack of productivity, changing expectations and labor mobility, globalization, changed investor expectations, low profits, useless operations, outcomes, leadership, information technology and government intervention. Due to the forces of change in contemporary, organizations are essential for the survival of the four factors: The achievement of knowledge, the relationships, guiding customers and achieve results. The four identified factors to be repeated and consecutive. Thus, in all cases, the presence of pathology (whether medical or developmental) should be seen (Bradly 2003: 8, 15).

Jerry Porras Flow Analysis Model (Research Model)

Porras study of organizational change on models had been raised from 1985 to 1989, found that the positive effects of proper employment change is caused mainly based on internal performance measures. In a comprehensive study, he traces the evolution of the various

programs and human resources on organizational and individual performance tested. The studies showed that the process of change in organizational systems, which leads to changes in the elements two organizations, will lead to changes in behavior of staff. Based on this, Porras draws model that pay attention to the variables that exist in the workplace. He later presented the model of Newman, Edward Robertson and Roberts as the basis were analyzed the organization transformation process. Flow analysis is a system to indicate problems in a geographically organized as drawing, Connections between problems, the main problems (problems which have several mutual bonds) before taking on and handling corrective actions for problems that occur within the framework of drawing. Porras classified important characteristics of the organizational environment (an environment where people are employed) in the form of the four categories, with titles such "institutional arrangements", "social", "technology" and "physical". "Organizational alignment" issues such as objectives, strategies, structure, policies and procedures, administrative systems and rewards of ownership of the practice. "Social factors" including culture, management style and processes, relationships, patterns and attitudes of non-formal and informal networks is attitude. "Technology" is emphasized on issues such as tools, equipment, machinery, information technology, job design, work flow design, technical skills, procedures and technical systems. "Physical space" is included around the structure, interior design and architectural design. The four categories of variables make the analysis of four current forms. Then difficulties of finding take place through group counseling sessions (brainstorming), interviews, questionnaires and other methods to effectively. A working group composed of representatives of all parts examines the difficulties of organization, and discuss together about the issues and obstacles to an agreement, then place each of these issues in one of the streams. The four columns on the paper are plotted as columns, are named the "institutional arrangements", "social", "technology" and "physical". The practical applications of the transformation are plans to solve problems, to be given. Organizational transformation program systematically identifies the issues and attempt to solve them and the researcher will make this by modifying aspects of non-functional (malware) issues of four variables. Programs for the development of "organizational settings", "social", "technology" and "physical" change this change, in turn, creates changes in people's behavior on the job. Thus, flow analysis, program development organization, which in turn can alter the environment, which in turn leads to changes in behavior and that these changes ultimately will realize organizational improvement. Porras and Robertson stated that: "Because the work environment is an environment where people are working and because the environment plays a key role in determining the behavior, this Factors determine and define feature in it for leading their If would be changed, in behavior employees' work the only individual some changes into existence would be brought. We believe flow analysis, is an invaluable model for understanding processes of planned change (French and Bell, 1388: 345).

Research purposes:

- 1 - Identifying and evaluating problems of Agricultural Bank organization from the perspective organizational settings.
- 2 – Identifying and evaluating problems of Agricultural Bank organization from the perspective of social factors.

- 3- Identifying and evaluating problems of Agricultural Bank organization from the perspective of physical environment.
- 4- Identifying and evaluating problems of Agricultural Bank organization from the perspective of technology.
- 5- Identifying and evaluating problems of Agricultural Bank organization from the perspective of future perspective.
- 6- Identifying and evaluating problems of Agricultural Bank organization from the perspective of nature.

Hypotheses

- 1 - It seems one of the organizational problems of the Agricultural Bank of Isfahan province is organizational settings.
- 2- It seems one of the organizational problems of the Agricultural Bank of Isfahan province is social factors.
- 3- It seems one of the organizational problems of the Agricultural Bank of Isfahan province is physical environment.
- 4- It seems one of the organizational problems of the Agricultural Bank of Isfahan province is technology.
- 5- It seems one of the organizational problems of the Agricultural Bank of Isfahan province is future perspective.
- 6- It seems one of the organizational problems of the Agricultural Bank of Isfahan province is nature.

Research Methodology

This study is type of survey. In this study population have been 111 people consist of managers and coaches of Isfahan Agricultural Bank. In this study, questionnaires were used to collect data. The 111 questionnaires distributed, 93 questionnaires were completed and returned. The questionnaire has been tried Jerry organizational problems be measured in terms of Porras. Questionnaire is containing 36 questions that the question 1 to 9 is about organizational settings, questions 10 to 14 are of societal factors, questions 15 to 18 are of physical environment, questions 19 to 25 are of technology, questions 26 to 29 are of future perspective, and questions 30 to 36 are of nature.

For validity, content validity of the questionnaire was used. For compiling and collecting main indicators of each model for each 100 Index with the study books, scientific papers and dissertations were collected, and then main indicators were extracted with the advice and assistance of managers, coaches and counselors from the collected indicators.

For analysis of questionnaire data, kolmogrof – Smirnof, one-sample t test, ANOVA, and Friedman test were used.

Final evaluation of reliability and internal consistency by Cronbach's alpha coefficients were calculated and the results are as follows:

Table: Final Test of the Study Variables

Cronbach's alpha amount	Components
83/0	Organizational settings

Cronbach's alpha amount	Components
76/0	Social
78/0	Physical environment
86/0	Technology
79/0	Perspective
80/0	Nature
82/0	Total

Results

Test of normality distributed data

To determine Claims of the distribution of a quantitative data variable Kolmogorov - Smirnov (KS) test is used. In this test, a claim of the null hypothesis is about the distribution of data (Azar and Momeni, 1381). In the present study, the normal distribution of the data is examined by using the KS test. As shown in Table 4-7, the results of this test indicate that all of the samples follow a normal distribution because they exceed the 5% significance level. Therefore, parametric statistical hypothesis test can be used.

4-7- Table of Kolmogorov Smirnov

Significant level	Standard deviation	average	Factors / variables
14/0	1.12085	3.1613	Organizational settings
21/0	1.12380	3.7384	Social
07/0	.74478	3.2016	Physical Environment
07/0	.61096	3.2387	Technology
06/0	.96558	3.6703	Perspective
06/0	1.00537	3.3134	Nature

Test questions (hypotheses) based on the results of the study population average

In table (2) the problems of agricultural banks in terms of **Organizational settings**, social factors, physical environment, technology, perspective and environment have been identified.

Table 2: Results of one-sample t-test of the model variables

Result	P	Degrees of freedom	t	Average	model Components
Reject the hypothesis	16/0	92	3/1	3/1	Organizational settings
Confirm the hypothesis	00/0	92	3/6	7/3	Social Elements
Confirm the hypothesis	01/0	92	6/2	2/3	Physical Environment

Degrees of freedom	06/0	92	7/1	1/3	Technology
Confirm the hypothesis	00/0	92	6/6	6/3	Perspective
Confirm the hypothesis	003/0	92	3	3/3	Nature

Variance analyzing examination of variables

To investigate whether the same or different, patterns are studied in different aspects and based on the demographic characteristics of respondents and their ranking variance analysis is used. For this purpose statistical hypothesis tested is as follows:

- Variance analysis test based on the education factor

Table 4.14 shows that out of all the factors or independent variables, the respondents were based on the same education because significant level of all factors is more than the 0/05. This means that all of the respondents with the same type of education have the same average.

Variance analyzing examination results based on education

VARIABLES		SUM OF SQUARES	DEGREES OF FREEDOM	MEAN SQUARE	F	SIGNIFICANT LEVEL
ORGANIZATIONAL SETTING	BETWEEN-GROUP	7.761	3	2.587	2.136	.101
	WITHIN GROUP	107.819	89	1.211		
	TOTAL	115.581	92			
SOCIAL	BETWEEN-GROUP	6.299	3	2.100	1.700	.173
	WITHIN GROUP	109.890	89	1.235		
	TOTAL	116.189	92			
PHYSICAL	BETWEEN-GROUP	2.711	3	.904	1.664	.180
	WITHIN GROUP	48.321	89	.543		
	TOTAL	51.032	92			
TECHNOLOGY	BETWEEN-GROUP	1.994	3	.665	1.829	.148
	WITHIN GROUP	32.347	89	.363		
	TOTAL	34.341	92			
PERSPECTIVE	BETWEEN-GROUP	6.286	3	2.095	2.346	.078
	WITHIN GROUP	79.491	89	.893		
	TOTAL	85.777	92			

NATURE	BETWEEN-GROUP	3.559	3	1.186	1.181	.322
	WITHIN GROUP	89.431	89	1.005		
	TOTAL	92.990	92			

- Factor Variance analyzing examination variables based on work experience

Table 4-15 shows the average of all independent variables or factors, not the same as the background of the respondents because significant level of all of factors is not more than 0/05. This means that all of the respondents with any type of history have the same average except physical environment and technology.

Table 4-15 Variance analyzing examination results based on experience

VARIABLES		SUM OF SQUARES	DEGREES OF FREEDOM	MEAN SQUARE	F	Significant level
ORGANIZATIONAL SETTING	BETWEEN-GROUP	6.056	2	3.028	2.488	.089
	WITHIN GROUP	109.525	90	1.217		
	TOTAL	115.581	92			
SOCIAL	BETWEEN-GROUP	2.701	2	1.351	1.071	.347
	WITHIN GROUP	113.488	90	1.261		
	TOTAL	116.189	92			
PHYSICAL	BETWEEN-GROUP	3.807	2	1.903	3.627	.031
	WITHIN GROUP	47.225	90	.525		
	TOTAL	51.032	92			
TECHNOLOGY	BETWEEN-GROUP	3.190	2	1.595	4.608	.012
	WITHIN GROUP	31.151	90	.346		
	TOTAL	34.341	92			
PERSPECTIVE	BETWEEN-GROUP	1.549	2	.774	.827	.441
	WITHIN GROUP	84.228	90	.936		
	TOTAL	85.777	92			
NETURE	BETWEEN-GROUP	9.800	2	4.900	5.301	.007
	WITHIN GROUP	83.190	90	.924		

	TOTAL	92.990	92			
--	-------	--------	----	--	--	--

- Analysis of variance tests based on age factor

Table 4.16 shows that out of all the factors or independent variables was the same based on the age of the respondents because significant level of all of the factors are more than 0/05. This means that all of the respondents with any ages have the same average.

Table 4-16 Variance analyzing examination results based on age

VARIABLES		SUM OF SQUARES	DEGREES OF FREEDOM	MEAN SQUARE	F	Significant level
ORGANIZATIONAL SETTING	BETWEEN-GROUP	6.938	3	2.313	1.895	.136
	WITHIN GROUP	108.642	89	1.221		
	TOTAL	115.581	92			
SOCIAL	BETWEEN-GROUP	1.375	3	.458	.355	.785
	WITHIN GROUP	114.813	89	1.290		
	TOTAL	116.189	92			
PHYSICAL	BETWEEN-GROUP	2.446	3	.815	1.494	.222
	WITHIN GROUP	48.586	89	.546		
	TOTAL	51.032	92			
TECHNOLOGY	BETWEEN-GROUP	1.429	3	.476	1.288	.283
	WITHIN GROUP	32.911	89	.370		
	TOTAL	34.341	92			
PERSPECTIVE	BETWEEN-GROUP	3.210	3	1.070	1.153	.332
	WITHIN GROUP	82.567	89	.928		
	TOTAL	85.777	92			
NATURE	BETWEEN-GROUP	2.063	3	.688	.673	.571
	WITHIN GROUP	90.927	89	1.022		
	TOTAL	92.990	92			

- Ranking of variables

To investigate the same or different variables in the study, the study variance analysis is used. The statistical hypothesis tested is as follows:

The results have two outputs. Table 4-17 shows the output of the first and shows the importance of factors or independent variables are not the same according to the respondents because the significant level of elements are not more than 0/05. Therefore

average ranking does not the same and dimension table is the most important factor than average rating. Therefore social and environmental perspectives have the highest average. In the second output, average rating factor is shown.

Table 4-17 Results of Friedman test

Test results	Error rate	Significant level	Degrees of freedom	Chi-square calculated
Reject H0	0/05	0/02	5	12/6

Table 4-18 - Friedman Test and the average of Rating Factors

Average Rating	Dimensions
3.35	Organizational Setting
3.85	Social
3.12	Physical Environment
3.59	Technology
3.82	Perspective
3.27	Nature

- Conclusions and recommendations

This study is the identification of organizational problems based on Jerry Porras model at the Bank of Agriculture was conducted in 1391. Many methods for internalizing organizational pathology are presented. Such patterns are included very simple analysis of interviews large, complex and time-consuming evaluation of large systems. The people involved, call themselves pathologist and analyst and may be counsel, experts, academics, managers, employees or clerk. However, in all cases, they collect data from its member organizations to identify issues, define problems and find solutions that best fit their data. Pathologists recommend many ways, but this is dependent on the managers who used them. In organizational development, consulting has general role of gathering data than solve problems. Consultant for organizational improvement, has been arranged the data subject in a meaningful pattern (Often administrators collected data and feedback to the reference system) and help the Plan to reach the conclusion. The counselors as a facilitator of organizational development refer prioritization and implementation of the system. Consultants and analysts test on the steps of Pathology, selection of feature models. In practice, gathering facts and categorizing them in a meaningful pattern is not done simply. As a general rule, conformity of a model or the pathologist who provides general guidance, specific models are used for data collection in complex organizations. Pathology centralization and scope of work related to communication, interaction between individuals or structural issues. Since the consultant is in favor of a model or framework, in most cases, the consultants make a choice based on the results of a comprehensive model of data. Basically patterns dictate selective searching of data and possible proposals. Therefore, a pathology must identify the work problem (For example, we cannot meet our program) or focusing in resolving problems between individuals (For example, the reason why we cannot meet the design is that we can work together as a team work). Although the application of patterns may be useful, but in fact there is no guarantee that all problems will be properly identified

and studied. So good model for organizational pathology should have the following basic characteristics:

- Models for the organization of pathology, is trustworthy and reliable.
- Appropriate knowledge and organizational barriers identified conditions in which the problem may well occur.
- Increase the capacity of the organization to change and to ensure continuous improvement.

A) Based on the results of Agricultural Bank of organizational problems are social Factors. Here are suggestions for improving these indicators.

- Tangible organizational value
- The management approach, with features such as teamwork, consensus and partnership.
- Communication between staff formally
- Informal communication networks and patterns
- The human processes of individual attitudes

B) The results of the Agricultural Bank of organizational problems are related to the physical environment. Here are suggestions for improving these indicators.

- The tools, equipment and machinery sufficient
- Updated information technology
- Designed to work effectively
- The process quickly
- Employees with technical skills
- The technical operation of your enterprise procedures
- Due to technical systems

c) The results of the Agricultural Bank of organizational problems are related to the future perspective. Here are suggestions for improving these indicators.

- understanding the landscape
- The planning of the landscape form
- To move in the direction perspective
- The likelihood of achieving goals

Resources

1. Robbins, S. P., Snzv D. D. (1382). Management principles. Translated by Seyyed Mohammad Arabi and Mohammed Ali Hamid Rafiee, Cultural Research Bureau.
2. Rezayian, A. (1380). Management Principles. Tehran: Samt Publication.
3. Philanthropist, Gholam H. & Alidadi, Y. (1388). Organization and Pathology of the Models (With the Use of Analytical Pathology in the Military), Journal of Humanity, Number 75.
4. French and Bell (1388). Managing Change in Organizations. Tehran: Saffar.
5. Abzry, M. (1387). Theory of complexity and change management, management papers, Year 19, No. 132-131.
6. Falletta, S. V. (2005) "Organization Diagnostic Models", Retrieved from www.leadersphere.com. 2005.
7. Beba, C. (2009) Communication Department, Faculty of Political, Administrative and Communication Sciences. CHERECHES, Razvan,. TICLAU, Tudor. MORA, Cristina. : Organizational Diagnose Management' Tool for Change. Transylvanian Review of Administrative Sciences, 25E / pp. 32-39.
8. Elizabeth M. (2004).Complexity, Organization And Change, New York:Routledge.

9. Porras J., Robertson P. (1992), Organization development Theory: A Typology and Evaluation. Research in Organizational Change and Development, vol. pp 1-57.