



Business Marketing Environment and Dynamics

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Abstract

Business marketing is an important tool in ensuring the success of corporate firms. Firms and organizations have incurred losses due to inefficient marketing strategies and models, and various tools used. It is important for corporate governance to use models or systems with proper balances and checks, with efficiency, and in an independent manner without external, internal, or personal interests influencing the process. The research mainly dwells on the business marketing environment and dynamics. Through the research, different concepts involved in marketing like the critical leadership theories and attributes are discussed. The research also undertakes a case study on the change management effect to most business, in order to help understand the concept of business environment especially in marketing. Leadership has been seen a critical issue marketing, and this concept has been thoroughly discussed. The management aspect of marketing has also been presented where different management situation and styles have been presented and discussed throughout the research paper. The findings show that business marketing helps in identifying, assessing and putting priority of problems that the organization is likely to come across and putting strategies on how to stop, manage or counter them. There is limited research in comparing effectiveness of different strategies and models; therefore, it is an area worth being ventured into for future research.

Keywords: Business environment, Marketing, Organization.

1. Introduction

Business marketing is the practice of marketing of individuals or organization or even government. This helps them supply goods and services that are needed in the business word at a sufficient time frame. It allows them to sell goods and services to each other. This study offers a chance to evaluate the conceptual framework of a new firm based on a system theory. A proposed framework will portray change as forceful but a best planned response to the external business influences. The organizations are known to be the complex systems made up of the people and processes that are interacting and managed intentionally in the boundary to accomplish the set organizational objectives (Jacobs, 1988). A system perception of organizations tends to account for all the interactions made between internal dynamic processes and external processes that occur within the environment (Bennis, Katz & Kahn, 1966).

2. Problem statement

What entail effective marketing in business, and effect does the environment have of the marketing strategies undertaken by a business? What key concepts are required to ensure effective marketing through undertaking the different leadership style and theories? Can change affect a business marketing approach, and to what extent?

2.1. Purpose/Objectives

The research will be answering the different c=questioned highlighted in the problem statement, as the need to understand business marketing and its environment is highlighted throughout the research appear. The research paper will also focus on leadership as part of ensuring effective marketing and as an approach to deal with the ever-changing dynamics of the business environment.

1. Research methodology

The research paper will mainly undertake a qualitative research approach through collection of data from peer reviewed journals and books, to present a detailed literature review. Different concepts will be compared to ensure that the best qualitative approach of data collection is used when preparing this research paper. This section provides insights on research methodology and most suitable methods used in this study. It consists of the sections covering the study design, research purpose, theoretical modelling, empirical evidence, challenges encountered and ethical considerations in course of the analysis.

2. Research purpose

The present research aims to showing the importance of the risk management tools in the corporate governance. It is a descriptive research and attempts to give a description of different aspects that have a correlation with the events or situations within an organization, so in this matter financial risks. Therefore, the purpose of having this analysis would be to generalize the results to develop various theories. Further, it takes the form of the descriptive research as the researcher possess adequate knowledge related to the problem in question and there is small intention to find the relations between the causes and effects of the related problem. I will take this approach as the secondary data will be involved in investigation of the related problems to be solved by this research analysis. For the study, the secondary data will be derived from literature review section and various theories from these used to give support for the empirical evidence.

3. Study design

This study incorporates the various theoretical study designs and the empirical research design. The theoretical study design involves the creation of the different mathematical models while the empirical research design will involve the use of the books and scholarly articles as the means of lending credence to assertions therein. The pros of adopting such a model is that it takes less time in implementation and adoption, is cheap and makes it easier to compare data in order to come up with valid and reliable results.

4. Significance of the research

The corporations are important in any business order and usually endeavor to streamline their activities to ensure that they do not suffer from anticipated or non-anticipated risks that may reduce their competitive advantages. The present research paper seeks to analyze how the corporate organizations can use different business dynamic tools as the means of ensuring that they are suitably governed. The implication of this research is that it would help corporate managers of corporations with the requisite tools and knowledge on business marketing and management and its implementation to guarantee firm profit. This study therefore lays a significant basis for firms that have had limited application in previous studies but remain effective in a competitive business world.

5. Literature review

Scholarship on new organizations are often is whispered to begin with the Kurt Lewin's Field Theory and his resulting three-step model of change that is extremely practical in a new organization implementing the system theory. The Field theory indicates that a new business or organization tends to exist in a quasi-stationary equilibrium state or the homeostasis which is the stable but dynamic state. In order to maintain the needed equilibrium, new organizations result to constant small adjustments in order to adjust to the forces that affect the organization's environment. Change is considered to be typically gradual as well as incremental; however it can happen rapidly as a response to the crisis situations (Burnes, 2004). A new organization trying to implement a system theory is also considered to be part of change.

The credit card system is heavily reliant on the system theory implemented by any organization if it will be used in an effective manner. The Field Theory speculates that any significant changes in a new firm will require additional forces to encouraging positive effects and adaptability to the market. Decreased forces will maintain the status quo of the market, or even the elements of both (Cummings & Worley, 2005). In order to understand business marketing well we need to understand some of the business factors that are in the business world.

6. Background of the Research

A. Leadership and Communication

There are many traditional, contemporary and emerging leadership theories and interpersonal form of power in the current society and working environment. All these theories try to present the best leader in the society or specific environment under question, through the use of different concepts and issues that are considered. Leadership is considered to be a social process influence where an individual is able to enlist support and aid from other people all in trying to accomplish a shared or common task. Some leadership theories are dependent on others. A leadership style leading to positives changes within the person who follows transformed leaders are passionate, energetic and enthusiastic. The leaders are focused on helping all the group members to succeed (Kenny, 2013). There exists a common believe that most leaders are born with some specific leadership traits. Studies show that what peoples think is the best trait leadership need by any leaders. Some characteristic are intelligence, trustworthy, motivating, understanding, responsible, flexible, assertive etc. leadership style need changes within different situations. Leaders who could adopt the numerous different situations were more sought out. Leaders are more of servant to their people. Their main leadership role is to cater for people needs and interest. A common example of the servant leadership was exemplified by Jesus. The leadership theories are known to be historically deep and quite expansion rooted. Some leadership traits are taught while some acquired and some said to be born with. Leadership styles are portrayed in different ways (Kenny, 2013).

Capacity	Achievements	Responsibility	Participation	Status
Intelligence	Scholarship	Dependability	Activity	Socioeconomic position
Alertness	Knowledge	Initiative	Sociability	Popularity
Verbal facility	Athletic accomplishment	Persistence	Cooperation	
Originality	Personality adjustment	Aggressiveness	Adaptability	
Judgment		Self-Confidence	Humor	
		Desire to Excel		

EXHIBIT 1 Personality Factors that are most frequently attributed to Effective Leadership

An ideal leader that will be best suited for my researched organization will have to poses the following traits and attitudes. The leader will have to portray a leaders' outlook in the sense of the physical attributes. The leader will have to show a confident look that will give some assurance to junior workers and other staff on all the decision made. The leader will have to lead form the front also. That means if the leaders should be role model on all the undertakings and behaviors that the staff and other junior management staff are expected to undertake. The ideal leader will have to be a good listener to all the remarks and suggestions which can be attributed to any work activity. Through providing a suitable platform for junior staff to give their thoughts before providing the end of the various decisions, the leader will make more effective and informed decisions while making other parties feel involved in the decision making process. The ideal leader will be able to guide the whole workforce behind his/her goals to ensure the success of the organization. Hence the leader will need some mobilizing features, where they can connect with workers regardless of their positions and bring them onboard in leader's plan to show the organized forwards (Kenny, 2013). Since employees needs to be recognized and appreciated, the ideal leader will works as friendly person who can socialize with employees and find out what they need or what can be done to boost their effectiveness. That will result employees being appreciated by some little things like being remarked by their own names. This has been proved to work in many organizations where employees feel appreciated once they are referred by their names, as it makes them find a position in an entire organization.

The characteristics that's have been mentioned will be extremely useful to the organization as they increase employees productivity will spearhead increased success and profits. A leader has the ability to steer a whole organization to success or break every process in the organization to present losses. It is a leader's role to know what is needed of them and how to portray the best leadership traits (Kenny, 2013).

As part of the main challenges that an organization is faced with, some stresses within the organization can be perceived to be less important but are crucial in the productivity of the organization. Task demands in the organization are attributed to all stresses pertaining in the different tasks in the organization. In some situations, stress is involved in undertaking some tasks as the task tends to demands more form the workers as compared to what it normally demands. A good example is the task demands within the financial and accounting department when a shorter that normal time limit is provided to undertake and complete the task. A lot of stress is presented in this particular task which will also combine the role demand when undertaking this task. Some of these stresses affect the productivity of employees and the general organizational performance. Physical and interpersonal demands are also attributed to be part of organizational stressors that also need to be analyzed and resolved in the best way possible. The organizational stressors create an unwanted shift in any working environment, where employees' mindset tends to be distorted. No single employee wants any form of stressors to come within their way and hence most work hard to avoid them at all cost. A bad working attitude and environment is presented by the organizational stressors where a disconnection is presented between the management and the employees (Vrchota, 2011). The management and the employees should work together in trying to foresee and avoid any form of organizational stressors in order to maintain a good working condition and profitability of the organization. A plan or detailed process should be documented ion how things are supposed to be done in order to prevent some of the organizational stressors. A platform to raise any grievances, demands or complains should be developed in the organization in order to identify and resolve any upcoming organizational stressors.

A. Team leadership

An effective team or groups is mostly considered to be a team that works together in archiving different roles and solving issues to produce a positive result that can be equally shared and attributed to every group member (Vrchota, 2011). Leadership is an important part of any successful team; hence a good team can be attributed from a good leader. An effective team that is can be considered to be the best for any organization will first need a good and able leader. The team leader can be appointed from among the team members in regards with their attributes. The leader should be able to coordinate every task and activity undertaken by the different group members and maintain the best interacting and working conditions within the group. The team leader should have some background information of his/her team members also. This is much crucial when assigning duties and tasks to different group members. An

effective group is made up of motivated and willing members. The group member should be willing to cooperate with every other member irrespective of their social standings and differences. Since people have different abilities and preferences, an effective team will tend to utilize these abilities to all tasks that are being undertaken. Every member should be tasked with a role that they are good in and something that will offer some challenge and growth to every member. Through sharing as a team, the team members learn new things and concepts which improve their current understanding and knowledge of different things. An effective team will look out for one another in both working and non-working environments, and hence this will induce growth and profitability to any company (Vrchota, 2011). An effective team should also have different people grouped together in relation with their abilities, as people with the same ability will not make a good team. Diverse abilities should be grouped together to present the team with the maximum ability to tackle any issue (Vrchota, 2011).

The main source of conflict in a work team or group is the allocation of tasks to different members. This involves a situation where more than one party prefers a specific task that can only be assigned to only one person. Some groups members will try to get the task assigned to them irrespective of the other groups members preferences and abilities. Lack of proper leadership can be attributed to a source of conflict in any group since the leader is not able to manage the group and retain sanity all operations. The disadvantaged or less informed group members also tend to slow down a group activities, which if not handled well can be a source of conflict especially from the more knowledgeable group members who feel that some member are not doing enough for the group. All in all, there are other different sources of conflict that affects a group, and the best conflict management style is collaboration and accommodating (Klyukanov, 2013). Collaboration should always be undertaken in any conflict that arise in a group to ensure that the two conflicting parties come together, accommodate all the different views and agree on a single solution. In a situation where members are conflicting over a single task, the two members should collaborate and undertake the task jointly in order to accommodate every group's needs and preferences and retain the effectiveness of the groups. In a situation where some group members feel that they are doing more than others, the also should accommodate the ability of the other group members and collaborate with them in trying to complete all the spells out activities in the group (Klyukanov, 2013).

1. Barriers to effective communication

The individual and organizational barriers for effective communication include use of jargon, language differences, cultural differences, emotional barriers and taboos, physical disabilities, differences in perceptions and viewpoints, expectations that lead to false assumption. Use of jargon: a manager should encourage the proper use of communication language that is well understood by every person within the group and if any jargon must be used, let the jargon be only restricted to the work environment where it makes sense. Group and work team performance will be adversely affected by these barriers to communication, as it will create some disintegration, and affect working together (Klyukanov, 2013).

Cultural difference: The manager should establish a work culture that is able to unite different cultures within the working group and improve communication among them.

Language difference: A common language should be used within the work environment and the manager should ensure that every staff member is able to communicate with the other staff without any problem in language (Bick, 2010).

Emotional barriers and taboos: It will be essential for a manager to understand the varying taboos that affect his staff in order to avoid compromising them within the working environment. The emotions should only be restricted to proper work environmental communication.

Differences in perceptions and viewpoints: A manager should learn to portray an outright perception and viewpoint to all the staff in order to avoid misunderstandings and miscommunication (Bick, 2010).

Physical disabilities: The manager should ensure that all person with physical disabilities are catered for in a right manner and they are provided with the require facilities and tool they need in the proper communication.

Expectations: While many managers have expectations from their staff, they should be able to limit these expectations to more realistic expectation and also be ready to accept failure (Bick, 2010). The ethical leadership is a crucial issue in achieving the organizational or group's goals. There exist different issues and factors that tend to influence the ethical traits of a leader in the group and specifically in an organization. The main factors include a leader's authority, honesty, authenticity, morality and trustworthy. Most toxic and unethical leaders affect their group and organizations since they give the wrong leadership effects to their followers. Ethical decisions are made by ethical leaders that use already set rules and organizational code of conduct to undertake all ethical decision affecting themselves and their followers. It is quite crucial to understand that a single unethical decision by a leader in the organization can result in a set of organizational bad results (Kenny, 2003). Hence a leader's decision must be directed by some rules to ensure that the best decision is made and the organization is not affected by any bad decision made by the leader. Every organization entrust its growth, profitability and sustainability to its workforce and its leaders. The leaders provide the required and right guidelines to its employees and hence any unethical decision will be transferred down to employees and affect their organization. Hence ethics in leadership is so important since it brings some consistency and gives the best conditions for organizational best performance.

2. Ethics in business leadership

Ethics in leadership is defined to be the accepted code of principles and moral values that tend to govern a leader's behavior to undertaking the decisions and differentiating what is right and wrong. This is mainly attributed to the fact that organizational success is highly dependent on leaders and their activities (Kenny, 2003). Leaders are expected to establish and implement ethical values and standard in their respective fields to change their follower's attitude and behaviors to best. Some factors are used to set the correct and accepted ethical leadership characteristics. Some of the factors include vision, communication, collective environment, moral behaviors and task procedures. Through these factors, leaders are able to use social and ethical values within their followers and the whole organization. Since leadership has seen some evolvement through different environment and landscape, ethical concerns in leadership have cropped up all depending on situation and leadership style in use.

Ethical concerns in leadership are diverse as they are prone by the difference in the leadership traits attributed to leaders and the fact that no two leaders can be considered to have the exact similar leadership traits. However, the most widespread ethical concern in the leadership landscape is the morality issue of that is considered to affect leaders in power. Morality as an ethical issue in leadership is commonly seen in situations where leaders tend to abuse their position and powers to be engaged in unethical activities (Chemers, 1997). It has been a common practice by most leaders to use their position in different organization to enrich themselves by being involved in unscrupulous activities. Many organizations have been brought to their feet and declared bankrupt due to its top management being involved in scams of defrauding their respective organizations. This only happens when the morality of the leaders is eroded and the leaders become self-centered without taking into consideration their followers and their code of conduct (Mann, 1959).

When morality is eroded on leaders in any organization or a team, the effects are drained down to the followers and employee and the entire organization's culture is destroyed. Leaders need to give direction to their followers and when leaders' morality is eroded; a gap is created between the leader and the followers. Morality is an ethical issue in leadership and an extremely pertinent issue when leadership traits are concerned (Chemers, 1997). Trust is always lost once a leader is known to have been involved in any morality issue, where the followers are seen to turn their backs on their leaders. A moral leader always has a great backing from their followers where his actions are perceived to be an example towards his followers. Morality has been used as critical instrument in measuring the effectiveness of a leaders and assessing his achievements. Since the morality is quite crucial in leadership ethics, it has been presented as an issue when organization is hiring top management staff. Leaders who have been involved in past morality issue hardly get employed in any other organization and their past tends to hunt them for the rest of the leadership career or life (Mann, 1959).

IRB application involves human subject's research. The human subjects are considered to be living people who are involved in research as the subjects. An IRB review committee is involved in

receiving the IRB application and analyzing it to consider whether it will be approved or not. The application includes the following:

The research detailed description, with a hypothesis, procedures that will be used, population description, and the step that will be involved in reducing risk towards the participants while ensuring their confidentiality (Stogdill, 1948). A grant dissertation or proposal that is associated with the research will need to be included. The questionnaire, or any sample questions that will be used should be provided. Recruitment materials that will be used to enlist the human participant in the research like flyers, phone scripts, e-mails, or contact letters. If the research will involve any secondary form of data, it should be provided in the application with all the variables that will be involved in the research, and the consent from the data owners. Consent forms from all the participants are quite crucial and should be provided.

3. Theories of leadership

The leadership is supposed to be a social process influence where a person is able to enlist support and aid from other people all in the process of trying to accomplish a common or shared task. There are different and various leadership theories. Some leadership theories are dependent on others (Kenny, 2003).

Theories of leadership -

- Trait Leadership Theories
- Transformational Leadership
- Situational Leadership Theories
- Behavioral Leadership Theories
- Servant leadership theories
- Transformational Leadership

A leadership style leading to positive changes within the individual who follows Transformed leaders are mostly energetic, passionate and enthusiastic. Leaders are focused on helping all the group members to succeed (Kenny, 2003).

- Trait Leadership Theories

The trait leadership theories are based on the individual qualities and upon the belief that most leaders are born with some specific leadership traits. Studies show that what people think is the best trait leadership need by any leaders. Some characteristics are trustworthy, intelligence, understanding, motivating and flexible, responsible, assertive etc.

- Situational Leadership Theories

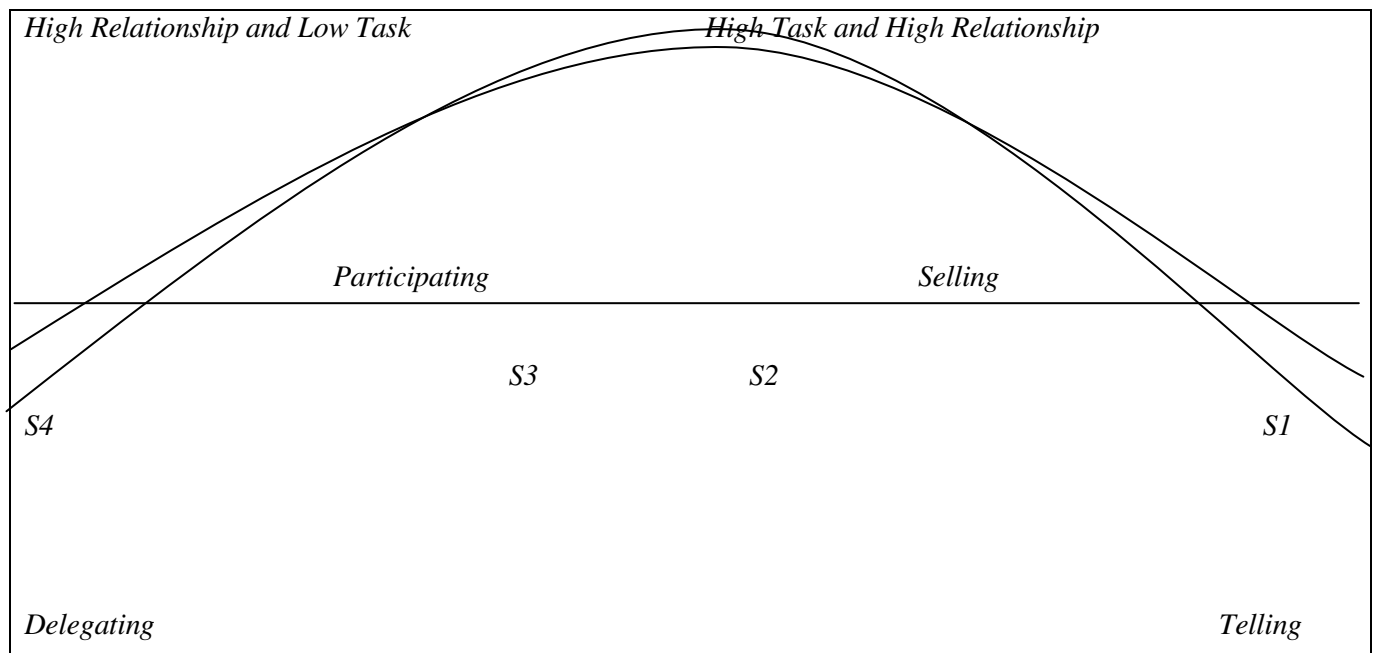
The situational leadership theories lean towards different leadership styles. This leadership style needs changes within different situations (Kenny, 2003). Leaders who could adopt the numerous different situations were more sought out. A good example of situational leadership was portrayed by Blanchard and Hersey.

- Behavioral Leadership Theories

Behavioral Leadership Theories are based on leader behaviors that are used in a leadership style. It defines leadership being learned but not born with. It includes focusing on the leadership work, focusing on people, direct leaders and participative leaders (Chemers, 1997).

- Servant leadership theories

Servant leadership theories Leaders are more of servant to their people. Their main leadership role is to cater for people needs and interest. The leader serves his team physically and his leadership position may not be realized. A common example of a servant leadership was exemplified by Jesus.



Graph 1: leadership relationship and task comparison

S1: Telling. S2: Selling S3: Participating. S4: Delegating

4. Practical examples of conduct and leadership

Martin Luther king Jr. was and is a celebrated leader. Martin was able to portray many leadership style and theories (Chemers, 1997). Some which include situational, trait, and behavioral leadership theories. By combining all this leadership style he was able to make a good leader. Another exemplary leader is Barack Obama. A lot of leadership styles are exemplified by his leadership nature. A combination of transformational, skills and situational leadership style are found within Barack Obama. Another world great leader is Nelson Mandela. Mandela was a leader who exemplified traits leadership, skills leadership path-goal leadership, and servant leadership. All across the freedom fighting, Mandela was able to be a good leader and command massive support from people.

5. Business IT investments

Organizations have spent millions of dollars investing in Information Technology (IT) with a view to achieving enormous developments in their processes (Smith, 2007). Yet far too frequently, these investments have often not created the returns that they expected. Many skill projects fail, deliver late or are over budget. But even those that are applied come up short on their potential. A lot of studies on the returns of the information's technology provide every contradicting results; some believe that information technology has led to tangible productivity improvement while others have argued that information technology has delivered significant strategic benefits. This shows that the views on the business value of the information technology are divergent. This also shows clearly that managers should seek to measure the value of the information technology (Smith, 2007). In this article we will try to find how business organizations can create a business value from information technology investments. First, we will define what a business value is and look at some of the Information technology investments that are available in the market and how they can be applied so as to create the value as well as reaching the goals of the organizations.

In an organization, the business value can be viewed as an informal term that comprises all the forms of value that determines the well-being of any organization and also its health in the long run. This value expands the value of the company beyond the economic values or the economic profits. This is such that it may add other values like the employee value the supplier value, the customer value, the alliance partner value, the channel partner value, managerial value, and finally the societal value. As we see most of these forms cannot be measured using money and that the business value often embrace the intangible assets. Information technology investments should ensure that it adds value to the firm and that one may find it interesting in investing in them.

A firm creates a business value by converting its inputs into outputs. It takes numerous resources such as machinery, raw materials, human resources, information, knowledge, money and capital as inputs and applies suitable production and change processes at the conversion stage to produce finished goods and services in the market. Customers purchase these goods and services to gratify their needs and wants. The information technology environment, in which a business operates, affects steps in the value-creation procedure. According to Jones (2012), the managerial environment is the set of forces and circumstances that operate outside an administration's boundaries but affect its ability to acquire and use the incomes to create value.

The choice of resources at the contribution period controls the amount of value generated at this point. A business can create more value from the information technology investments if it can obtain good quality inputs at low prices from its surroundings. In example, information technology companies like the Wal-Mart can obtain its goods at very low prices from its dealers and this creates value as Wal-Mart passes these investments to its consumers by offering those low prices every day (Peppard, 2005). Likewise, the way the business uses human resources and technology to transform inputs into outputs controls the amount of value created at the renovation phase. The ability of an institute to learn from its surroundings, its information and abilities also affects the business value-creation development. Another good example is the Toyota Company, Toyota is well-known for having an outstanding manufacturing process, which reduces expenditure and makes well-organized use of all its possessions. It pioneered the (Just in time) classical for inventory organization, which leads to extremely efficient manufacturing processes. The outcome of conversion process is goods and services, which customers purchase to satisfy their wants. The money made from these sales of the goods and services is used in the acquisition of new ideas, which are again run through the change procedure to produce or making of finished products and the cycle continues on and on.

The reimbursements to an association from IT-enabled change fundamentally emerge from three causes, these may be by either stopping doing activities, undertaking what has always being done but now doing it better (that is it should be cheaper and/or even faster), or doing completely a new thing. What this study is gesturing is that if administrations are to increase the probability of success from their IT investments then they must detached out the dissimilar sources of the profits before emerging an execution plan (Ward, 2006). Methodologies to execution will differ depending on the nature of the alteration that is involved and the changes will be unavoidably involves people, customers to be precise. From various recorded data we have recognized two distinct types of information technology interferences; they are problem-based application and the innovation-based application. Both are likely to be present in any large scale information technology project or investment, but the influence on employees and the other stakeholders will be quite different from each other and the issues that need to be accomplished will be very dissimilar at the same time.

Today, due to progresses in Information Technology, especially software systems and applications, the assurance of one-to-one relations, the effective operation organization, the lead generation and the opportunity management, the customer-value investigation, the inclination modeling, customer self-service initiative, the automated fulfillment and the mass customization are now possible. These factors can be implemented and used in adding of the business value, since they all are factors that are cause by the advanced information technology usage in today's market (Ward, 2006). Though, CRM is not a merchandise that can be bought can be defined as a discipline, a framework, and an integrated tactic to managing relationships with customers, which require continuous improvement and advancement in the information technology can also be seen as a strategy for increasing the business value, not a tactic, and although it is supported by the IT, it will commonly involve substantial managerial re-design, frequently changing the attention and culture of the organization as well as improving the value of the business. CRM application is not that easy and the sign suggests that a lot of companies are struggling with their efforts (Peppard, 2005). IT investments drive a bigger force in valuing of a business, if not utilized well then the organizations value fails and its goals are not realized. Information technology investments vary from each other, thus different companies may decide to use various investments so as to attain a considerable business value. Nevertheless, having an information investment in an organization is just like you have increased the value of the business without any hustle or struggle.

Research suggests that most of large companies and business executives are dissatisfied with the value that they attain from their organizations Information Technology investments, some of them have opted to run away from these investments. The underlying assumption is that they have forgotten or simply do not know is that Information Technology in itself is a value to the business. There are various ways that we have seen that businesses can do to increase their business value from the information technology investments. Basically, we can conclude that when one needs to increase the value from the information technology business they should desire to do things in a fresh and new way, they should have a very good strategic plan before investing in any information technology opportunity (Peppard, 2005).

6. Business policy

Corporate intelligence is not corporate espionage because of a number of reasons. Corporate intelligence encompasses all the methods that can be employed to obtain the necessary information. It is fair to say that most of this information has to be drawn from pre-existing businesses. It's also true that this information is mostly used to offer competition to the reference business, sometimes running them out of business. This is mild in that the information available to the public is not detailed and in most cases requires the young businesspersons to figure out stuff for themselves. Compare this to the practice corporate espionage for instance deliberate involvement of the reference business e.g. by obtaining insider information from unfaithful current employees offering them monetary rewards in exchange. Corporate espionage is unethical and is a blatant encouragement of corruption and encourages backroom deals. This is why in some countries corporate espionage is tantamount to legal action against the perpetrators. However even where this doesn't result in legal action it is important to reflect virtues of honesty, transparency and professionalism in the running of business. The foundation of enterprises should encourage an honest working environment right from the top level management to the lower level management.

7. Management and Organizational Structure

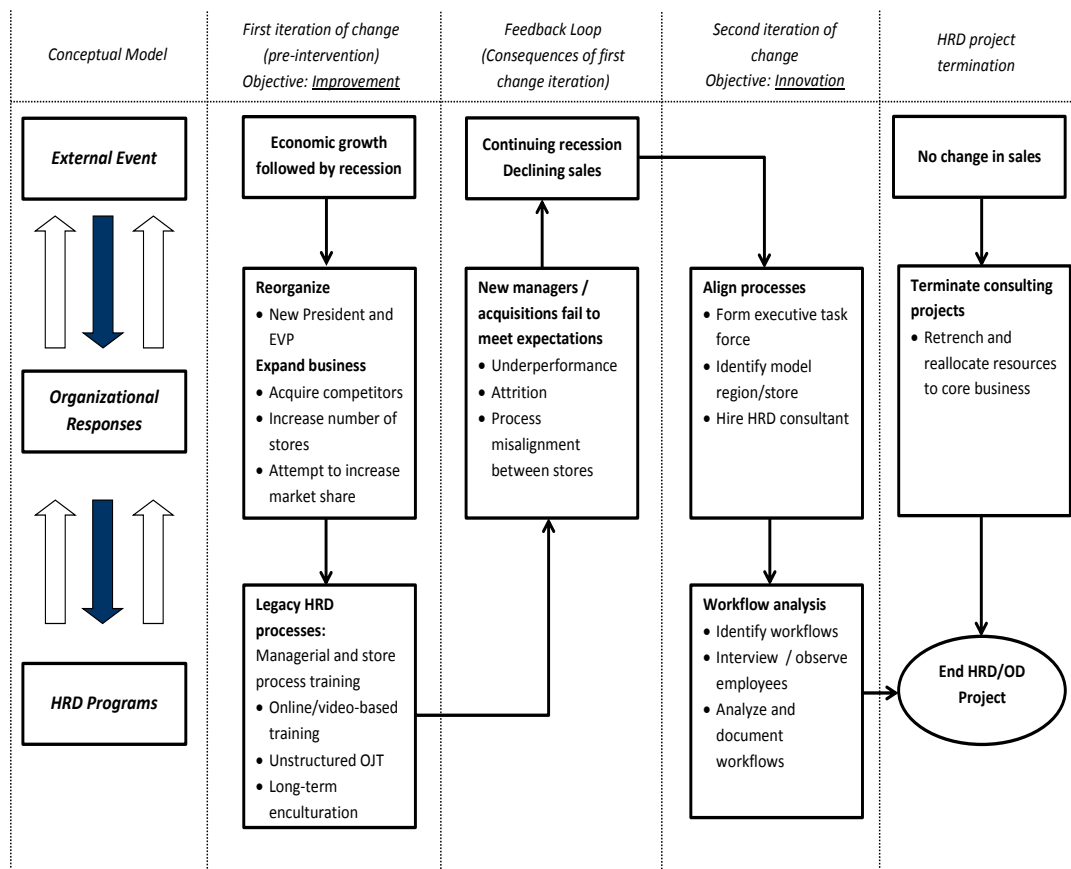
Emphasis on the new business and implementation of the organization system theory will be placed on revising and expansion of the corporate management structure while improving the general business models and the emphasizing on the management processes. The organizational structure will be made up of three hierarchical levels serving the retail operations. They will include the executive level which will be the top management group, the regional management, and lastly the store management. Starting with the top executive management team, it will consist of a President, an Executive Vice-President, and other additional vice presidents tasked with overseeing the business functional units like the finance and human resource department. Looking at the regional management team, it will be made up of a Vice-President in charge of the store operations and other regional managers. All retail stores will have a management team that will be made up of one store manager, one office manager, one finance manager, and one sales manager.

6. Management Culture case study

The business will be a family-owned business and operated by the family through the help of other professionals across the different departments. The business will value relationships, a solid work ethic, entrepreneurship, and process orientation. The management and human resource practice will be characterized by the generational relationships between the family members and the long-term employees of the firm that will span generations and growth. All the levels of management will interact through a personal level. The set business objectives will be easily communicated, with the values being expressed through a face-to-face communication and direct interaction.

The system theory implementation will take place in the business in 3 years and where it will map effectively to the version of the proposed business model. The original model is displayed in the leftmost column in the diagram below. It will be extremely useful to consider the system theory implementation process being a series of some four iterations of the conceptual model. All events preceding the primary HRD intervention will result to the pre-intervention events, and will be a second change of iteration being based on the new organizational development process. A termination of this HRD project will eventually result in continued poor sales.

Figure 2: Iterative Application of the Conceptual Model



Successive approaches in organizational system theory implementation criticized Lewin’s work to be overly linear and static. This means that it would only be useful in contemporary global markets with continuously and rapidly change. These criticisms may be clustered into four categories (Ford and Greer, 2006). ‘Two Schools Of Thought Approach’ varies from an organizational culture perspective rather than the discrete processes. The Culture-Excellence Approach claims that new organizations are supposed to focus on developing an innovation culture, excellence, entrepreneurship, and both internal and external interactions to allow continuous and organic organizational change as opposed to the planned and discrete organizational changes in a new business. The continuous transformation model in the implementation of system theory in a new organization focuses on the fundamental and continuous organizational system.

A procession method and interposed equilibrium models will retain the focus on examining all forces that affect an organization implementation of system theory. Nevertheless, the former model states that the ideas like “freezing” and “unfreezing” are unsuitable ways to implement a system theory in a new business since it is inherently complex, non-linear, and multi-layered. The non-linear model tends to refine the Lewin’s model, stating that new organizations go through long stability periods “punctuated” by some short periods that consist of short and extremely rapid changes in the business (Burnes, 2004). Other critics tends to focus on the successive manner of the Lewin model, resulting in questioning whether the actual system theory change in the new business was a progress from unfreezing, to movement, and later to re-freezing.

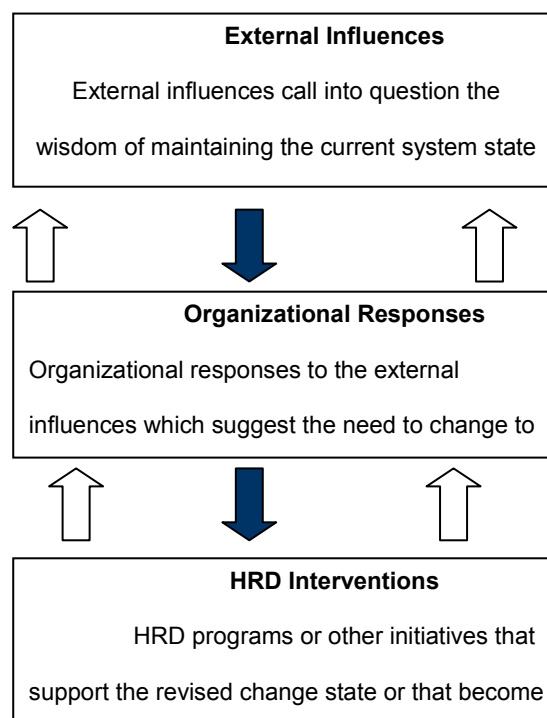
The planned model also recognizes that no new system theory in any business will take a hiatus from the regular business market while trying to develop a new and effective system. Relatively, most change initiatives tend to take place in new organizations that simultaneously responding to some competitive pressures, production needs, market conditions, staffing problems, and those produced from

other distinctive enterprise. The change initiatives are sometimes essential in when separating the ongoing market of the organization.

The system theory model is attributed from Jacobs' (1989) submission of systems theory towards human performance systems. The system is said to be a bounded set of connected and interconnected fragments that tends to exchange information between themselves and through the means of many processes and feedback twists. Systems tend to exchange information with some other systems through inputs form and outputs form. Essential to the idea of a systems theory is that all problems cannot be considered to be not isolated event, but a link to an antecedent situation that can be effectively predicted and controlled.

The suggested framework is encompassed of three subsystems: External Influences, HRD Interventions and Organizational Responses. The 3 subsystems are then integrated using a main process flow from the external effects to the HRD interventions, then by a feedback loop back towards the external effects.

Figure 1: *Conceptual Model of Organizational Change*



7. External Influences

External influences make macro fluctuations or societal actions external towards the organization and includes:

- Political shifts (regulatory/ national political and global changes)
- New economy (high efficiency, free markets, downward cost pressure)
- Technology (management technologies, technological devices, and quality systems)
- Globalization (logistics, global sourcing, global free-market capitalism, and transportation,)
- Demographics (aging population in the Western nations or the youthful population within the developing nations)

Organizational Responses as stated by Cummings & Worley, (2005)

Organizational answers towards external actions can take numerous forms, some examples includes:

- Strategic variations within product or service provisions.
- Structural variation
- Cultural variation
- Variation to reward systems
- Variation to informational systems
- Variation to work design

8. HRD Interventions

HRD consists of “performance, learning, and variation activities that bring some desired organizational efficiency” (Gilley, Egglund, & Gilley, 2002). After application through the use of a consultative technique in the setting of a new organization towards a market initiative, some HRD interventions will typically include working with an external adviser in the collection of data pertaining a current situation of the new business and all its work processes through analyzing the gaps between the current market performance form other businesses and the desired performance. Diagnosing the system theory cause(s) of performance gap and designing some relevant interventions are also involved in the system theory (Cummings & Worley, 2005). This model tends to accommodate a number of variation strategies and strategies through taking a wide view of all HRD initiatives to act as a response towards organizational needs.

The organizational system theory implementation efforts were mapped closely towards the proposed outline via a series of repetitions. Distinct change features, including the ranks of the same, were effortlessly identified and characterized within the theoretical outline being the external events, HRD programs, or organizational responses. Supplementary external actions will continued to interrupt inputs into the modification process and will be integrated into the new organization system and afterwards connected to the several processes vital to the proposed change state. Fundamental to the determination is the iterative response system which will link the numerous work processes across the complete system authorizing continuous amendments of the HRD interventions and interactions.

High	9	1,9	9,9
		Country management	club Team management
	8	Thoughtful attention to needs of people for satisfying relationships leads to a comfortable, friendly organization atmosphere and work tempo.	Work accomplishment is from committed people: interdependence through a "common stake" in organization purpose leads to relationships of trust and respect.
	7		
	6		
Concern for people		5,5	Organization man management

Western countries. Criticisms to prior models based on an Asian perspective tends to suggest that the models have frequently been impervious to the contextual essentials such as values and beliefs, culture, social and the legal institutions, and also the national economic growth (Hempel&Martinsons, 2009). Nevertheless, a systems methodology like the proposed system theory model provides new organizations, HRD practitioners, HRD scholars, with the chance to frame the general human performance questions by their own knowledge of the firm, its culture, and any desired performance results (Jacobs, 1989).

Developing an organization system theory and implementing it to a new business is a position that put the system theory on a test. In response to a new business environment pressures, the firm will pursue a strategy of expanding its retail store whereabouts and leveraging on its buying power in order to acquire additional inventory. The consequences of this strategy will initiate a chain reaction of positive effects across the organization. The new business is intended to incorporate the new market design and common ways of doing business like the use of credit cards in making purchases and other transactions. This means that the system theory to be implemented in the organization will have to factor in some of these considerations. The effort will expose a number of short comings across the entire organization, specifically the lack of a satisfactory development system used in the preparation of store management capital. Change efforts on the existing system theories will initially be done in order to provide a more tailor based system theory to the new business. The changes will be focused on the business strategic goals, and market expansions which will be archived through the execution of a number of HRD process and eventually improve the performance of the management processes.

Lewin's model states that organizational implementation of a system theory takes place under the three steps:

1. *Unfreezing*: The old behaviors in the market must be first "unfrozen" for new behaviors and processes to take root and be easily implementable. Unfreezing is the exploration of the need for change or new product in the market to satisfy a need or want. It also involves studying the existence and magnitude of all driving forces that created the need, planning on the change, and developing commitment in the new organization for the benefit of the new product and the market. (Gershwin, 1994)
2. *Movement*: A new business behavior tends to shift gradually. Successful movement will depend on the thorough understanding of all the forces at work on the business and organization, and the testing of all the available options within an interactive fashion (Burnes, 2004). This point is often assisted by an external change manager, an HRD practitioner having expertise in organizational development (Cummings & Worley, 2005).
3. *Refreezing*: A new organization will develops structures and systems that will be used to maintain and reinforce any new behaviors and maker conditions, thus creating a new equilibrium in the new business. Refreezing may also require some changes in the implementation of a system theory in any organizational culture, policies, systems and structures (Cummings & Worley, 2005), flowing leadership initiatives, or fluctuations in the new business learning capabilities (Beverland&Lindgreen, 2007).

9. Nonprofit organizations

As the name suggests, a non-profit organization is an organization that is not profit driven. Its primary objective is to serve the public freely. It is mainly referred to as a tax-exempt sector, charitable sector, social sector or even voluntary sector. Some few examples included the National Public Radio (NPR), United Nations Children Fund(UNICEF), Human Rights Watch(HRW) and the New York Public Library just to mention a few. There are so many important concepts that these organizations should always consider. The first one is governance, in order to have an active and successful organization there should be a good leadership or management. The non-profit leaders should come up with a strategic frame work in which they should function (Worth, 2014 p34). They must know them in objectives of the organization, the vision, mission and the general strategy of the organization. Most of the non-profit organizations operate under the board of directors. Their primary functions are to hire,

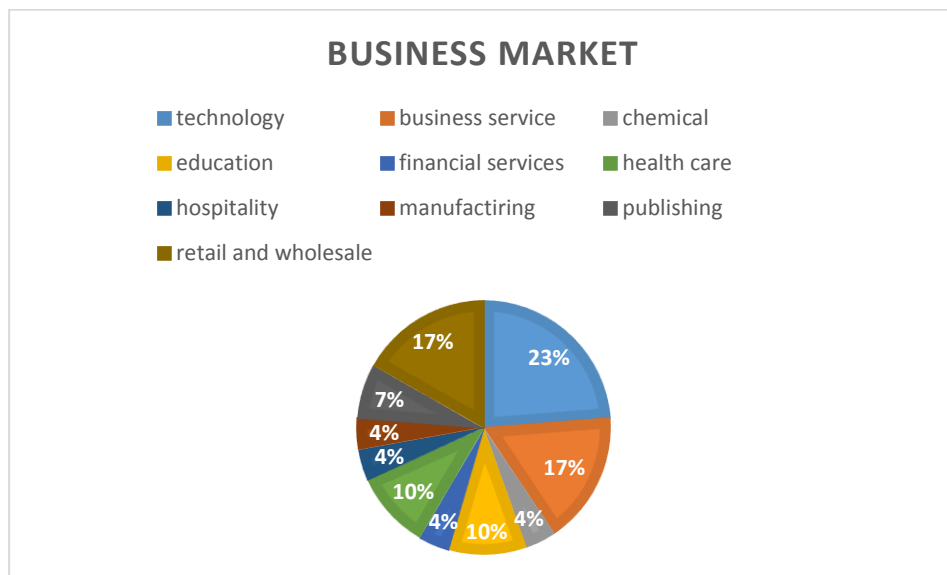
evaluate and compensate the executive director and other principal leaders. Good governance makes a successful non-profitable organization.

The other concept is the operations. The organization was made with a particular goal of the service and vision. This goal should guide the organization. There are various decisions that are necessary for the organization where the staffing being the most important one. Like other businesses and organizations of different sizes and operations they all rely on the personnel for them to realize their goal. This gives the non-profit organization to work for the profit organization in the establishing and maintenance of the workforce. In their operations, they receive a lot of special privileges from the government. This includes being accepting from paying taxes, being given the first chance in executing their duties and also being allowed to access certain places that other organizations cannot. This is because they are considered as groups that ran their duties for “public good”. This organization hence should consider have a good way of choosing their staffs and should always be goal oriented (Worth, 2014 p14).

The other concept that the non-profit organizations should consider is institution versus the community. How do you affect the community? How does our organization support the community? This is some of the questions that the organization should ask itself, of Coues, the leaders. For a profit organization it requires a market to run its duties and make more profits, thus for a non-profit organization to survive it needs visitors, donors, supporters, evangel lists and if you are not incorporating them into the organization then it will fail eventually (Worth, 2014 p22). Assuming the community is just like assuming your institution since the community is the primary reason for the existence of the non-profit organization. This shows that it is an important concept and hence the organization should consider it.

10. Role of business-level strategy in relation to business growth market

The business level strategy core objective is to ensure that an organization focuses on satisfying the customers’ needs and their prefaces in order to achieve reasonable returns that are above average. This strategy is mainly concerned with the position of the firm in an industry, comparing it to the competitors and the forces that surround it. These forces include the customers to be served, needs that should be met and how these needs should be fulfilled. The market capitalization is the general dollar market value of the outstanding shares of a public firm or a publicly traded company. It is calculated as the shares outstanding multiplied by the share price.



Graph 2: An outlay of the business market

For the growth of the market capitalization, a business-level strategy has to be actively involved. In that the needs of the customers are met and that the forces around the business are also looked

into. The other role is to ensure that as the company is growing or as the company growth market capitalization is realized the business returns are also accounted for and that they are above the normal average and hence there is an active growth in the company while minimizing the possible risks that can be faced while the company is growing.

11. Roles of core competencies in a decision to diversify into new businesses

Firm's core competency is a management theory that can be explained as the combination of various resources and skills in a company that is mainly used to distinguish it from other firms in a market setting. The main objectives of the core competencies is to ensure the firm has an ability to explore wide variety of market, ensure that the business checks on the benefits of the customers end products, and finally it ensures that it's hard to be imitated by the competitors. Examples of business core competencies can be the fine optics and precision mechanics, helps in building cameras and other related products.

For a new company, it is the role of the secure competencies to ensure that the business gets into the market and flourish. For instance, it will give the new firm a chance to access a wide market. This gives the company a significant selling market, more risks, more profits, and hence it grows also gives the new business to have an objective that is not only business orientate but also cares about the customers benefits. Finally, the secure competencies ensure that the company is unique, and its products cannot be imitated by other competitor and hence more sells.

12. Impact of unrelated diversification

Unrelated diversification is a diversification form in which a company adds a new product or unrelated product line and hence venturing a new market. For example, a clothing manufacturer enters a business of shoe manufacturing. The two products are not directly connected to the current company's business and hence termed as unrelated diversification while related diversification is where the business expands its product line and activities that are the same as the current activities that it offers. An example is when a calculator manufacturer ventures into making of computers.

Unrelated diversification has so far recorded a worst performance than the related diversification. This is simply because of the new challenges and risks that are found in forming a new business. For instance, the unrelated diversification is just like opening a new business. Although one might have the capital, they have very few knowledge of the challenges in the new business. Also, the customers have known the company to be excellent in producing or manufacturing certain products and hence winning the customers trust for the new products is hard. For the related diversification, the company already is aware of the challenges of the products, and one can just view it as expanding its sells and hence it gets a good performance.

13. Limitations

The research study experienced limitation of a few published sources that linked business marketing environment and its dynamics. Some peer reviewed articles could not be accessed; therefore, the researcher used limited available sources which were relevant to the study. It was difficult to generalize the findings of the literature review and case studies because they were carried out in different countries, conditions, and had varied emphasis. However, the researcher managed to overcome the limitations, collected reliable and valid evidence that is adequate to make conclusions.

14. Ethical Concerns

Ethical issues were addressed by acquiring permission from related authorities to research on the topic using accessible sources of secondary data available in public domain such as peer reviewed articles. The reflection of the researcher respected the ethical principles because the findings can be used to make decisions, draft policies, and strategic planning, therefore, accuracy is paramount to avoid misleading the stakeholder due to biases. The review of literature, case studies, and theories were carried out with utmost integrity as well as responsibility to avoid misconduct as outlined in the ethical code of conduct. The research was presented in a manner that does not breach copyright regulations, present redundant duplicate or plagiarized work, report sources with ethical insufficiency, or contravene ethics guidelines of publication. All the sources and contributors of knowledge were accredited, and any conflict of interest declared disregarding the stakeholders.

15. Future implications

This research paper acts as an eye opener to researchers when underlying the expansive nature of the marketing field in business, especially when the marketing environment is concerned. Hence research is urged to further the marketing research and specify different key concepts that affect the marketing environment.

16. Conclusion

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