

## ТЕНДЕНЦИИ ЗА ПО-ЕФЕКТИВНА ОРГАНИЗАЦИОННА СТРУКТУРА НА УПРАВЛЕНИЕ TRENDS FOR MORE EFFECTIVE ORGANIZATIONAL MANAGEMENT STRUCTURE

Minka Miteva Yordanova, *Technical University - Gabrovo, Bulgaria*

**Sadržaj** - Изграждането на по-ефективна и конкурентно способна организационна структура на управление е основна задача за всеки ръководител на организация, независимо от това в коя област е организацията.

Целта на авторката с този доклад е да представи тенденциите, свързани с изграждане на организационна структура на управление.

За постигането на тази цел в доклада са разгледани съществуващите теории за организация; принципите за изграждане на организационна структура на управление; начини за оценка на организационна структура и са предложени препоръки за подобряване на йерархията на организационната структура.

Ключови думи: организационна структура, принципи, йерархия на организационна структура.

**Abstract** - Building a more effective and competitive organizational management structure is a main task for any leader of an organization, regardless of this in which area is the organization.

The purpose of the author with this report is to present trends related to building the organizational management structure.

To achieve this purpose in the report are examined existing theories for organization, the principles for building an organizational management structure, ways for assess an organizational structure and are proposed recommendations for improving hierarchy of organizational structure.

Key words: organizational structure, principles, hierarchy of organizational structure.

### INTRODUCTION

*Building a more effective and competitive organizational management structure is a main task for any leader of an organization, regardless of this in which area is the organization.*

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### EXHIBITION

#### 1. THEORIES FOR CONCEPT "ORGANIZATION"

The term "organization" has Greek origin and means "means", "way", "instrument", i.e. organization is a structure which arises in a result on pooling the efforts of the circle of people to achieve a common goal.

Over the years, the organization's views have changed depending on the environment and circumstances in which were present the organizations.

There are several groups of theories about the organization, which show the evolution of views on the organization during different periods, namely [6]:

1. Classical theories for the organization - the nature of the organization is explained by the division of labor and the organizational structure, as in relation to that in the foreground shows up the need to respect certain principles of management.

2. Neoclassical theories for the organization - the organization is represented through people. People and their behavior are crucial for the correctly functioning of the organization.

3. Contemporary theories for the organization - the organization is presented as a system consisting of subsystems, capable of adapting to the external environment and by influencing the impact of internal factors to be effective in its activities.

Notwithstanding the existence of different theories, in the modern condition, organization is much different from that years ago. This fact predetermined the possibility of the organization management, depending on the impact, exercised by the external factors to can changed the organizational structure, in order to achieving set goals. External factors affecting the organization's operations are detailed in the source [2].

To achieve the purposes put before the organization important significance have the following elements:

\* Personnel in the organization - what are the founders of the organization and competence of personnel in her;

\* Mission and purpose of the organization – are they important, is the community aware and personnel in the organization of them;

\* Structure of organization - of her depend overall mutual relations for execute the mission and purposes of the organization;

\* Perceptions, attitudes and values of personnel in the organization – how the perceived environment in which the organization works, whether are adaptable to her, to the users of their product and competitors the organization.

## **2. PRINCIPLES FOR THE BUILDING OF ORGANIZATIONAL STRUCTURE OF MANAGEMENT**

For each leader of an organization, building the organizational structure of management and the possibility at necessary she be able to be change, is one of the main tasks.

By changing the organizational structure is possible to make the organization more efficient and competitive depending on the external factors that influencing on her at the moment.

To cope with the task of timely change in the organizational structure of the organization's, the leadership need to answer two questions [5]:

\* What are the requirements, which the organizational structure of management, should to meet at this moment?

\* How can they be effectively met these requirements?

Synonymous answer to those two questions cannot be given. According to Peter Drucker [3] requirements to the organizational structure of management are:

\* To create an organization of business operation;

\* To have possible fewer levels of management;

\* Be a prerequisite for training and testing of tomorrow's managers.

To meet these three requirements, the organizational structure of management must use one of two principles, or both simultaneously, namely: principle of management by profit centers and principle for functional management organization.

Principle of management by profit centers. Under this principle exist a main directorate, which deals with individual functions in the organization and lower levels which are independent to take all operational decisions for its activities.

Each part has its own responsibility for profits and losses. According to this principle, the activities of managers focus on the activities performed by the organization and the results obtained from these activities.

### Principle for functional management organization.

According to this principle provides for the building of integrated units that self-managed only individual stages by process - training, marketing, finance and etc.

It should be noted that exist and disadvantages of the functional organization of management that relate to:

\* "Function's" only deals with part of the activities, not with the entire activities, which creates difficulties in setting targets and measuring results for individual functional areas;

\* Increases are the number of management levels, leading to increased costs. Since, when have more personnel, appointed to managerial positions, hampered coordination between the individual levels in the organizational structure.

In practice, the disadvantages of the functional organization can be limited by using simultaneously the principle of management by profit centers and increased range of management of each manager.

## **3. WAYS OF ASSESSMENT AND RECOMMENDATIONS FOR IMPROVING THE HIERARCHY OF THE ORGANIZATION'S**

In conducting an analysis of the hierarchy of the organization, with purpose assess for her quality, hierarchy is needed to be examined in two aspects: structural aspect and functional aspect [1].

Considering the hierarchy of the organization in both aspects is important, because an organization may be has a good hierarchy in the structural aspect, but actually be destroyed by a functional standpoint.

Structural aspect. From this standpoint, the hierarchy of the organization is considered good, when the number of hierarchical levels correspond to the specifics of the organization and provides an opportunity every leader to lead close to the optimal quantity units. Reducing the number of subordinate to every leader leads to increased number of levels of management.

Functional aspect. This aspect examined the allocations of roles, functions, duties and responsibilities between the hierarchical levels in accordance with place on the levels in the hierarchical structure, its competence, the abilities to access to information and completeness of the information.

In the hierarchy of any organization there is constant acting trend, which is a consequence of psychical characteristics of individuals charged with managerial functions, and this is the trend of "increasing personnel in the managerial units". As much is higher the hierarchical level on the managerial units, so the stronger is pronounced this trend.

Management unit performs well its managerial functions and the trend to increasing of his personnel arises not from the necessity, as much from the willingness of the leader for greater respect for him, due to the large number of personnel who guided.

In this case, inside in the management units built up the units of lower-level, as be copying the example of the leaders, and on this way built up the hierarchy in the hierarchy. The new management personnel in unit no real job, which makes it tricky and he began to looking activities to justify its presence in the units, as:

1. Complicates all procedures and functions performed by unit.
2. Complicates and increases the number of documents used by the unit.
3. Takes away the part of the management functions of the units from subordinate hierarchical levels.
4. Increases quantity of information required by subordinate levels.

The negative result of these actions is expressed in:

1. Increases the price of the management subsystem of the organization.
2. Complicating, delay and aggravation quality of the managerial process.
3. Reduce the autonomy of managerial units from the lower hierarchical level.
4. Low quality of management decisions, taken on behalf of managerial units from subordinate hierarchical levels, due to insufficient competence of the managerial personnel and an increased deficit of information.
5. Exclusion from the management of a substantial part of the intellectual potential of the heads from subordinate hierarchical levels.

Implementation on the information technologies in the management organization in the presence of multilayered hierarchical structure is difficult task. In this case the organization does not fulfill the most important requirement for implementation of automated information systems - optimization activities in the system before introducing a new automated information system.

Through the new automated information system should make reduce the personnel of the management subsystem, but gets the opposite - personnel of the organization shall be increased by new administrators of data, increasing the quantity of information required by subordinate hierarchical levels, which in most cases must prepare it manually.

To improve hierarchy of the organization should be observed the following recommendations:

1. Create administrative positions only if they are necessary for the successful flow of target process of the organization and never outside him.

2. Create the managerial units with flat hierarchies, i.e. with a minimum number of hierarchical levels. Otherwise, the predominant activity is mutual service levels, rather than servicing the target process of the organization.

3. To allow for maximum possible autonomy of subordinate hierarchical levels, while maintaining appropriate controls over their activities.

4. The administrative personnel to have a wide-range of responsibilities, i.e. not be narrowly specialized. The narrow specialization of personnel reduced his liability and complicated administrative processes within the organization.

5. Inside in the managerial units and throughout the organization to have more connections to horizontal interactions.

6. Implementation of new information technologies and systems, creation of new documents and coordinating the same standard for all documents, used in the organization, should be done only after expert analysis of their necessity and their effectiveness.

7. Emerging exceptional administrative tasks can be realized through temporary redeployment personnel and not by increasing the number of personnel.

8. In organization to have a good working environment and the personnel, who works in it is be well motivated.

## CONCLUSION

Based on examined trends in the report, related to the building organizational structure of management, can make be the following **conclusions**:

1. Depending on the degree of influence of external and internal for the organization factors, the organization must be able to change its organizational structure or parts of her, in order to reach set to before organization purposes.

2. For build to effective organizational structure of management of organization, must be used combined advantages of the principle of management by profit centers and the principle of functional organization of management.

3. Multilayer hierarchical structure of the organization leads to lower efficiency and repeatedly increased time of processes in the organization.

4. To improve hierarchy of the organizational structure necessary to allow for maximum autonomy of subordinate units and the administrative personnel to have a wide-range of responsibilities.

5. For the efficient work of the organization, it is necessary in her to have a good working environment and the personnel, who works in it is be well motivated.

6. Implementation of new information technologies and systems should be done only after expert analysis of their necessity and effectiveness of their implementation.

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