

Organizational structure and economic security of an enterprise

Estructura organizativa y seguridad económica de una empresa

MODENOV A.K. [1](#); VLASOV M.P. [2](#)

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ABSTRACT:

The article considers the principles of formation of the organizational structure of an enterprise ensuring the economic safety of an enterprise. Abandoning the functional approach of building the organizational structure, it is proposed to use a process approach, which allows to minimize the number of structural units and thereby enhance management efficiency.

Keywords: Organizational structure, economic security of an enterprise, logistic and administrative business processes, value-added chain.

RESUMEN:

El artículo considera los principios de formación de una estructura organizativa de una empresa que garantiza su seguridad económica. Abandonando el enfoque funcional de la construcción de la estructura organizacional, se propone utilizar un enfoque de proceso, que permite minimizar el número de unidades estructurales y de ese modo mejorar la eficiencia de la gestión.

Palabras clave: estructura organizacional, seguridad económica de una empresa, procesos comerciales logísticos y administrativos, cadena de valor agregado.

1. Introduction

The organizational structure establishes the necessary structure of job positions and departments based on the goals of an enterprise. As a document, organizational structure schematically reflects the composition and hierarchy of business units, locking the formal allocation between the managers of responsibility, authority, and resources within the organization.

Despite the diversity of activities, it is needed to clarify and define the boundaries of the rights, powers, and responsibilities of each manager, as well as to identify the subjects of management based on the principle that defines the adequacy of the system of enterprise management activities. The boundaries are defined by zones of responsibility of managers for the results of the activities of subordinate structural units. Fixed zone responsibilities

must fully cover all aspects of activities, and should not cross that applicable to any other, without exception, manager, despite the fact that the subordinate structural subdivision he manages is of production, logistics or management related (Esipov, 2001).

Organizational structure as one of the basic elements of enterprise architecture defines the distribution of the goals and objectives of management and staff, i.e. this structure is a form of division of labor on the adoption and implementation of managerial decisions.

Other existing definitions of organizational structure drop the attention to:

- Division of labor - organizational structure — the set of ways in which the labor process first is divided into separate working tasks and then achieves coordination in solving problems (Mintzberg, 2004);
- The units under the organizational structure of the enterprise are seen as a collection of bodies included in the management of the enterprise structural units connected between each other, which have operational, strategic, and tactical management, support the implementation and further development of the enterprise (Gribov, Gryzinov, n.d.);
- Documentation of the relations between the departments - organizational structure, a document that establishes the quantitative and qualitative composition of the enterprise subdivisions and schematically indicates the order of their interactions. Enterprise structure is established on the basis of the scope and content of the tasks performed by the enterprise, the direction, and intensity of prevailing information flows, and taking into account the organizational and financial possibilities;
- Implementation of powers under the organizational structure of the company refers to the composition, subordination, interaction, and distribution of work to departments and authorities, among which are established the implementation of powers, the flow of commands and information.

The analysis of the above definitions of the organizational structure allows determining its main properties, which include:

- The allocation hierarchy of subordination, mandatory execution of administrative decisions coming from the adjacent upper level of the hierarchy and dependence of the features and actions from higher levels of the hierarchy;
- Responsibility — subjective obligation to be responsible for making their own control decisions and their consequences, within the powers granted;
- Authority - the right-targeted use of provided resources and direction of efforts of subordinate personnel in the execution of administrative decisions of a higher level;
- Reporting – involves the provision of senior management information about the outcomes of management decisions above standing levels, including the timing of their implementation, results, and resources used.

Thus, organizational structure is aimed primarily at establishing clear linkages between the owners of the business processes of an enterprise, the distribution of powers and responsibilities between them.

Organizational structure, fixing the distribution of powers and responsibility between the owners of the business processes, establish the number and qualification of subordinate units of the enterprise and reflects the order of their interaction.

Currently, the organizational structure, reviewed annually, in the worst case, appears only in the form of a graphic diagram (organigram), elements of which are hierarchically ordered organizational units (departments, job positions). In addition to the organizational chart, revised job descriptions of executives of departments are dominated by the clarification of responsibilities based on the functional approach. There is the main purpose of organizational structure – effective implementation of core activities. But the functional approach guarantees neither continuity of management nor the efficiency but also ensures efficient use of resources.

The functional approach to management is understood to be the given list of actions aimed at formal achievement data goals, which are local objectives of the enterprise. As a rule,

they are omitted from the quantitative and qualitative parameters of the obtained results and the price of achieving governmental goals. The process approach focuses on the results and the "price" of the activities of the owner of the business process in the framework of their powers, responsibilities, and resources.

Therefore, it is important to review the organizational structure from the point of view of process approach. From these positions, the organizational structure is one of the components of economic security that provides for the adequate implementation of management actions on the owners of business processes due to the ranked distribution of authority, responsibility, and resources for the production program within the time specified in the contract for the supply of products. This approach allows, if not avoided, at least minimizing the contradictions arising in the process of interaction management that contributes to the economic security of the enterprise (Goncharenko, 2005).

Organizational structure, reflecting the form of division and cooperation of labor (specialization) in production, logistics and management structure, thereby determines the performance of the enterprise. The elements listed below affect the organizational structure:

- Changes in the product line, the cycle time of production, technology, scale and type of production (FMCG, series, unit production);
- Production and industry features of the organization of production, the tradition of the enterprise;
- Market parameters, where the enterprise is operated;
- Level of mechanization and automation of business processes of the enterprise;
- The qualifications and competencies of the staff.

Thus, the organizational structure of the enterprise is established on the basis of the scope and content of the tasks performed by the enterprise, pre-setting the direction and intensity of information flows. The organizational structure should be based on such principles as:

- The prioritization of the business process (function) over its owner (the principle of the priority of production and logistics over the management);
- The compliance of organizational structure with objectives and strategy of the enterprise, as every business process of the enterprise must have its own strategy, and it should be only one (principle of the uniqueness of power and responsibilities);
- The unity of production, logistics, managerial and organizational structures, implementing all the needed functions (the principle of full coverage of all spheres of activity);
- Institutionalization of a rational combination in the enterprise architecture centralization, specialization, and integration of production, logistics, and management (the principle of rationality, the enterprise architecture);
- Each business process of the product of its value-added chain must match at least one business process of the enterprise (the principle feasibility of the production program);
- Each operation of the value-added chain of the product must match the business process of the enterprise, and for each owner of the operation must be an owner of the business process (the principle of hierarchy of constructing business processes of enterprise architecture, including the management structure);
- Each business process of production needs to be information that means the principle of the plenitude of information support of activity of the enterprise.

Therefore, the main task of organizational structure is to ensure management rights, powers, responsibility for implementation of assigned functions and in the definition of subordination relations, which involves not only the implementation of the relevant guidelines but reporting on their implementation (Kleiner, 2004).

2. Materials and Methods

The economic security of an enterprise is the state of the most effective use of resources to prevent threats and ensure its stable functioning. Obviously, the economic security of an

enterprise is based on how effectively the services of this enterprise manage to prevent threats and eliminate damages from negative impacts on various aspects of economic security (Selyanov, 2006).

The sources of such negative influences can be the conscious or unconscious actions of people, organizations, including public authorities, international organizations or sponsors, as well as the confluence of objective circumstances, such as the state of the financial situation in the markets of the enterprise, scientific discoveries and technological development, force majeure, etc. (Avdeev, 2006). Depending on the subjective conditionality of negative impacts on the economic security of an enterprise, the following classification can be applied:

- 1) Objective negative impacts - such negative impacts that arise without the participation and in addition to the will of the enterprise or its employees;
- 2) Subjective negative impacts - negative effects that arose as a result of the inefficient operation of the enterprise as a whole or its employees.

When assessing the economic security of entrepreneurship, it is also necessary to take into account the risks of specific business activities (Kurmanova, 2005).

To some extent, risk can be managed, i.e. use various measures to predict the occurrence of a risk event to a certain extent, and take measures to reduce the level of risk. In this case, each risk corresponds to its own system of risk management techniques. The effectiveness of the organization of risk management is largely determined by the classification of risk.

The economic security of an enterprise is characterized by a combination of qualitative and quantitative indicators, the most important of which is the level of economic security (Selyanov, 2006). The level of economic security of an enterprise is an assessment of the state of use of corporate resources by the criteria of the level of economic security of an enterprise. In order to achieve the highest level of economic security, an enterprise must monitor the provision of maximum safety of the main functional components of the enterprise's economic security system (Ivanyuta, 2013).

The functional components of the economic security of an enterprise are the aggregate of the main directions of its economic security, which differ substantially in their content (Rach, 2014). The approximate structure of the functional components of the economic security of the enterprise:

- Financial;
- Intellectual and human resources;
- Technical and technological;
- Political and legal;
- Ecological;
- Information;
- Power.

Each of the above functional components of the economic security of the enterprise is characterized by its own content, a set of functional criteria and methods of provision.

To ensure economic security, the enterprise uses a combination of its corporate resources. Corporate resources are business factors used by business owners and managers to fulfill business objectives. Among them we will distinguish:

- a) The resource of capital. The joint-stock capital of the enterprise in combination with borrowed financial resources is the circulatory system of the enterprise, which allows to purchase and maintain the remaining corporate resources that were originally absent for the creators of the enterprise;
- b) Personnel resource. The managers of the enterprise, engineering personnel, production workers and employees with their knowledge, experience and skills are the main conductive and connecting link connecting together all the factors of this business, ensuring the

implementation of business ideology, as well as the achievement of business objectives;

c) Resource information and technology. Information concerning all aspects of the enterprise's activities is currently the most valuable and costly of the enterprise's resources. It is information about the changing political, social, economic and environmental situation, the enterprise markets, scientific, technical and technological information, specific know-how concerning any aspects of this business, new methods of organization and management of business that allow the enterprise to adequately react to any changes in the external environment of business, effectively plan and implement its economic activities;

d) Resource of machinery and equipment. On the basis of the available financial, information-technological and personnel capabilities, the enterprise acquires technological and other equipment, which, according to the managers of the enterprise, is necessary and available on the basis of available resources;

e) Resource of rights. With the development of civilization, the depletion of natural resources and the increasing value to the business of intangible assets, the role of the resource of rights has sharply increased. This resource includes the rights to use patents, licenses, and quotas for the use of natural resources, as well as export quotas, the right to use the land. And at the present time, the value of urban areas, not intended for agriculture, but used for administrative development, has been greatly increased. The use of this resource allows the company to join the advanced technological developments, without conducting its own expensive scientific research, as well as gain the access to unavailable opportunities for business development.

The main reason for the need to ensure the economic security of the enterprise is the task facing each enterprise to achieve the stability of its functioning and create growth prospects for meeting the goals of this business (Gaponenko, Bospalko & Vlaskov, 2007).

The goals of business should be understood as a system of incentives that motivate people to start a new business. Such incentive motives include:

- Preservation and augmentation of the shareholders' capital of the enterprise based on the excess of the interest-bearing deposit rate of banks;
- Self-realization through the given business of hundred initiators and the top management of the enterprise;
- Meeting the different needs of people and society as a whole. This motive is especially often dominant in the activities of state or municipal enterprises.

Being formed on the basis of the vision of the business initiators' goals, the business philosophy is a system of values and norms of behavior adopted at the given enterprise, as well as the place and role of the enterprise in the business system and in society as a whole (Visser, 1995).

The aim of this paper is to determine the role, place, and tasks, which should decide the organizational structure for the economic security of the enterprise.

The main research problem, which is discussed in this paper, is an adequate reflection of the organizational structure as part of enterprise architecture (Jeanne, 2006). A hierarchy of business processes implements the operations of the value chain of all products to ensure interoperability of the owners of the business processes in the course of its core activities (Porter, Michael, 1985).

The enterprise economic security (EES) refers to the ability of the company to perform its obligations in front of the owners, partners, clients, and staff (Reihlen, 2007). It is assumed that if the company is unable to meet its obligations, it is liquidated on the initiative of the injured party. Economic security is determined by the degree of contradictions that arise on this basis of conflicts arising in the process of functioning of the enterprise and leading to a decrease in performance (Vodyanova, 2010).

The economic security of an enterprise can be considered at a particular time and in a certain period. Most of the economic indicators capture the state of the enterprise to set different points in time (end of the quarter, semester, year) and does not reflect its functioning in a certain period of time.

The continuity of the enterprise is ensured by the organizational structure that implements the control. It is the organizational structure that allows ensuring the continuity of enterprise management, thereby contributing to its economic security. The formation of the organizational structure includes:

- Split of the company into divisions with the formation of their hierarchy, based on the business processes, reflecting parts of the value-added chain of products;
- A delegation of authority, allocation of responsibilities and allotment, the deposit resources of the owners of the business processes.

Delegation involves empowering in the hierarchy of the owner of the business process resources needed to implement accountability for results for the assigned business process. Delegation is necessary for the expansion of activities of the enterprise.

Powers are a limited right for the intended use by the owner of the business process assigned to resources of the enterprise in accordance with the purpose.

Responsibility is the assessment of the efficiency of the measures undertaken by the owner of the business process decisions and their consequences when exercising the powers stipulated in the job description.

In the sources, the company organizational structure refers to the composition, subordination, interaction, and distribution of work units and divisions of authorities between which a certain relationship concerning the implementation of powers, flows of orders and information is established (Mintzberg, 2004).

Organizational relations are seen as a stable relationship between the owners of business processes or operations implemented during execution of the production program and provided information support.

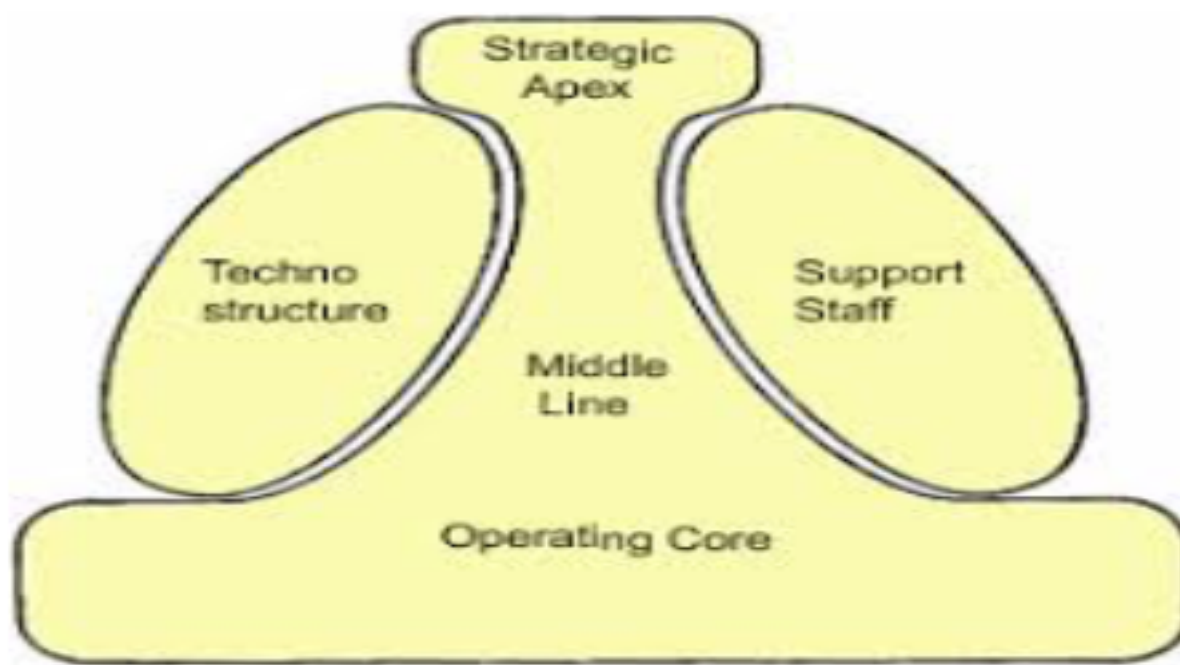
Organizational communication is a communication that enables interaction with the owners of the business processes and implementing operations unity of the implemented goals regardless of the existence of a stable ratio between them. The interaction can be administrative (managerial) or logistic (technical) but should be always supported by the information. Information interaction is defined as a result of the exchange of information required for decision-making (managerial aspect), or technological support for business process (logistics). Administrative cooperation is regulated by provisions conferring powers and responsibilities, rights to give orders, make recommendations, obtain account information and to carry out the process of monitoring the implementation of management decisions.

Thus, the organizational structure should correspond to the main activities of the enterprise, determining the hierarchy of business processes. The purpose of creation of organizational structure, distribution of authority, responsibility, and resources, therefore, is to guarantee the execution of contracts for the supply of products to customers within the specified time frame while achieving the envisaged profitability (Abchuk, 2002).

The organizational structure should appropriately reflect the production processes, management, and support production. Organizational structure is an ordered set of interrelated elements, which are interconnected in a stable relationship, providing their development and functioning as a whole. Based on the functional approach Henry Mintzberg proposed a typology, which is based on six main structural elements of the organization (Fig. 1.). Nonetheless, they do not uniquely identify the enterprise architecture, and not only organizational, but also production, management, and logistics structure.

Fig. 1

Basic parts of the organization according to Mintzberg.



Therefore, from the standpoint of the process approach there is a need to detail the contents and purpose of the main structural elements of the enterprise:

1. The operating core;
2. Strategic apex;
3. Midline;
4. Technostructure;
5. Support staff;
6. Ideology.

These elements are the implicitly visible hierarchical structure of the organization, highlighting the main and logistics business processes as well as the hierarchy of relations, without the explicit distribution of authority, responsibility and allocation of resources.

Analysis of these structural elements cannot be considered sufficient and unambiguous in order to build the organizational structure. More opportunities in the synthesis of the organizational structure open the process approach, which should be based on product strategy, reflecting the enterprise areas of the value-added chain of the products (Bolshakov, 2000).

The operating core of the organization represented by the production staff (Mintzberg operators), directly implements mainly the activities of the company. A direct result of this activity is to increase the cost of production. The production staff is defined as workplaces, which are equipped with technological means of production to achieve target production volume with planned price and qualitative characteristics based on the core competencies of the enterprise. In turn, core competencies, which are the main production staff, are the competitive advantages of the enterprise for an implementation of the main activities structuring the necessary jobs based on the technical or domain specialization. In this case, the structure refers to the grouping of the main production staff by production unit.

Departments, in turn, can consistently integrate into the larger ones. This gives the ability to plan consistently and more effectively, to control and coordinate the cooperation in the implementation of core activities, and maintain records of the results, thereby providing economic security of an enterprise. Thus, a hierarchical structure is part of the organizational structure, allowing to shape the enterprise architecture and, in particular, the production structure;

The strategic apex seemed to be the first person to host the solution (for example, the General Director of the company, the company's President) that delegates some of the power. The first person bears full and sole responsibility for the company's activities. In turn, alternates of the first person, being the experts and not managers, may have structural units that are related to those of restructure, the contents of which will be discussed below. To the content of the strategic activities of the top you will need to allocate two intersecting directions:

- Planning and coordination of ongoing activities;
- Enterprise development with the definition of the mission, goals, and strategies, and implementation plans.

These two areas are inextricably linked, as the current state is the result of earlier strategic decisions, and strategic decisions of company development based on its current state and predicting the state of the external environment. The activities of the strategic apex are directly aimed at the fulfillment of the obligations of the company, planning and implementing its economic security. Organizational structure, in this case, should reflect the composition of the chief specialists and the extent of their participation in the preparation, justification, and decision-making on current and future activities of the enterprise;

The median line is represented by owners of key business processes hierarchically related to each other. The main business processes directly add value to products. Each major business process is the top level of the hierarchy. It defines the operation of an integrated value-added chain of one or more of the types of products manufactured by the company. In turn, each operation of the underlying business process can be represented by the main business process of the lower hierarchy level. For one or multiple main business processes should be the owner, endowed with appropriate powers, responsibilities, and resources required to obtain the desired results.

Head of Unit is the owner of the business process specific expertise (substantive) and is directly responsible for the execution of the production program, on the one hand, and plays an important role in the fulfillment of obligations towards the main production staff on the other hand, thereby implementing the economic security of the enterprise.

The combination of core business processes represented the industrial structure within the enterprise architecture on the one hand, and on the other is part of the organizational structure that determines the execution of the production program. Based on the distribution of responsibilities between the main structural elements of enterprises, heads of services and departments can be attributed in part to "technostructure" and partly to support staff.

3. Results and Discussion

The "technostructure" is focused on the performance of administrative business processes, as Mintzberg brings together analysis and professionals, organizing and supporting the flow of information with the purpose of the organization of interaction of owners of business processes and control over their activities. Their main tasks are:

- Determining the status and the process of the production program, comparing it with the accepted contractual obligations towards customers and incurred costs;
- Preparation of variants of management decisions on current and prospective activities;
- Ensuring the implementation of managerial decisions to ensure the functioning of key business processes.

The reporting analysts are grouped in structural units, whose task are:

- The implementation of accounting and systematization of the information received about the status of the enterprise and the external environment;
- Analysis of the current situation and the identification of emerging issues;
- Development of solutions to emerging problems.

The "technostructure" generates the content control and support of enterprise architecture information flows at all levels of the hierarchy. These information flows are necessary for the implementation of control of the whole of actions, determining the activities of owners of business processes, production, logistics and proper management structures. Topology information flows corresponds to the organizational structure of the enterprise, integrating production, logistics, and management activities into a coherent whole.

At each level of the hierarchy, the information necessary for the functioning of production, logistics and management structures, is detailed, whereas for accounting purposes it is aggregated. From this situation follows that analytic operations are present at each level of

the hierarchy that must be included in the organizational structure. In addition, it can be concluded that the organizational structure to ensure the economic security of an enterprise, is hierarchical and can be represented by different levels. The consequence of this situation is the necessity of providing each level of management hierarchy, based on budget constraints with consideration of qualifications and competencies of staff, to shape their "techno-structure" consisting of production, logistics and management structures, to determine their administrative business processes, thereby information flows.

Support staff distributes services, ensuring the functioning of the remaining elements of the organization. In this case, we are talking about logistic business processes, both on external and internal logistics, which contributes to the economic security of the enterprise. If the focus on external relations, we should pay attention to the cooperation with partners of the enterprise. It is primarily the business processes:

- Sales of products of the enterprise;
- Logistics support.

We should not forget about the formation of the advanced manufacturing program, investment in the development of the enterprise, current financial and logistics information exchange. It is also impossible to overlook staffing, following structural changes in the enterprise architecture, considering the fluidity and natural decline. Each of these functions implements one of its divisions, which is closed at the strategic apex.

For the statistics on domestic logistics, there is even more diversity. Let us start with the functioning of key and major business processes, which is to maintain readiness for the use of technological equipment (maintenance, aircraft, and range repair, etc.), the necessary materials, tools, technological equipment, and energy.

All these business processes, which is a supportive part of the architecture of the enterprise, should be reflected in the organization of a unit (e.g., chief engineer, chief mechanic, chief power engineer, chief technology, sales director, etc). It is necessary to allocate a number of logistic processes and not find their place in the structure of the organization. These include the processes when you perform operations that witnesses about increasing readiness as you progress in technology. This technology is defined as a key business process.

Finally, "ideology" defined by the Miner as an "atmosphere of the organization and its traditions," forces to consider organization-structure diagram that represents the hierarchy of formal relations owners of business processes (Ivanov, 2002). As not all relationships within the enterprise can be formalization, of course, formal and normal relations exist. Formal relationships are determined during the implementation of the case of owners of business processes.

Normal relations are considered from the standpoint of organizational relationships that exist regardless of the levels of the hierarchy structure of the organization (Terry & Webb, 2001). Therefore, a formal approach does not exhaust the variety of relations arising in the process of interaction. Informal links that have both positive and negative side emerge. Their appearance is caused by the impossibility to foresee all situations that arise in the process of interaction of owners of business processes. These links can be:

- Vertical, if they belong to different levels of the organizational structure;
- Horizontal, if they belong to the same level of the organization.

From the standpoint of economic security, the need arises to normal relationships, helping the performance of current and perspective plans of the enterprise.

The horizontal labor based on the allocation of the organizational structure of the enterprise increases productivity.

For the organization of horizontal division of labor G. Miner offers five coordinates:

- Mutual agreement;
- Control directly;
- Compliance with workflow standard;
- The release of the standard;

- Compliance with the standard of competencies (knowledge and skills).

Mutual agreement corresponds to the normal communication process, in which the monitoring of the results of activities is carried out directly by staff.

When controlling directly the responsibility for the performance, the tasks of supervision are imputed to the managers.

Thus, informal structure aims to clarify the formal one. Management can only be achieved if the manager has the variety of assets (in this case, the entire control system) at least not less than a variety of control of the situations (Beer, 1993). So, formal system and user manual cannot cover all the actions of the owner of the business process. So in the enterprise, there will always be a normal system of relations, complementing the organization structure. Despite this, the critic in situations of conflict and evaluation of the actions of the owner of the business process and their impact is made on formal criteria. The negative consequences of the existence of fine structures can reduce the efficiency of the company. Therefore, the effectiveness of the organizational structure is the vehicle in connection with the system of incentives proven to align the interests of management and staff on the one hand, and the interests of the enterprise on the other hand (i.e., owners, partners, investors) (Gruzhenko, Fomichenkova & Khaldeev, 2003).

Tradition is associated with the existence of an informal structure, involving not only the governance but also extends to technology and organization of production, distribution of action and responsibility, forming a system of "values" of the enterprise, the former culture directly reflected incompetence (Volkova, 1997). In turn, competencies may understand agree with benefits.

Unit structure, the main elements of the company, in terms of organizational structure, do not allow to consider such a representation of the organization nor unambiguous nor unique (Zaytseva, 1999).

From the standpoint of the approach process, the organization should give a hierarchy of key business processes, defining the activities of the enterprise. In turn, the hierarchy dictates politely delicate structure units specialized in watching in any particular operation of the chain feasible cost of production of the enterprise (Akulov & Rudakov, 1998). And part of those structures units is based on the production of one product (specialization is primed). The other part of the construction of the units specialized by technological principle is shared for multiple types of production enterprises. The reason for this specialization is the features and differences of the production technology of a product.

Units are based on the possibility of effective use of resources.

Specialization of production is in grain production. The products are ensured by:

- Using the same equipment;
- The similarity of technologies, all products, and individual components, units, and details;
- The similarity of different stages of the technological process;

The level of specialization is characterized by:

- The level of diversity of the manufacturing types, reducing the range of products, contributes to increasing the level of specialization.
 - The weight of the main item (product profile) in the total volume of production.
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4. Conclusion

The main item is the item of the manufacture, which requires business processes of the enterprise, taking into account the availability and condition of equipment, technology, logistics and proven business processes, skills of staff.

Thus, to support the changing production, the program entails a change of not only enterprise architecture but also its business processes in all structure, from production and logistics to managerial processes (Ivanova, Mozgov & Gerasimov, 2003). The consequence of this situation is a lot of weight works for the production preparation not only for new products but also an adaptation of business processes according to the already

manufactured products.

The structure of the organization, providing economic security of an enterprise can rely on a consistent standard:

- Workflows including the definition of the content of each business process;
- Release including the definition of the results of each business process and its operations;
- Qualification of the staff (competencies, knowledge, skills) that implies certain requirements to the level of preparation of employees for the operations of the business process required to produce a specific item use process equipment.

The formation of the organizational units and job positions are based on functional or technological (competence, functions, expertise), and primed (product, customer, region) principles.

Thus, the structure of the organization determines:

- Necessary conditions of interaction between units of the organization;
- Distribution of assignments already undertaken in planning the production program of the enterprise.

The rules and principles of the plan of distribution of tasks are the result of rosy business processes behind them, which should be safer in production, logistics, and a proven structure.

There are several types of organizational structures such as functional, linear-functional, divisional, matrix, adaptive. When choosing organizational structures, you need to take into account the conditions in which there is a specific enterprise as a bureaucratic and adaptive organizational structure. It represents extreme points of view on the distribution of powers and responsibilities (Mazur & Shapiro, 2000).

Depending on the capabilities of managers, their experience and abilities, the real organizational structure lies between these extremes, having characteristics of those and other in different proportions. In other words, in the organizational structures, just as in any sphere of social activity, there is no concept of "good" or "bad", and you have a choice, corresponding or not corresponding to the available conditions (Tronin & Maslennikov, 2002).

When designing the organizational structure of the enterprise, it is necessary to minimize the number of levels of hierarchy that was implemented for shortest chain management decisions and, consequently, levels of monitoring their implementation (Lukicheva, 2004).

The organizational structure of enterprises, providing economic security of an enterprise must be sufficient to display:

- Operations of value-added chain of products produced by enterprises, shown as key and logistics business processes;
- Hierarchy and distribution of authority, responsibility and allocation of resources for the owners of the basic, logistics and administrative business processes, thereby determining the structure of information flows;
- With the same degree of details, the production, logistics and administrative structures.

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1. Doctor of Economics. Department of Economic Security, Saint-Petersburg State University of Architecture and Civil Engineering

2. Doctor of Economics. Department of Economic Security, Saint-Petersburg State University of Architecture and Civil Engineering

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