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**Comparative Analysis of Organizational
Structures in Industrial Management**

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Abstract: Successful realization of industrial strategy of the industrial enterprise is determined not only quality of her preparation and presence of the detailed plan of realization, but also the effective organization of process of monitoring of her realization. In article various classifications of organizational structures of management of the industrial enterprises are considered, comparative which economic analysis will allow their use as bases of construction of system of monitoring of an economic status of the industrial enterprise.

Keywords: industrial management; organizational structures; industrial enterprise

Analysis of organizational structure management operation of any industrial undertaking, either medium or large size is a quite thorough and lengthy. In order to simplify its organizational structure in management theory are analyzed two types of organizational structures: basic and classic.

To make the classification of organizational structures of management, first of all, the selected classification criterion. It recommends the following criteria for the classification of organizational structures:

- After the external appearance of the hierarchy;
- Depending on the type of fragmentation of the organization into departments;
- After the degree of centralization;
- After the degree of complexity;
- The level of detail and level of response to the external environment.

Based on identified criteria, are formed following classifications:

1. Classification of the organizational structures of the external appearance of the hierarchy.

- Administrative Mono (pyramid). Mono administrative hierarchy, it is characteristic that each performer has a manager directly. Sometimes it is permitted to have some functional managers, but all operate on a permanent basis, that a performer can not change leaders.

- Administrative Police (matrix). Administrative police management organizational structures (eg, matrix) differs from previous ones in that final performers always have at least two leaders, each of which has direct management of permanent or temporary.

2. Classification by type of institutional control of the fragmentation of the organization departments:

- fragmentation without specialization;
- fragmentation functions;
- fragmentation of production types, depending on the territorial location and the groups of customers.

Specialization without fragmentation. This type of fragmentation occurs during the fragmentation of the structural unit composed of employees of the same qualification and those that perform similar functions. Fragmentation occurs as a structural division of the block in several separate blocks (each new structural units formed, as defined, it is assigned a leader).

Fragmentation functions. This type of fragmentation is performed in order to create services and departments specializing in the performance of any specific functions. For example, the delineation of the financial department, production department and marketing department takes place in the structural unit of the deputy directors of the company and leads to the formation of appropriate departments and services.

Segmentation according to the types of production, depending on the location of territorial and customer groups. Segmentation by type of production, the location of territorial and customer groups is used in the event that it is not possible from any reason to combine structural units have the same functions in one unit.

Depending on the location of territorial fragmentation usually occurs on the branches. Fragmentation by groups of customers is necessary if the company made products of highly differentiated groups of consumers (for example, depending on income or taste), which may require the creation of special units not just the marketing department, but even the various industries in different brands.

3. Classification of organizational structures based on the degree of centralization:

- centralized;
- decentralized.

Centralized organization undertaking the concentration of power is at the top level of management.

Undertaking a decentralized organization in which all levels management, including the Executive and are actively involved in management.

Excessive centralization of the company lead to its total dependence of the operation activities of senior management. This leads to the fact that employees at the lower levels of the hierarchy are just transmitters and executors of the will of senior managers. As a result, innovation is encouraged and their free thinking. But at the same time, top managers are subject to serious consequences, such as:

- major overload, leading to a decrease in work efficiency;
- there is a need to deal with operational control, etc.

Decentralization allows us to solve these problems. In exercising delegated powers (ie underlying the decentralization process) is necessary to transmit subordinates with a high degree of responsibility, the corresponding rights and should be, as appropriate, to increase salaries as compensation for work more complicated and difficult. Violation of these procedures can lead to failure of measures to improve the functioning of the organization or, moreover, can completely paralyze all his works.

4. Classification of organizational structures based on the degree of difficulty:

The simplest are divided into subtypes:

- basic;
- derivatives.

The complex is divided into the following subtypes:

- classical;
- compound or conglomerate (which combine several classical).

There are two basic types of organizational structures of management: basic principles and main derivatives. The main structures are the basic "band", "circle", "wheel".

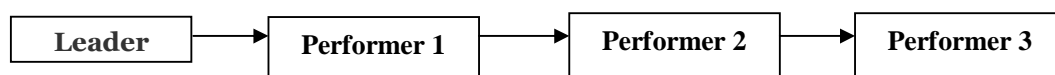


Figure 1. Management Structure of the main base, the "band"

In order to understand how a system of "gang", we examine an example with performers concreși namely a market research Unit, of a company. Functions will be distribute as follows:

- Head of market research leader send his deputy commission;
- Executor 1 - Deputy head - schedule for achieving first develop marketing research and forward second vice chief;
- Executor 2 - Deputy Head of Service takes second înlocșitor connection with the Service with the information and obtaining necessary information transmitted ordinary employee;
- Executor 3 - regular employee in accordance with the marketing research plan out the necessary processing of primary information and communicate results deputy chief, as a final report;
- Deputy head, making some adjustments if needed to the report, it transmits the Deputy Head;
- Deputy Head of highlights from the report the most important information obtained is relevant conclusions and forward them to his boss, however.

Graphically, this scheme is shown in Figure 2.

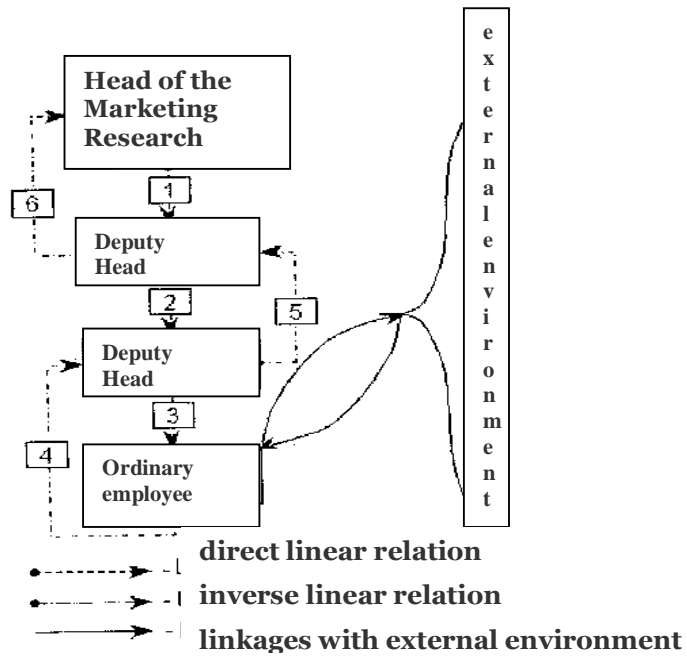


Figure 2. The order of the task process development under the scheme “tape”

This diagram shows that all employees use only the direct and inverse linear relation. Another type of connection is the link with the outside world, but it will not be discussed in detail in this study. Therefore, this connection will be designated only to prove that it exists.

In the scheme "circle" (see Figure 3) compared with the "band", there is a clear linear relationship between its structural elements. The “executor 3” has not one, but two heads (direct). To understand how this system works, the following example will illustrate.

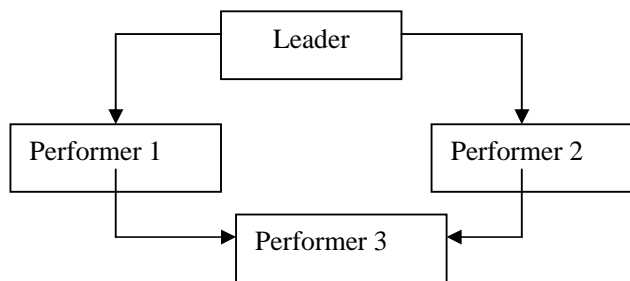


Figure 3. Management Structure of the main core "Circle"

Scheme "wheel" (Figure 4) differs from all previous schemes to the presence of elements such as "consultant." To illustrate more clearly the functioning of organizational structures circuit that all consultants will be replaced by one. In this case, the system will look like (Figure 5).

Such a system may be used, for example, by commercial companies that have offices in different regions.

Hierarchical scheme is shown in Figure 6

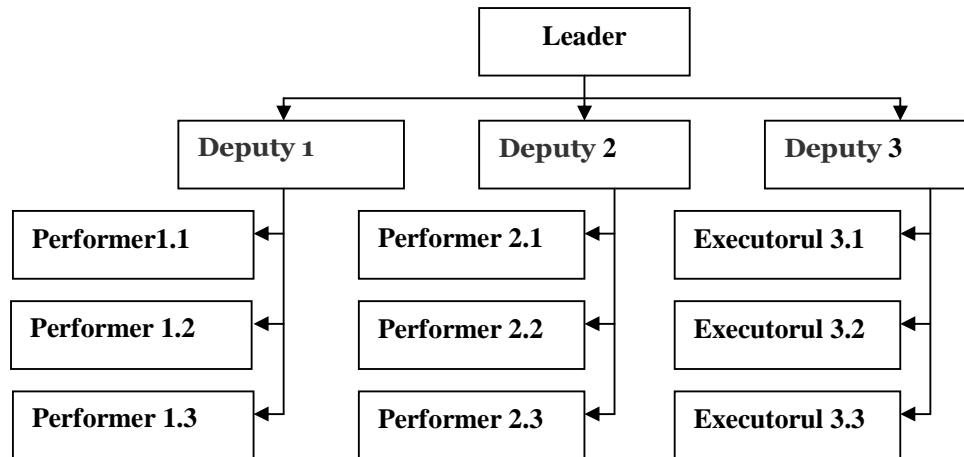


Figure 6. Main Scheme derivative “hierarchical”

All organizational structures of management schemes discussed above are those elements that form the organizational management structure of any complexity. Any element of the scheme can be not only a structural unit, but also a structural block or even a structural department.

Organizational structure is a basic industrial enterprise information system, which makes the need to organize industrial enterprise monitoring system, and highlight the main links of dependency, which must be taken into account when building the complex economic situation of industrial enterprise analysis.

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