

### **1.3. PLANNING OF THE ORGANIZATIONAL STRUCTURE OF THE ENTERPRISE MANAGEMENT IN THE CONDITIONS OF IMPLEMENTATION INNOVATIVE TECHNOLOGIES OF PRODUCTION AND TECHNOLOGICAL CHANGES**

The turbulence of the enterprise environment, strengthening of competition in the target markets requires agrarian enterprises to rethink their policies, encourages on the introduction of strategic management and the maximum using of managerial methods and tools. Effective strategic management will provide a quick response to changes in the market situation, adaptation to various changes in the environment, the formation and maintenance of sustainable competitive advantages, increasing efficiency of activities and the achievement of strategic objectives. In the process of functioning of agrarian enterprises under the influence of numerous environmental factors there is a discrepancy of the existing organizational structure of management to real needs. Organizational discrepancies in such cases become the area of organizational change management. Thus, it is relevant to study the patterns and characteristic features of the designing of the relevant organizational management structures, which are the sphere of management organizational changes in agrarian enterprises in the conditions of the formation of stable competitive advantages on the basis of improving production.

Creating favorable conditions for the sustainable development of enterprises in the present conditions, increasing the speed and scale of changes requires the formation of mechanisms for adapting the internal environment of the enterprise to constantly changing environmental conditions. In this connection arise the relevance of ensuring the sustainable development of the enterprise through management of organizational changes that can be considered as "constantly current changes aimed at transforming the values, aspirations and behavior of people with simultaneous improving of the production, marketing and other processes of the enterprise, methods and tools of their conduct, strategies and systems as a whole" 1.

Such scientists as V. Gagarsky<sup>2</sup>, J. Gibson<sup>3</sup>, P. Druker<sup>4</sup> engaged in problems of designing the optimal organizational structure of management. For example, P. Druker emphasizes that when it implementing organizational changes it is necessary to take into account that the organizational structure of management should ensure the efficiency of the operation of the enterprise and also he says that the optimal organizational structure has a minimum number of levels of management and the shortest chain of hierarchical links, and at the end the enterprise should have a reserve management personnel and ensure its timely preparation. Issues of effective management of organizational changes were engaged in a large number of Ukrainian and foreign scientists such as D. Anderson, T. Baulina, D. Voronkov, J. Gibson, L. Greiner, J. Kotter, I. Mazur, D. Naipak, S. Roberts, P. Senge, K. Freilinger and others.

The development of an enterprise as an economic system is its direct, logical change, which is expressed in qualitative and quantitative transformations - changes in goals, structure, technology, personnel, the emergence, transformation or disappearance of elements or links between them (figure 1): Thus, organizational changes are an indicator of the development of an enterprise as an open economic system with active elements. At the same time during the development of the enterprise may occur changes in the direction of both progress and regress, which is characterized by the transition from higher to lower (lowering level of organization in the enterprise): Proceeding from this, the management of organizational changes should be aimed at ensuring its progressive development, in which it provides stability of the enterprise to change the factors of influence of the internal and external environment in each separate planning period of functioning.

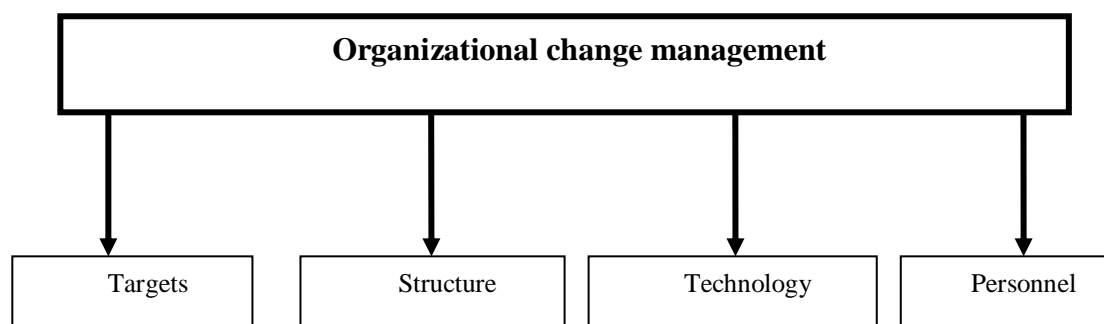
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<sup>1</sup> Lazarenko, L. (2005): Osoblivosti menedzhmentu v umovah organizacijnih zmin/ Visnik Hmelnickogo nacionalnogo universitetu "Ekonomichni nauki", No. 6, Vol.1, pp.19–22.

<sup>2</sup> Gagarskij, V. Optimizaciya orgstruktury: Upravlenie kompaniej. [online]. Available online: <http://www.intalev.ru/>

<sup>3</sup> Gibson, Dzh. (2000): Organizacii: povedenie, struktura, processy, INFRA-M, 200,0, 662 p.

<sup>4</sup> Druker, P., (2000): Management Challenges for the 21st Century. M.: Izdatelskij dom «Vilyame», 272 p.



*Fig.1. Sphere of organizational change management*

Enterprises should initiate a process of making changes to meet market demand. They often need to initiate and make changes in order to safe enterprise stability and maintain balanced economic growth and the continuity of development. Change Management is a process that makes it possible for an enterprise to modify any part of its structure to function effectively in an ever-changing environment.

The development of enterprises is a prerequisite for survival in a dynamic competitive environment , and the larger the enterprise, the more employees are involved in its structure, and the more senior managements should pay more attention to the issues discussed in this article.

Future innovation activities activation of agricultural enterprises should be through the innovation technologies introduction which will provide improving their economic activity by improving product quality, reducing costs of production and provide increased efficiency and competitiveness <sup>1</sup>.

It should be noted that the number of large enterprises, i.e. those in which the average number of employees in the reporting period (calendar year) exceeds 250 people and the annual income from any activity exceeds the amount equivalent to 50 million euro, determined by the average annual rate of the National Bank of Ukraine for the last five years is gradually increasing: from 13 enterprises in 2010 to 29 in 2015. At the same time, the average number of employees at one such company decreased by 34% and in 2015 that is 1665 people. The number of medium-sized enterprises is 28% and the average number of employees is 131, which also requires a balanced approach to organizational structure management. At the same time, in our opinion, the definition of the organizational structure of management is exhaustive (OSM) which is compiled on the basis of the proposed definitions presented in the works of Bobrovnik V.M.<sup>2</sup> and Zagorodniuk O.I.<sup>3</sup>, namely, "the system of organized positions, powers, responsibilities and tasks that enable the enterprise to carry out its management, and hence the production and financial activities".

Today, the conditions for the modernization of economic processes are constantly occurring in the economic environment. At the same time, the effective management of the enterprise becomes more and more relevant. A well-known condition for successful management of an enterprise is the introduction of innovations. Innovative activity at the enterprise reveals ways of using existing development opportunities with leveling up of market threats and deficiencies of the enterprise. Innovative activity in agriculture is a complex process of creating new or more productive high-yielding varieties, livestock, elite seeds, high-yielding agricultural machines and aggregates, etc., the introduction of advanced techno-technological, organizational-economic and managerial decisions, commercialization of modern consumer norms. In order to create favorable conditions for

<sup>1</sup> Kalinichenko, S., Dudnyk, E., Zaika, S., Gridin, A. (2016): The essential characteristics of innovative agricultural technologies. American Journal of Agricultural Economics Oxford University Press No. 1, Vol. 99, p. 1280-1286.

<sup>2</sup> Bobrovnik, V. (2007): Teoretichni aspekti doslidzhennya kategoriyi «organizacijna struktura Upravlinnya pidpriemstvom [Theoretical aspects of the study of the category "organizational structure of Enterprise Management]. Visnik Hmelnickogo nacionalnogo universitetu. Ekonomichni nauki - Bulletin of the Khmelnytsky National University. Economic sciences, No.2., pp. 166-170.

<sup>3</sup> Zagorodnyuk, O. (2013): Mehanizm udoskonalennya organizacijnoyi strukturi ta strukturi upravlinnya pidpriemstvom [The mechanism of improvement of the organizational structure and structure of enterprise management]. Suchasni pitannya ekonomiki ta prava - Modern issues of economy and law, No.2, pp.10-15.

the innovative development of agrarian business in Ukraine, it is necessary to eliminate the financial instability of agriculture, which holds back financial investors. Measures to improve the financial recovery of agricultural market actors should become a priority in the state agrarian policy<sup>1</sup>.

Table 1. Grouping of agricultural enterprises by number of employees

Years	Large			Medium			Small		
	Number of enterprises	number of employees employed		Number of enterprises	number of employees employed		Number of enterprises	number of employees employed	
		Total, thousand people	at one enterprise, persons		Total, thousand people	at one enterprise, persons		Total, thousand people	at one enterprise, persons
2010	13	32,9	2529	3075	448	146	45972	137,6	4
2011	15	... <sup>k</sup>	... <sup>k</sup>	2913	... <sup>k</sup>	... <sup>k</sup>	37023	185	5
2012	26	44,5	1711	2774	383,6	138	43123	209,5	5
2013	27	38,8	1438	2553	350,7	137	45246	227,2	4
2014	28	46,6	1666	2267	308,5	136	41885	208,2	4
2015	29	48,3	1665	2200	288,3	131	42668	193,8	4

Source: Formed by the authors according to the data <sup>2</sup>

The use of strategic management tools in introducing innovative production technologies in agrarian enterprises will allow to create adequate organizational structures management (OSM) taking into account labor potential, which will ensure the formation of a productive organizational culture at the enterprise and, as a result, a comprehensive solution to the strategic objectives of the enterprise.

From year to year many new technologies appear. In some cases, they compete with each other. There is nothing unusual about choosing from a large number of technologies that are inherently similar but based on slightly different terminologies. The problem is not the choice of one as opposed to another. For the most part, the problem lies in the fact that each technology has a supporter. If not take properly, the process of choosing new tools and technologies may not be as simple as it should be, even if the choices are guided by adequate criteria.

In many cases, confrontation with changes occurs because senior management or senior officials in the organization have little or no knowledge about new technologies and are afraid of losing their dominant positions based on old management methods in favor of those who are better able to understand specific new technology than they themselves.

Changes in agricultural production technologies are a necessary time requirement aimed at improving production efficiency, reducing costs per hectare of crop or its intensive growth.

We support opinion of O.I. Kondratyuk that said that in conditions of an intensive type of economic growth, which involves the process of concentration of the total costs of living and materialized labor on the same land area to increase output of production and increase the economic efficiency of production, it is necessary to increase production, and improve its quality not only due

<sup>1</sup> Sahachko, Yu.M. (2018): Imperatyvy innovatsiino-investytsiinoho rozvytku subiektiv rynku produktsii tvarynyntstva [The imperatives of innovation and investment are the development of the subjects of the livestock products market]. *Ukrainskyi zhurnal prykladnoi ekonomiky - Ukrainian Journal of Applied Economics*, no. 3. T4, pp. 41-46.

<sup>2</sup> Diyalnist sub'yektiv velikogo, serednogo, malogo ta mikropidpriyemnictva statistichnij zbirk [Activities of subjects of large, medium, small and micro-enterprises statistical collection] (2015): Available online: <http://www.ukrstat.gov.ua/>

to attraction of additional resources, but also better use of accumulated potential on the basis of systematic development of scientific achievements and progressive technical solutions<sup>1</sup>.

The essence of intensive technology is to optimize the conditions of cultivation at all stages of the growth and development of plants, the placement of crops after better predecessor, the cultivation of intensive varieties, the application of fertilizers in terms of planned yield, the use of an integrated system of plant protection against weeds, pests and diseases, soil protection from erosion<sup>2</sup>.

In modern national agriculture, the experience of introducing technologies of minimal tillage and precision agriculture "Mini-till", "No-till", "Strip-till" accumulates, which reduce the technological influence on the soil, allow to save as much as possible its natural useful properties, reduce the amount of fuel used, to reduce the emission of pollutants into the atmosphere in comparison with traditional technologies. Along with the implementation of intensive technologies, considerable attention should be paid to improving seed production, reducing the cost of harvest in the cultivation, harvesting, refining, storage and processing of grain, sustainable development of new organizational forms of management, and increased material interest of workers<sup>3</sup>.

Changes in production technology are strategic in nature and therefore the process of managing the implementation of the strategy for improving production should be systemic character and include the consistent implementation of all constituent measures:

a) organizational- personnel support for the implementation of the strategy and strategic management in general, the creation and organization of the relevant organizational structures of the OSM;

b) the creation and organization of the financial- economic mechanism for ensuring the implementation of the strategy;

c) socio-psychological support of the strategy, introduction of strategic thinking in the implementation of organizational culture;

d) informational-analytical support.

When designing the organizational structure of management it is important to cover all tasks, to identify and mutually agree on each management body of the system of functions, rights and responsibilities. And effective management is a necessary prerequisite for the maximum possible in these conditions of impact from positive organizational-technological changes. It is in this that the key role is played by the systematicity of the measures being taken.

The optimal organizational structure of management can be considered only when it has the following characteristics: simplicity; flexibility; reliability; economy. With the first two characteristics everything is clear, but "reliability" requires some comments. Reliability is the probability that the organizational structure of management will function in a given mode during a given period according to the established conditions of the environment. Reliability consists of three components:

- faultlessness, as a property of an organizational management structure to directly maintain efficiency in real conditions of functioning;

- reproducibility, as a property of an organizational management structure that allows management personnel to quickly eliminate the failures in its functioning;

- readiness, as a property of the organizational structure of management, that allows it to perform the functions assigned to it at any moment.

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<sup>1</sup> Kondratyuk, O. (2005): Pidvishennya konkurentospromozhnosti virobnictva silskogospodarskoyi produkciyi [Increasing the competitiveness of agricultural production]. *Ekonomika APK - AIC economy*, No. 10, pp. 109-112.

<sup>2</sup> Moldovan, L., Shubravska, O. (2015): Investicijni prioriteti u sferi rozvitku agropromislovogo virobnictva ta mehanizmi yih realizaciyi [Investment priorities in the development of agro-industrial production and mechanisms for their implementation]. *Ekonomika Ukrainy - Economy of Ukraine*, No. 74, pp. 78-87.

<sup>3</sup> Komarova, I. (2013): Komponenti strategichnogo upravlinnya investicijnoyu diyalnistyu silskogospodarskih pidpriemstv [Components of strategic management of investment activity of agricultural enterprises]. *Agroinkom - Agroincom*, No. 10-12, pp. 15-22.

Table 2. Types of organizational structures of enterprise management

Types of OSM		A characteristic feature	Advantages	Weaknesses
VERTICAL	Line organizational structure	the concentration of the entire complex of management functions and the development of managerial actions in one control chain, characteristic of small enterprises	Unity and clarity of orders, consistency of actions of subordinates, personal responsibility of the head for the final results of the activities of department	The need for universal qualification, overload of information, non-compliance with modern production requirements
	Functional organizational structure	It is assumed that each management body (or executor) specializes in the implementation of certain types of management activities (functions): Execution of directions of a functional body within its competence is mandatory for production department.	Allows linear managers to expand their powers of strategic management of production by providing a number of functions to specialized units. Possibility of centralized control of strategic results. Correspondence of the structure of the selected strategy.	Violation of the principle of united command, lack of mutual understanding and unity of action between employees of functional services of different production sites of the enterprise, transfer of responsibility for profits to higher levels of management.
	Linear-functional organizational structure	Combined structures provide such work events in which linear management should make decisions and control, and functional - to advise, inform, organize, plan	Correspondence of the structure of the chosen strategy of activity, high competence of specialists, combination of the principle of specialization management with the principle of unity of management.	Resistance to any changes in the enterprise, excessive development of the vertical component of the control system
	Divisional organizational structure	Created by delegation of authority decentralized level divisions on certain grounds for goods by consumers, by geography, etc.	rapid adaptation to environmental changes, decentralization of management, accelerated decision-making, better coordination, end-result targeting, etc.	the duplication of management functions in each division, the growth of management costs, the conglomeration of production and the loss of synergy, the attempts of divisions to get full Independence can lead to the collapse of the enterprise

HORIZONTAL	Matrix structure	organizational	an organic combination of the target orientation to achieve concrete results, with the preservation of clearly expressed functional, temporal and territorial aspects of the activity	creation of organizational conditions for accelerating project achievement, high flexibility, dynamic structure, rapid strategic response, effective coordination of works and optimization of resource use, innovation. Reducing the load on the top management.	violation of unity in management, difficulties in the implementation of balance of power and responsibility, increase of managerial staff, socio-psychological problems associated with the creation of a more efficient working group, etc.
	Project structure	organizational	along with permanent functional units create temporary project groups	maximum customer orientation, high degree of flexibility and speed response to market demands and effective use of personnel in terms of its professionalism.	the limited scope of application, the risk of lack of projects, and, consequently, the instability of work with staff in terms of its load capacity.
NETWORK	Networking structure	organizational	are formed to interact with individual elements of a turbulent environment in order to better utilize its capabilities, as well as to effectively restructure the internal environment in order to better use its strengths in order to achieve strategic goals.	the form of communications is more flexible and this is different from the hierarchical, where interconnections are regulated by means of internal rules, instructions, etc.	Complications of coordination of functions between network participants, high risk of activity and degree of dependence

The experience of many enterprises shows that at the stage of strategy implementation, the greatest problems arise when it carrying out changes in the organizational structure. The analysis of the conformity between the existing organizational structure and the structure being implemented to answer the following questions:

- 1) How existing organizational structure will promote or prevent to strategy?
- 2) At what levels should the tasks be solved in the process of implementing the strategy?

To begin, consider the main types of structures, table 2.

The listed organizational structures do not provide complete correspondence between the enterprise strategy and the structure of the table. 3. Therefore, to effectively support the implementation of the chosen strategy, some organizations use two or more types of organizational structures of management.

*Table 3. Interconnection of changes in OSM and production-technological changes*

Strategy of formation of competitive advantages	Organizational and technological changes	Recommended type OSM
Strategy of differentiation	Diversification	Matrix organizational structure
	Create a new product for existing technology	Matrix organizational structure
	Implementation of innovative technologies for the production of new types of products	Advisory organizational structure
Focusing strategy	Implementation of innovative technologies of production of already mastered product	Networking organizational structure
Cost minimization strategy	Implementation of resource-saving technologies	Functional organizational structure
	Extensive expansion of production	Divisional organizational structure

Unfortunately, the successful transition to an optimal organizational structure does not mean that it will continue to function successfully and give the return that the management and staff of the organization expected. The optimal organizational structure of management will be able to justify all expectations as to its maximum possible positive impact on the functioning of the organization only if a number of organizational and economic conditions are created, and among them the most crucial is the availability of the appropriate organizational and economic mechanism (management mechanism): The internal organizational and economic mechanism is a well-ordered arrangement of the functioning of the entire system of internal variables. In order for this mechanism to be adequate to the conditions for the functioning of entrepreneurship, it must, above all, be enriched at the expense of new levers, instruments, forms, motives and controls. This is the first. Secondly, it is necessary to provide appropriate proposals between its constituent blocks, which should be five:

- block of organizational and legal instruments and tools (hierarchy);
- block of economic instruments and instruments (market);
- a block of social levers and instruments (social responsibility of organizations);
- block of psychological instruments (culture);
- a block of ethical (moral) levers and instruments (ethics of organizations);

In what way is the modern organic management structure formed? Is it the result of effective management or natural process? Both options are possible. In the first case, the process of organizational design will practically not be different from the traditional algorithm and will include the standard stages: the formulation of goals and objectives, the definition of the composition and location of units, their resource support (including the number of employees): the development of

regulatory procedures, documents, regulations, fixing and regulating forms, methods, processes, carried out in the organizational management system. The methods used can be: the method of analogies, expert-analytical, the method of structuring goals, organizational modeling. The complexity and flexibility of modern structures requires detailed analysis and definition of system goals, thought-out allocation of organizational units and forms of their coordination, development of relevant organizational documents. The main problem is the search for a balance between the formalization and the freedom of procedures of organizational processes. Possible and reverse variant: formation of the structure from the bottom to the top, when the organizational system is formed evolutionary way. In this case, the structure grows from simple elements until a dedicated subsystem is allocated, which will assume the functions of coordination. In the future, this subsystem can attract new elements and create new hierarchical levels. Each of the subsystems of the organization gets its share of the common goal, and the managing subsystem implements goals correction in the process of their implementation through the feedback mechanism. At the same time, each of the subsystems has and implements its own goals. Consistency of general and individual goals determines the effectiveness of such an organizational system<sup>1</sup>.

Proceeding from this, one can formulate the basic requirements for the optimal OSM, which assumes that managers of all levels possess

- 1) the desire and opportunities to find reserves to improve the efficiency of their organization;
- 2) readiness to deliberately risk, seeking change and improvement;
- 3) the ability to think and act as think and act entrepreneurs.

Thus, to transform an organization during the implementation of the strategy, it is necessary to implement the following measures:

- create a sense of the need for change, recognition and discussion of the causes of the current state;
- to form a powerful coalition that has the ability to manage change and motivate it;
- to promote the organization's perspectives, using all possible means to explain the mission and strategies, to train employees in a new style of work, for example, of a formed coalition;
- implement the necessary changes, remove obstacles to them, and, if necessary, change the organizational structure and culture of the organization;
- plan and implement short-term victories, identify and encourage employees who have achieved certain results at work;
- plan more significant results, encourage employees who can achieve such achievements, and involve new projects, technologies, and specialists;
- to adopt new approaches, to track all the best that appears in competitors, to lead the market.

These measures can be supplemented by other, not less important, but to achieve the desired result, they should be implemented in accordance with the conditions in which the organization operates.

It should be noted that the issue of changes in the organizational structure of management remains relevant academic research on this subject. The conducted researches of the types of organizational management structures have shown that they do not provide complete correspondence between the strategy of the enterprise and the structure. Therefore, to effectively support the implementation of the selected strategy of some organizations use two or more types of organizational structures of management.

The process of designing an organizational management structure needs to be considered as an important component of an enterprise strategy to ensure sustainable development and investment attractiveness, achieved through the implementation of new ways to combine resources to ensure a

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<sup>1</sup> Kralia, V.G. (2016): Rozvy`tok pidxodiv do proektuvannya organizacijny`x struktur upravlinnya pidpry`yemstv ta yix ob'yednan` [Development of approaches to the design of organizational structures of enterprise management and their integrated]. Visnik HNTUSG - KhNTUSG Bulletin, No. 171, p.124-134. - Available online: [http://nbuv.gov.ua/UJRN/Vkhdusg\\_2016\\_171\\_15](http://nbuv.gov.ua/UJRN/Vkhdusg_2016_171_15)



higher level of their use. Enterprises are constantly searching for innovations in order to stay competitive in the market is quite dynamic. In order to create favorable conditions for the innovative development of entrepreneurial activity in Ukraine, it is necessary to eliminate the financial instability that constrains financial investors. Measures to improve the financial health of market players should become a priority in state policy.

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