

Contents of organizational and administrative changes and its enterprise implementation

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Abstract - The essence of the concept of enterprise «organizational and administrative changes» has been developed. Organizational and administrative changes have been defined and grouped. Strategies and tactics of enterprise organizational and administrative changes have been described.

Key words - organizational changes, organizational and administrative changes, management process of changes.

I. Introduction

The activity of modern enterprises has always been dynamic. Each enterprise is willing to develop and improve in order to promote its leading positions on the market.

The development of modern enterprise is not possible without implementing changes for adaptation of its activity to the functional environment. Present ideas of implementing different changes and modifications of the enterprise are founded on development and leadership theories. Such theories provide for planned phased changes in order to achieve the objectives. Different theories and phases of organizational changes management, including processes of planning and implementation of changes are the subject of scientific research of foreign and national scientists.

Organizational development, its aspiration of improvement cause new problems for the enterprise executives. As a rule, the major cause for changes is the external environment of organization. Its influence is not significant; however, afterwards the enterprises must implement changes into the production methods, employees' motivations, methods of competitors control and develop its new development strategies, having changed not only the objectives, but also the organizational target.

II. Scientific part

Scientists define three major phases of organizational changes, which took place in XX century and are of great importance. The first phase is the separation of administrative functions from the owners and establishment of the professional activity such as the management. Second phase is occurring, beginning from the twenties, of the command-and-control organizations with the vertical hierarchy and high level of solutions centralization. Third phase is the transition to organizations with the dominance of horizontal structures and relations, information technologies, which are based

on widespread use of special knowledge and systematic methods of decision-making [6].

The most complete definition of the concept of organizational changes is offered by Kuzmin O. Ye., Melnyk O. H. According to them, organizational changes are the whole changes at the organization, causing innovations and could take place in such directions: changing organizational objectives; changing the structure, that is the distribution of powers, responsibility, division into departments, branches, sub-divisions, committees etc.; change of equipment, technological methods, product design; modification (change) of possibilities or employees' behavior (communication training, shake-up, advance training, formation of groups, work evaluation etc.); changes in business activities management.[3]

Organizational changes include any changes at the enterprise in general. Therefore, such category of changes must be singled out, as organizational-administrative, that is the changes only at the level of enterprise administrative branches.

Organizational and administrative changes are the process, aimed at improvement of activity and cooperation of enterprise administrative branches in order to achieve objectives and organizational target.

Generally, organizational changes appear under the influence of external and internal factors. That is why it is arguable, that influence factors both for organizational and for organizational and administrative changes are the same. External factors are related to the environment specifics, where organization is functioning, more specifically – to the changes, occurring in such environment constituents: in economic situation; in technological component; in state regulation; in social and cultural components; in international aspects; competitors; suppliers; customers etc. The majority of such factors have small influence on the organization and do not cause significant changes in it, but the last, such as (competitors; suppliers; customers) are the key factors for the implementation of the enterprise organizational changes. As for internal factors, target, objectives, resources, technologies and structure of the organization should be noted [1,2,4].

All factors, influencing the organization should be grouped according to the following categories:

- Based on importance of influence on process of planning and implementing of changes (only those factors must be considered in the first place, which significantly influence the process of organizational and administrative changes).

- Based on reaction immediacy (factors must be grouped into such, influence of which is currently immediate for the organization and such, which are not urgent for today).

- Based on the range of future changes-(factors must be grouped into factors of not significant, significant and radical influence, requiring accordingly minimum, average or extensive changes of organizational and administrative character at the organization).

- Based on changes object (groups here are divided according to the criteria of factor influence on changes in organizational, technological or financial plan of the organization).

The efficiency of implementing of organizational and administrative changes is estimated according to the results of such changes, and also to the possible perspectives, formed in result of implementation of such changes. In the same time, novelty and prospectivity of suggested changes; economic effect gained from implementation of such changes, practical input into improvement of technical level and technical and economic indexes of the enterprises must be considered [7,8].

Management of organizational and administrative changes is the specific management function, realized through general management functions: planning, organization, motivation, control and regulation in order to achieve the objectives and organizational target for the effective functioning and its further development.

Implementation of organizational and administrative changes directly-proportionally depends on adherence to phasing of changes implementation. Changes must not be implemented without the preliminary analysis of possible results and evaluation of all possible alternatives. These would after all effect the further development of the enterprise [4,5,9].

It must be noted, that for the implementation process of organizational and administrative changes and gaining effective results, following steps must be made:

- 1) Identify the spot at the enterprise management system, where problems occur;
- 2) form the process of implementing of organizational and administrative changes for the solution of specific problem.

The implementation process of organizational and administrative changes, depending on the existing management style (authoritarian or democratic, accordingly), is realized based on two directions:

- formation of methods of organizational and administrative changes, depending on management style;
- choosing the management style for specific methods of organizational and administrative changes.

The characteristic feature of organizational and administrative changes implementation in modern market environment is the continuous process of cyclical character [8,9].

Effective management of enterprise organizational and administrative changes is rather complex, but important element of organizational management. Any changes meet a number of factors with negative or favorable character for implementation. Regarding organizational and administrative changes, the major factors are human interest and ambitions.

Conclusion

These days enterprise cannot do without implementing changes, which provide for a long-term and stable

development of the organization in general. The development of technological progress only makes enterprises to implement new technologies and methods of enterprise management. In the process of state economies transformation, different crisis phenomena take place, which cannot be overcome without implementing some corrections of any enterprise activity.

Future research of this problem will allow for methods to be formed in order to implement organizational and administrative changes at the enterprise for solving its specific problems, occurring during the management structure activities.

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