

ORGANISATIONAL STRUCTURE - MANAGEMENT TOOL USED BY MANAGERS WITHIN THE COMPANY ACTIVITY

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Abstract:

Organisational structure is a key concept for a company, and conceiving the organising is one of the major priorities of the management. This implies the creation a structure that is meeting the requirements of a certain company, reaching the consistency between the different aspects of the structure and its adaptation to the changing socio-economic conditions. To conceive an efficient organisational structure is not a simple managerial activity. There are many problems to solve in order to make the organisational structures correspond to specific situations, starting by defining the positions and finding the right people for these positions. An organisational structure must be designed in order to clarify the place and role of every person in the organisation. The organisational structure is considered a managerial instrument used in the activity of a company by its managers.

Keywords: organization, organisational structure, flowchart.

The economic performances of a company are closely related to the organization structure. This statement is based on the fact that for achieving any goals is necessary to focus on all the available resources and to efficiently direct all the efforts that have been made. The chances to be successful in the business are enhanced and controlled, if the company owns a organisational structure applicable to the determined purposes according to the nature of activity and adjustable to the background conditions (4,7).

Organization is that part of the managerial process which covers the steadiness of a company structure, the participators and the assignments they have to accomplish so that the objectives come to fruition. It is a process of designation of tasks and coordination of the entire organization staff to assure the availability of a maximum efficiency in reaching the objectives (4). By organization is actually sought, an optimal combination of the elements which constitute the company and hence, it may be stated that any economic activity is submitted to organization.

The main purpose of management for achieving this function is that of selecting the most appropriate structure in the light of the company objectives.

Adjusting the organisational structures, the whole managerial system to these changes within the socio-economic background is a fundamental requisite for the company survival.

The organisational structure is a management appliance and not a purpose in itself. Though the structure should be defined to cover the assignments to be done, the parts established have to be also conceived in the light of the capacities and motivations of the available people.

To conceive an effective organisational structure is not a more managerial activity. In order to make the organisational structures answer to some specific circumstances it is necessary to untie many problems, such as defining the sorts of positions to be covered and also finding the right people.

The organisational structure should increase the number of the contacts in relation to the background, to accelerate the information flow and the process of putting in force, to assure the development of new activities and new strategies based on innovation and progress. This thing may be assured through:

- Examine the convenience of maintaining or not, the existing structures of an hierarchical type or advancing some new types of structures which confer the company a larger flexibility and functionality ;
- reduce the number of hierarchical levels;
- define the structural configuration, the relations between people and between various compartments;
- grow the number of decisions centres and decentralization of authority delegation;
- endow priorities in the activities which influence the company objectives.

At present time there are two approaches regarding the steering structure which are :

- by the classical management theory the experts agree and assert that the steering structure is the *key* of the organizational effectiveness;

- in modern optical the structure is not awarded with the same importance, yet it accepts it as the *main variable* to be consider in the designing of companies.

The organisational structure is represented, in any company, simple and efficiently by a graphic illustration, under the name of flowchart .Traditionally, the flow chart is brought in the shape of a pyramid, those from the top having more authority and responsibility than those from its base. The flowchart should make provisions for more elaboration criteria and satisfy more requirements:

1. clearly come out the structural elements resulted from the hierarchical system.
2. should be synthetically and suggestive, for an appropriate understanding of the steering structure and the running mechanism;
3. clearly set off the functions (by field of activity);

Its expedience is double: firstly, it constitutes an expeditious way of information for those interested in structural organization; secondly, it constitutes a premise for completion the existing structures (11).

The purpose of designing the structure is to help in building an environment which stimulates the performance. The organizational shape can be considered optimal only when this goal is achieved.

An unsound organisational structure will have some undesirable consequences leading not only to increasing the product costs or to overdue reactions in regard to the market requirements, but also to eventual conflict episodes arisen within the organization.

The quality of a company structure will affect the way in which the requirements necessary for getting through the objectives are accomplished.

The structure of an organization stands for the extent in which but also for the ways in which the organization members are/may be restrained and controlled by the organization, and the allocation of the activities and responsibilities held within the organization procedures and standards.

It was ascertained that the companies choose that structure they find the most appropriate to its objectives. Also, it came to the conclusion that choosing a structure might be a delicate and very difficult problem. There is no working algorithm for choosing a best and a most appropriate structure. The organisational model that is usually chosen depedens on

the real and the given circumstances and on what the managers think to be the best and most profitable.

The companies keep designing, experimenting and gradually modifying the structure to find the most „suitable” shape for its activity profile in order to achieve performances.

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