

**Павельчук Ангеліна**  
Здобувачвищоїосвіти ОС «Бакалавр»  
спеціальності "Облік і оподаткування"  
Науковий керівник: **Роляк А.О.**  
к.п.н., доцент кафедри іноземних мов,  
Подільський державний аграрно-технічний університет,  
м. Кам'янець-Подільський

## **EUROPEAN CONTEXT IN MANAGEMENT OF ENTERPRISES' ORGANIZATIONAL STRUCTURE**

It is the role of Governments, in consultation with universities and society (including employers), to set a strategy for the management development for which public funds are provided. Such a strategy needs to be set in the context of the Governments' policies for economic development and, in particular, enterprises' organizational structure modernization. Modern development of the business component in any professional environment (including economy) leads to the necessity of modernization in the general approach of management principles and their standardization [3]. Our investigation demonstrates that management is a set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals [1]. So in some form or another management is an integral part of any living community and it is essential wherever human efforts are to be undertaken to achieve desired objectives. We investigated that employees are the important component of every business. Realization of this fact was behind the rise of personnel management, the specialized task of which is obtaining the people a company needs and then overseeing their training, evaluation and compensation. Today top managers began to realize that, with the right people in the right job, business can compensate for shortfalls in other areas. The term human resource management was adopted by many companies to reflect the attitude that workers are of strategic importance; human resource managers became integral members of management teams plotting a course

through rough economic seas [5]. Many companies focus on their training and supervision of their employees so that they have the resource they need for steady growth.

Human resource management is becoming more complex. Technology and business environment are changing at an accelerating pace, creating mismatches between workers' skills and employees' needs. Managers must figure out how to keep good workers when economic difficulties make pay freezes necessary; how to lay off workers equitably; how to retrain workers to enable them to cope with increasing automation and computerization; how to deal with increasingly complex (and expensive) employee benefits, such as pensions and health insurance; how to encourage employees to work more productively. A carefully designed organizational structure is major for success in a competitive business climate. We are sure that without a practical management system that can establish companywide information dissemination, enterprise's structure loses its full effectiveness. Moreover the players within the management system, who must be able to address both cultural and professional or knowledge-based factors that may affect the operation of a company/ are equally influential. These factors include organizational characteristics, relationships, competition, and performance [2].

Every human resource staff must perform this series of functions: planning, recruiting and selecting employees, training and developing workers and appraising employment performance. A human resource staff gets involved in accommodating changes in employment status and in administering pay and employee benefits. The way in which an organization is structured has a great impact on the style of management needed to optimize the organization. We analyzed that there are two basic management styles. Centralized management is characterized by managers who set out the strategy, make the decisions and delegate tasks. Employees follow the particular orders. This management style fits best with a simple organizational structure, such as a small business, or a machine bureaucracy like a mass production company. Decentralized management is characterized by managers who coordinate the output of the tasks of experts within the organization but don't interfere with the

content of the work. Decentralized management is characteristic for the economies of the most developed countries of Europe. The problem of effective combination of centralization and decentralization processes is particularly acute for Ukraine at the present stage of development. We think that it is necessary to realize the idea of respect for the independence of management system for the modern Ukrainian production system to meet the needs of the international market, to be flexible, accessible to all [4]. Foreign experience showed that carefully designed organizational structure is a logical prerequisite for success in the business climate. That is why, managers of all levels must pay attention to the principles and methods of forming structures, studying trends in their construction and evaluation in accordance with the goals and objectives taking into account European advanced experience.

We came to the conclusion that the structure of organizations varies greatly according to the nature of the business. In European environment organizational structure of management is considered to be an ordered set of interrelated elements that are in a stable relationship that ensures their functioning and development as a whole. As democratic principles formulate, elements of the structure can be either individual employees, or separate management units, and the relationship between them is maintained through horizontal and vertical ties that are linear and functional and both centralized and decentralized and included into the overall job analysis.

#### **References:**

1. Durkheim E. The Division of Labor in Society. USA: Free Press of Glencoe, Illinois. 2010. 10-th ed. 462 p.
2. Eurydice. ICT@Europe.edu: Information and Communication Technology in European Education Systems. Brussels: European Unit. 2001. 1st ed. 178 p.
3. Ogienko O., Rolyak A. Model of professional teachers competences formation: European dimension. 2009. Teacher Education Policy in Europe (TEPE), Network.
4. Roliak A. ICT implementation in the system of teacher education: Nordic dimension. Information Technologies and Learning Tools. 2019. 69 (1). P. 258 –267.
5. Ricky W. CUSTOM Management: Principles and Practices.