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ABOUT THE TRANSFORMATION OF THE ORGANIZATIONAL MANAGEMENT STRUCTURE OF ENTERPRISES

Orlov V.M., Obodovskyi Yu.V.

*O. S. Popov Odesa national academy of telecommunications,
1 Kuznechna St., Odessa, 65029, Ukraine.
orlov_vn@ukr.net, baks.97@gmail.com*

ПРО ТРАНСФОРМАЦІЮ ОРГАНІЗАЦІЙНИХ СТРУКТУР УПРАВЛІННЯ ПІДПРИЄМСТВ

Орлов В.М., Ободовський Ю.В.

*Одеська національна академія зв'язку ім. О. С. Попова,
65029, Україна, м. Одеса, вул. Кузнечна, 1.
orlov_vn@ukr.net, baks.97@gmail.com*

О ТРАНСФОРМИРОВАНИИ ОРГАНИЗАЦИОННЫХ СТРУКТУР УПРАВЛЕНИЯ ПРЕДПРИЯТИЙ

Орлов В.Н., Ободовский Ю В.

*Одесская национальная академия связи им. А. С. Попова,
65029, Украина, г. Одесса, ул. Кузнечная, 1.
orlov_vn@ukr.net, baks.97@gmail.com*

Abstract. The article contains a theoretical analysis of the content of the organizational structure of management concept. It is shown that the structure of each enterprise is unique, but, a considerable variety of structures complicates the possibility of their comparison. To use the experience of building the management structures at advanced enterprises scientists need to compare structures. It is proved that the comparison of enterprise management structures is possible only in the case of the application of an extensive classification system. The existing views of researchers on the question of classification of management structures of enterprises using different classifications are analyzed. The generalized types of enterprise management structures are presented. The advantages and disadvantages of using standardized models in the transformation of management structures are specified. For example, the approach of PJSC "Ukrposhta" is analyzed, in which, when improving the structure of management, attention is focused on the transformation of its type. The expansion of the scope of application of multiple management structures and the transition from type change to the change on the basis of the construction of a management structure, which will increase the flexibility and adaptability of both the management system and the enterprise as a whole, are proposed.

Key words: management system, types of enterprise management structures, classification of management structures, plurality of management structures, transformation of management systems.

Анотація. У статті проведено теоретичний аналіз змісту поняття організаційна структура управління. Показано, що структура кожного підприємства є унікальною, але водночас значне розмаїття структур ускладнює можливість їх порівняння. Як в теоретичній, так і практичній площині постійно виникає необхідність робити порівняння, в тому числі з метою урахування досвіду побудови структур управління передовими підприємствами різних сфер діяльності. Доведено, що порівняння структур управління підприємств можливе лише у випадку застосування розгалуженої системи класифікації. Проаналізовано існуючі погляди вчених на питання класифікації структур управління підприємств з використанням різних класифікаційних ознак. Наведено узагальнені типи структур управління підприємств. Вказано на переваги та недоліки, що виникають при використанні стандартизованих моделей при трансформації структур управління. На прикладі ПАТ «Укрпошта» проаналізовано підхід, за якого при удосконаленні структури управління увага зосереджується на

перетворенні її типу. Запропоновано розширення сфери застосування множинних структур управління, здійснення переходу від зміни типу до зміни базису побудови структури управління, що дозволить підвищити гнучкість та адаптивність як системи управління, так і підприємства в цілому.

Ключові слова: система управління, типи структур управління підприємством, класифікація структур управління, множинність структур управління, трансформація систем управління.

Анотація. В статті проведено теоретичний аналіз содержания поняття організаційна структура управління. Показано, що структура кожного підприємства являється унікальною, і в то ж час значительное різноманітність структур затрудняє можливість їх порівняння. Як в теоретичній, так і практичній площині постійно виникає необхідність проводити порівняння, в тому числі з метою урахування досвіду побудови структур управління передовими підприємствами різних сфер діяльності. Доведено, що порівняння структур управління підприємств можливо лише в разі застосування розгалуженої системи класифікації. Проаналізовані існуючі погляди вчених на питання класифікації структур управління підприємств з використанням різних класифікаційних ознак. Приведені загальні типи структур управління підприємств. Вказано на переваги і недоліки, виникаючі при використанні стандартизованих моделей при трансформації структур управління. На прикладі ОАО «Укрпочта» проаналізовано підхід, передбачаючий, що при вдосконаленні структури управління увага концентрується на зміні її типу. Предложено розширення сфери застосування множинних структур управління, здійснення переходу від зміни типу до зміні базису побудови структури управління, що дозволить підвищити гнучкість і адаптивність як системи управління, так і підприємства в цілому.

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The increasing in the diversity and the growth of the number of enterprises in recent years is increasingly exacerbating the competitive contend between them, which in turn leads to the need to find new ways to ensure the survival of the enterprise and, if possible, to increase the efficiency of its activities. At the enterprise, as at a complex system of elements, increasing overall efficiency is primarily ensured by improving the organization and coordination of activities between components, in order to ensure their functioning as one whole, that is, due to changes in the management system.

The analysis of the structures of management of enterprises of the sphere of communication and information was shown that in the vast majority of cases in the formation of new or transformation of existing structures, the basis of their construction is the use of standardized types of structures (mainly linear-functional) and their adaptation to specific conditions of enterprises. The advanced division of management structures allows taking into account as much as possible the features of each enterprise. However, at present, there is no single approach to the division of management structures, since scholars are constantly applying different classification features. But, at the same time, not every division meets the requirements that are established by the theory of classification. It should also be emphasized that the issue of combining the advantages of various types of management structures is relevant in the sphere of communication and information technology.

Consequently, due to the importance of the formation of an effective management structure, as well as the application in practice of standardized types of management structures, the question arises of the relationship between the transformation of management structures and their classification.

The various aspects of the functioning of the management system, and in particular the problems of management transformation, were considered by K. S. Drohobychka, D. A. Baira, V. S. Tsipurinda, V. Sh. Rapoport, V. M. Orlov and others.

The purpose of the article is to study existing approaches to the transformation of organizational structures of enterprise management, to reveal and substantiate of the classification of management structures as the basis for the formation and transformation of enterprise management structures and the necessity of using the principle of multiplicity in the transformations of management structures in modern conditions.

The management system is the basic category which combines the entire administrative vertical of the enterprise. E. I. Khodakivsky points out: "The enterprise management system includes such elements as management functions, the organizational structure of management, management staff, technical means of management, information, management methods, technology, finance, management decisions" [1, p. 2].

However, in the context of elements of the management system changes, most often, relate to the transformation of the management structure of an enterprise, as a component that directly or

indirectly combines the features of one and determines other elements. The structure of the organization is considered as "fixed relationships that exist between departments and workers organizations. It can be understood as the established scheme of interaction and coordination of technological and human elements" [2, p. 85].

Depending on the constructing of the management structure, the process of developing, discussing, approving and implementing management decisions is organized at the enterprise, some technical means of management are used, at the same time, the management structure is dependent on the personnel of the management, it is not doubtful that each manager tries to adapt the organization to its own style of management, opportunities, sometimes changing the basis on which the enterprise management is built.

At the same time, elements of the control system (however, to a certain extent and the structure of management) serve as a link between the management unit and the production system. In this case, the enterprise should be considered as a combination of two components - the management system and production system. A. Modin and Y. G. Yakovenko define that "the organizational structure of the apparatus of management of the production complex should ensure the implementation of the model of the functioning of production" [3, p. 280]. That is, scientists emphasize the fact that the control subsystem acts as a derivative of the production subsystem of the enterprise.

This thesis becomes especially important because of the fact that not only changes in the management apparatus, but also changes in the production process (however, of course, that this applies not only to the enterprises of the manufacturing sector but also to the enterprises of the service sector) lead to the need for transformation management structure.

It should be noted that each enterprise is specific, with an individual composition of elements, characteristics and only the inherent combination of them, it is common practice to divide the whole set of management structures of enterprises into common types, classes. The purpose of such actions is the opportunity to compare the organization of the process of management of enterprises in different fields of activity, scales. Allocated in the process of division characteristics, scientists and practices are trying to move, adapt to other enterprises. In this case, it is not blind copying of management structures, but the use of the experience of other enterprises, because, as scientists have noted, "the purely mechanical application of a particular control system does not guarantee high efficiency" [4, p. 221].

N. G. Georgiyadi and R. B. Vilyugetskaya write that: "The developed classification of the OSEM (organizational structures of enterprise management - V. M. Orlov, Yu. V. Obodovskiy) will help managers of enterprises rationally form an effective organizational management structure in accordance with strategic goals of the enterprise, which will promote its development" [5, p. 5]. At the same time, not all division, including the structures of management, is carried out taking into account the theory of classification, as emphasized, in particular, by V. M. Granaturov [6, p. 31].

Management science and practice commonly considered division, depending on the reaction to the influence of external and internal environments. On this basis, hierarchical (mechanistic, bureaucratic, rigid) and organic (adaptive, flexible) [7, p. 162; 8, p. 2; 9, 10, p. 43].

Hierarchical structures of management "are characterized by a clear hierarchy of power, the formalization of functions, rules and procedures, centralization of decision-making, rigidly mandated powers and responsibilities" [7, p. 162], the organic structures "are characterized by blurriness of the management hierarchy, the flexibility of the structure of power, the existence of informal rules and procedures, a small number of levels of governance, decentralization of decision-making" [7, p. 162].

At the same time within the defined types there are a more detailed division of management structures into: linear, linear-functional, divisional (food, regional, based on strategic business units) and matrix, project, program-target, command, network, virtual [7, c. 165, 177; 10, c. 43].

A slightly different approach to the classification of management structures was proposed by N. G. Georgiyadi, R. B. Vilyugetskaya, I. M. Prudnikova and D. L. Levchinsky. Thus, N. G. Georgiyadi and R. B. Vilyugetskaya distinguish as classification basis: the method of construction, the duration of functioning in the structure, the stage of the life cycle of the management structure, the level of integration of the structure, the level of centralization, the frequency of organizational changes in the structure, the level of efficiency of the structure, the level of adaptation to changes in the environment of the operation of the enterprise, the scale of coverage of the enterprise market, the peculiarity of the economic activity of the enterprise [5, p. 3].

D. L. Levchinsky as a sign of classification leads, in particular: the principle of management and subordination, time conditions of existence, the degree of formalization, the degree of centralization, technology of work, the nature of the enterprise and the type of reaction to changes in the environment [11, p. 110].

I. M. Prudnikov's classification of management structures is carried out depending on the nature of the reaction to the influence of the factors of the external and internal environment, the orientation of the efforts of the organizational structure of management, the variant of the group approach to solving problem situations, stationary personnel and the nature of the relationships between elements of the structure [10, p. 43].

Allowing, thus, to consider the management structures through the prism of their various features, the classifications indicated do not always correspond to the requirements developed by the classification theory.

Classification is a "division of a plurality, which is carried out in one way or another, classified into classes, subclasses, etc. Classification in the composition of the class is classified according to the general properties of the objects being classified (elements)" [12, p. 61]. In the explanatory dictionary, it is noted that such a division is carried out according to "distinctive features" [13, p. 330] of a particular object of classification.

On this characteristic V. M. Granaturov also focuses attention, defining how the classification contrasts from division, that the classification represents the "division of objects of any kind into classes for the most essential features inherent in objects of this genus and those that distinguish them from objects of other genera, with each class occupying a certain permanent place in the system that has emerged and, in turn, is subdivided into subclasses" [6, p. 31]. That is, "each classification is a division (its special form), but not every division is a classification" [6, p. 31].

In particular, the above classification of management structures does not correspond to the theory of classification in the part that, when classifying "the members of the division should be mutually exclusive, that is, when dividing into groups, a single subject can only be in one group" [6, p. 31].

At the same time, it should be emphasized that the allocation of different classification characteristics, not only for management structures but also for describing what is being applied at present to the practical load that manifests itself in representing typical behavioral patterns (for example, the directions of structural transformation) for different situations.

Thus, in an enterprise, provided that the activity (range of goods (services) produced (provided) or due to territorial expansion), changes in the development strategy, etc., the management structure used is inappropriate to the changed conditions in the relations that's why the necessary of the transformation of the management structure arise.

However, at the present time, the notion of "transformation of the management structure" is narrowed to the change of type within hierarchical and organic structures. For example, today "[the] organizational structure of the PJSC "Ukrposhta" is built according to functional directions" [14, p. 3], however, the strategic plan for PJSC "Ukrposhta" development until 2020 is scheduled to take place in the course of 2017, the "holding of a vertically-integrated company with the allocation of individual business units in directions and the subsequent transition to a divisional management model" [14, p. 25].

Obviously, with a significant territorial distribution, the divisional management structure will allow each region to focus on its peculiarities, thus accelerating the implementation of the necessary changes in the approach to customer service, in exercising control over the operation of "divisive units", and so on.

However, a significant disadvantage of this approach is that it would be more rational to combine simultaneously several types of management structures within the same enterprise. This thesis is not new, because, for example, when forming a management structure for a particular project, the organization simultaneously acquires both its own, "permanent", management structure and a new "temporary", project.

The new, in this case, reveals the fact that at present "plural" (K. S. Drogobycka distinguished "modular structures" [15, p. 37]) structure of management most scientists is proposed to apply only for large enterprises ("[s]tructures of corporations of this type (mixed structures - V. M. Orlov, Yu. V. Obodovskyi) go beyond one or more countries and focus on highly diversified activities in the world market" [7, p. 172]) operating in several countries. Of course, the combination of fundamentally different types of management structures, for example, in an enterprise that extends its activities to a small area and has a fairly small number of employees (and

hence a small number of links and levels of management), would not make sense, however, the actual possibility will be the "spot" take into account the particularities of each individual direction and each level of management in order to ensure their most rational use. So, for example, one of the options for solving the situation associated with the transformation of the management structure of PJSC "Ukrposhta" may be as follows: as a first step, the division of the organization into activities ("Building a vertically integrated company with the allocation of individual business units for directions (most likely, referring to "directions of activity" - V. M. Orlov, Yu. V. Obodovskyi) "[14, p. 25]) and the allocation of macro regions (according to the strategic plan of development it is proposed to implement" [o]ptimization of management structure, the introduction of macro-regions "[14, p. 23]) with similar terms and conditions of the company. The next step is the formation of a basic management structure - divisional (as indicated in the strategic development plan [14, p.25]). However, unlike the typical situation associated with the transformation of management, when the definition of a certain type completes the work with the classification of management structures, in the case of applying a plural structure will be looking for types that are more rational for other activities of the enterprise. That is, the situation in which the activities connected with the provision of postal services are transferred to the heads of separate structural units, while, for example, "financial business" is fully managed by the central directorate.

The rapid and dynamic change in the conditions of enterprises requires a change in the type of used management structures rather than changes in the view of the management structure as something permanent, monolithic, that is, the application of different approaches to its formation.

Consequently, at present in enterprises, including the communications industry, the transformation of management structures takes place in the light of the existing classification of management structures, which, however, does not always correspond to the theory of classification. At the same time, in order to improve the overall efficiency of enterprises, a transformation of management structures that involves changing the basis of governance - the application of the principle of multiplicity, modularity of management structures, including at the telecommunication and informatics enterprises, should be transformed. Changing only the type of control structure used or certain elements within the existing type cannot act as a factor that can lead an enterprise to a qualitatively new level of development.

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