

The Adapting of an Enterprise Organizational Management Structure to Alterations

Roksolana Vilhutska

The Department of Management and International Enterprising,
Lviv Polytechnic National University, UKRAINE, Lviv,
Mytropolyta Andreyra Street 5,
E-mail: r.b.vilhutska@gmail.com

Abstract – *The ways of Enterprise Organizational Management Structure (EOMS) adapting to alterations in inner and outer environment have been described in the abstract. The process under consideration takes place in the way of combining of new structural sections to the ones already existing. Under the example of EOMS we described the process of plurality combination, which is based on the axiom of their inclusion and intersection.*

Key words – organizational structure of management, restructuring, axiom of inclusion, inner and outer environment, plurality of elements, theory of pluralities.

I. Introduction

During the application of enterprise organizational management structures one of the most widely spread forms of their reorganizations is the process of adapting to alterations which takes place in inner and outer environments of an enterprise. The analysis of empiric data of industrial enterprises allowed making a couple of common organizational decisions which are approved and implemented by heads of companies as a result of identified alterations. They are as follows: the formation of a new organization section, the process of a new element joining the existing one, an existing section abolishment within the company, the combination of two or more sections within the company.

As a rule, each of these decisions is accompanied by the redistribution of functions among sections of an enterprise and separate officers, goals regrouping, the correction of existent or implementation of new rules and procedures.

II. Basic Data Rendering

Under the influence of alterations which take place in inner and outer environments of an enterprise their organizational structures are dynamic formations which demand reorganization from time to time. Such typical features as enterprise organizational structure incapability to ensure necessary subordination among officers and structural sections; the incapability of structural sections to fulfill their functions which makes impossible the actualization of their tasks, are the markers which point to the necessity of reorganization. In this way the formation of a new section of an enterprise is the way of enterprise organizational structure adapting to alteration which is accordingly described by the axiom of inclusion. It points to the fact that an existent organizational structure does not possess the elements of newly-formed section [1]. Having considered that, the necessity to include these elements into an existent organizational management structure is the reason for new plurality formation and it

itself is the answer to alterations reactions which happen in the environment. The axiom of inclusion for demonstration of a new organization section may be formulated the following way:

$$\left\{ X_i \right\}_{i=1}^j \setminus \left(\left\{ A_x \right\}_{x=1}^n \wedge \left\{ B_y \right\}_{y=1}^m \right) \equiv \left\{ i \mid i \in \left\{ X_i \right\}_{i=1}^j \wedge i \notin \left(\left\{ A_x \right\}_{x=1}^n \wedge \left\{ B_y \right\}_{y=1}^m \right) \right\}, \quad (1)$$

where $\left\{ X_i \right\}_{i=1}^j$ - elements of plurality i , which make up a new structural section of enterprise management structural section.

The formulae (1) is concerned with the case when a newly-built structural section is a plurality which consists of more than one element, but the adaptation of management organization structure to alterations is often manifested by the decisions which aim at creating separate positions within an organizational structure of management which have a certain position in the hierarchy of management, but do not belong to each section of an enterprise. This is possible when, for instance, the position of a chairman's surrogate on innovations and creativity is introduced, who does not have a separate structural section to head, but one possesses the right to rule all the creative search in each section of an enterprise and control the fulfillment of certain operations connected to check and analysis of the creative ideas offered by the members of the staff (fig. 1).

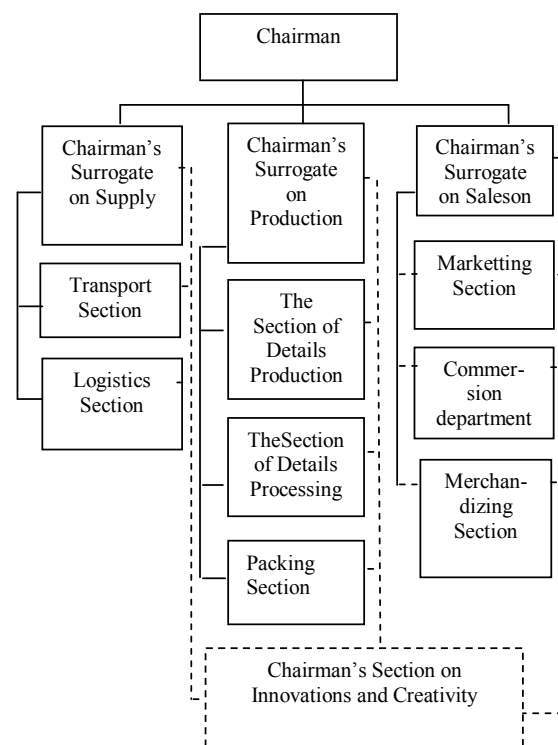


Fig. 1. The example of OEMS which is based on the axiom of inclusion

Notes: author's scheme. A newly-introduced position of a manager of an institutional level of an enterprise management which is connected to all other sections in terms of functions, though one has no separate section to head.

One of axiom statements of the plurality theory which coincides to the case of an adaptation of enterprise organizational management structure to existent alterations in a way of abolishing of an existent section or a separate position, which is one of hierarchical levels of management, is a scheme of differentiation. It demonstrates the identification of those features of an existent enterprise management organizational structure. One of typical cases of an enterprise management organizational structure adaptation to changeability of the conditions of inner and outer environments is a certain decision making process concerning a unity of two or more sections of an enterprise. Considering the axiomatic statements of the plurality theory by Cermelo-Frenkel, the scheme of unity is as follows:

$$\left. \begin{aligned} \left\{ A_x^n \right\}_{x=1} \cup \left\{ B_y^m \right\}_{y=1} &\equiv \bigcup_{q=1}^f \left\{ L_q^f \right\}; \\ x \in \bigcup_{q=1}^f \left\{ L_q^f \right\} &\Leftrightarrow \exists \left\{ A_x^n \right\}_{x=1} \in \left\{ L_q^f \right\}, x \in \left\{ A_x^n \right\}; \\ y \in \bigcup_{q=1}^f \left\{ L_q^f \right\} &\Leftrightarrow \exists \left\{ B_y^m \right\}_{y=1} \in \left\{ L_q^f \right\}, y \in \left\{ B_y^m \right\}, \end{aligned} \right\} (2)$$

where $\bigcup_{q=1}^f \left\{ L_q^f \right\}$ - integration of pluralities, which

occurs as a result of reforming of two structural sections into one.

The investigation proved that the case of a mutual integration of structural sections, and also the cases of creation of interstructural service, temporary or permanent committees and working groups described above, is often accompanied by the phenomenon of pluralities intersection. (fig. 2).

Intersection takes place when a certain person receives responsibilities which concern a few structural sections of an enterprise. Consequently, this person at the same time functions as a joining link of a few interrelated structural sections.

Conclusion

To conclude, out of the theory and practice of modern management the adaptation as a form of an organizational management structure reorganization is mainly applied when an enterprise is characterized by financial stability, a certain level of competitiveness and the chairmen are capable of altering the strategy of new goals achievement on time. But still, there are numerous cases when an

enterprise either for one or another reason finds itself on the edge of going bankrupt and is at a state of sanitation. The acquaintance with enterprise data which have the experience of sanitation and reconstruction allows claiming that each of them was subjected to changes peculiar to reorganization of organizational structure of enterprise management in a way of adaptation to the conditions of inner and outer environment of an enterprise.

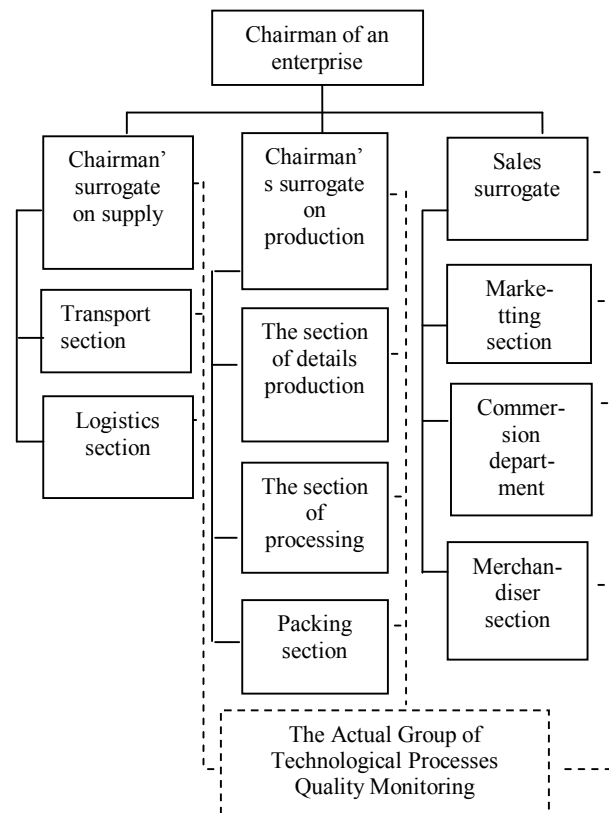


Fig. 2. The example of pluralities intersection within EOMS

Notes: author's scheme. A temporary working group of enterprise technological processes monitoring which consists of the representatives of all structural sections is demonstrated with a dotted line.

References

- [1] Ja.G. "Bersuckij Prinjatje reshenij v upravlennij jekonomicheskimi obektami: metody i modeli" ["Decision Making in Economic Companies Managements: methods and models"], Doneck, YEP NAN Ukrainy publ, 2001.