

## **ABSTRACT**

The organization's success and development can be observed from different views and also judged with many different parameters. Basically, We can say that if an organization has developed successfully, many changes in process have been done in the past. The organization's management should be well versed regarding changes expected in the future.

The author of this diploma thesis deals with the issues of management changes based on practical experience dealing with the social enterprise PROCESIA Zlin s.r.o. This enterprise was established in 2011 as a civil association. Since the founding many changes in process were needed. There were indicated a need for changes in the organization structure. During interviews with workers it was found a need to change the competences of the workers. The aim of this diploma thesis is to describe management process in PROCESIA's organizational structure. Description of change is written in recommendation form, which should help management of organization reveal inconsistent competences among employees and help to improve performance of organization.

Management also expects application of recommended changes, simplifying of management process and making control and rewarding system transparent.

The theory of a controlled organizational change for a controlled change process. Beginning with the planning phase, realization of change, and leading finally to the end phase of stabilization of the change in the enterprise. The organization structure is outlined and the competencies of particular workers were described. At the end of the theoretical part the author provides the definition of a social enterprise, as there are management differences social companies that are not present in other types of companies.

This thesis is based on case study methodology. The organization is researched by quantitative methods in the area of organizational structure. Management of the organization expects the application of changes in process to workers and management and to implement changes to workers competencies.

The conclusion of this thesis is a reflection of applied change and to provide the reader with a better view into the issues of realization of change in a concrete organization.

**Keywords:** Change management, implementation of changes, organizational structure, organizational culture, competence, teamwork, social enterprise