

Table (to be finishing)

1	2	3
		activities of monopoly enterprises through antitrust laws and thus create the conditions for innovative activities in the country or region. Increasing the number of innovative firms competing with each other encourages the development of SPP
4	Cost-effectiveness of innovative processes	The principle of economy of innovation processes means that the resources allocated to innovation are only justified when they lead to commercial success
5	Concentration of resources in priority areas of science and technology	The most important function of state regulation in a market is to determine the priorities of innovation and resource provision of relevant scientific developments. At the state level, these directions are determined by taking into account the priority needs of the state and its innovative capacity
6	Sufficiency and limited priority	The principle of sufficiency and limited priority is particularly relevant for countries with economies in transition. It is usually determined by one global direction in which innovative potential develops and which is taken under state control
7	Flexible innovation policy	Flexible innovation policy provides for the possibility to quickly reorient human resources and redeploy resources to other challenges of the innovative direction
8	Integration of education, science and business	Provision of this principle will establish links between the education system and research-based systems, and therefore, speed up the pace of innovation
9	The development of innovation capacity in the regions through the transfer of certain rights and obligations to the regional level	The need to ensure the development of innovation capacity in the regions through the transfer of certain rights and obligations to the regional level is based on the fact that in a market economy there is general decentralization of management regarding the scope and innovation
10	The scale	The scale of innovation capacity means that the higher the significance of innovation, the greater the incentive to use leverage to make the effect of the introduction of innovation remain in the territory where it is implemented
11	Promotion of international cooperation	Promoting international cooperation will provide the scope for international transfer of innovation technology (including information) leading to an increase in foreign investment

Implementation of the innovative potential of industrial enterprises is one of the main tasks for the current stage of development of Russian economy. The author believes that to solve this problem it is necessary to create, validate and implement cost-effective and innovative projects at industrial enterprises.

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## ORGANIZATIONAL STRUCTURE OF AN ENTERPRISE AND PRINCIPLES OF ITS CONSTRUCTION

*Annotation. The basic organizational structures of management are analyzed. Their adaptation and use in the modern world are substantiated. The expediency of using different types of organizational structures of management at an enterprise for effective support of the chosen policy implementation is proposed.*

*Аннотация. Проанализированы основные организационные структуры управления предприятием. Обоснованы их адаптация и использование в современных условиях. Предложена целесообразность использования разных типов организационных структур управления на предприятии для эффективной поддержки реализации выбранной политики.*

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*Анотація. Проаналізовано основні організаційні структури управління підприємством. Обґрунтовано їх адаптацію та використання в сучасних умовах. Запропоновано доцільність використання різних типів організаційних структур управління на підприємстві для ефективної підтримки реалізації обраної політики.*

*Keywords: organizational structure, linear structure, functional structure, linear and functional structure, matrix structure, enterprise, management.*

The economic stability of an organization, its viability and effectiveness under market conditions are inextricably connected with the continuous improvement and development. This improvement should be carried out on the basis of adaptation to the environment. Therefore, the success of any organization and the possibility of its survival depend on the ability to quickly adapt to external changes. In the conditions of dynamic quality of modern production and society, management must continuously develop which implies research of tendencies, possibilities and alternatives to choose the directions of development.

The actuality of this article is determined by the fact that today, for any business entity organizational structure of management, approaches to distribution of responsibilities, principles of creation of a perspective organization and other factors are of great importance. Therefore improving the organizational structure of management has got considerable attention since the achievement of the main goals of the organization is only possible with an effective organizational structure, developed taking into account all its advantages and disadvantages.

The aim of this article is to study the basic types of organizational structures of management and the ways of their perfection. To realize this aim the following tasks were set:

1) to consider the theoretical aspects of an organizational structure: the concept, essence, types and principle of construction of an organizational structure;

2) to reveal the ways of perfection of organizational structures of management and prospects of development.

Depending on the character of connections between subdivisions of the organization one should distinguish the following types of organizational structures: 1) linear; 2) functional; 3) linear and functional; 4) matrix.

The linear organizational structure of management is one of the simplest organizational structures of management. The linear structure assumes that the head of the productive link of any level is a leader that performs all the functions of management and reports on all questions to higher management. This structure is typical of small enterprises, where the range of the issues to solve is insignificant and there are few productive connections. When the scale of production is greater and the range of problems to be solved is ever growing, a technical and organizational level rises, a linear structure appears ineffective, because a leader cannot know everything and cannot manage well [1, p. 74].

The linear organizational structure of management has the following advantages: 1) the coordination of actions between the performers; 2) management simplicity; 3) clearly expressed responsibility; 4) personal responsibility of a leader.

Its disadvantages are: 1) high requirements to the leader; 2) absence of links in planning and preparation of decisions; 3) fixed communications between instances.

The idea of the functional organizational structure of the organization consists in performance of certain functions on specific questions laid to experts, i.e. each authority is specialized in performing certain activities.

Performers are in dual subordination. Thus, the worker must perform instructions of both the linear chief and the functional manager. The functional structure of management assumes that a linear manager has the ability to focus more on operational management as functional specialists release him from solving specific issues [2, p. 101–102].

Its main advantages are: 1) high competence of the specialists responsible for realization of specific functions; 2) releasing the linear managers from decision-making on some special questions; 3) standardization, formalization and programming of the processes; 4) reducing the demand for generalists.

The main disadvantages of this structure are: 1) difficulties in maintaining stable relationships between different functional services; 2) the appearance of tendencies of over-centralization; 3) a long-term decision-making procedure.

The linear and functional management structure means that specialists form a linear staff guild which prepares data to make competent decision on special questions. In this case functional divisions are subordinate to a linear leader. Their orders must be given to production units only after agreement with the manager. That gives the opportunity to resolve issues more adequately [3, p. 214].

The advantages of this structure are as follows: 1) thorough preparation of decisions and plans related to the specialization of workers; 2) the release of the main linear manager from deep analysis of a problem; 3) the possibility to attract consultants and experts.

The disadvantages of this structure are: 1) the absence of close interconnection between production units; 2) insufficiently clear responsibility, because the manager making a decision is not usually involved in its implementation.

The matrix organizational structure of management resembles a lattice organization, based on the principle of dual subordination of performers: on the one hand, the supervisor of functional service provides the staff with technical assistance to the project, on the other hand the project has the necessary authority to carry out the management according to the planned deadlines, resources and quality. In this organization the project manager interacts with two subordinate groups: the permanent members of the project team and other workers of functional units that obey him temporarily and on a limited number of issues [4, p. 28]. This maintains their subordinate supervisor units, departments, services.



The advantages of the matrix organizational structure are the following: 1) the ability to quickly respond and adapt to changing internal and external environment of the organization; 2) rational use of personnel due to specialization of different types of labour activity; 3) control over certain tasks of the project; 4) increasing personal responsibility for the execution of the program as a whole and its constituent elements.

The disadvantages of matrix organizational structure are as follows: 1) a complex structure of subordination; 2) the necessity to monitor the value of forces between the tasks of management by objectives; 3) the difficulty of necessary skills needed for employment in the new program.

Within this structure a manager is required to maintain pre-production, efficiently organized work with the optimal use of raw materials, material and energy resources, and monitor the work of subordinates.

To build a rational management structure it is necessary to match the requirements of the organizational structures with the new conditions of management:

1. *Optimality*. The management structure is recognized optimal if the links between the stages and management at all levels are established, a rational connection with a minimal number of control steps exists.

2. *Efficiency*. The essence of this requirement is that at the time of making a decision one does not have time to make irreversible negative changes that make unnecessary the implementation of the decisions made.

3. *Reliability*. The management structure ensures the accuracy of the information transmission, prevents the distortion of control commands and other transmitted data, ensures uninterrupted communication in the control system.

4. *Economy*. The problem is that the desired effect is achieved by means of control involving minimal administrative staff.

5. *Flexibility*. The ability to adapt to changes in the external environment.

6. *Management structure sustainability*. The constancy of its basic properties under various external influences, integrity of the management system and its elements.

7. *Clarity*. Every unit of an enterprise, every employee should know exactly where to find the information, help or solution.

Meeting these requirements will create a flexible organizational structure facilitating the development of management systems at an enterprise, enhancing the level of organization and creating the conditions for effective functioning of an enterprise as a whole.

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## ПСИХОЛОГИЧЕСКИЕ АСПЕКТЫ ВЛАСТИ

*Аннотация. Рассмотрены основные концепции власти и подходы к ее изучению с точки зрения психологии, проанализированы мотивы поведения субъекта власти, произведен анализ психологических факторов, влияющих на процесс осуществления властвования в зависимости от его объекта.*

*Анотація. Розглянуто основні концепції влади та підходи до її вивчення з точки зору психології, проаналізовано мотиви поведінки суб'єкта влади, проведено аналіз психологічних факторів, що впливають на процес здійснення владарювання залежно від його об'єкта.*

*Annotation. The article deals with the main concepts and strategies of investigating power in terms of psychology. The motives of the power subject behaviour as well as the psychological factors that influence the process of ruling have been analyzed considering its object.*

*Ключевые слова: власть, субъект властвования, формы власти, психологические мотивы.*

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