

## Key changes in organizational structures in the XXI century

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## Основные изменения в организационных структурах в XXI веке

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**Abstract:** *history ever keep on going, changes are taking place in management also. This article describes the key changes in the organizational structures in the XXI century.*

**Аннотация:** *история никогда не стоит на месте, изменения касаются и менеджмента. В данной статье рассмотрены основные изменения в организационных структурах в XXI веке.*

**Keywords:** *management, organization, network, company.*

**Ключевые слова:** *менеджмент, организация, сеть, компания.*

After the Second World War in the business environment prevailed hierarchical structure. Perhaps, as some scholars explain, it is because the generation that has passed through the War II and accustomed to military discipline nowadays use the acquired skills of command-and-control on enterprises.

Now the situation is changing. The world is gradually become to enter into "post-industrial" era - the realm of knowledge and intelligence, as well as the service sector [1].

At the same time takes a different process – appearance of a large number of small successful companies, which are more effective with the problems in regions. The fact that the current trend in the world markets is aimed on increasing of role of national traditions.

In other words, it is necessary to have global plan, build a strategy, create products, but locally decide about number, design, assortment of goods. Also this tendency can exist in many sectors of the economy. There is a new business paradigm, based on the transmission of greater liberty to departments, delegating of responsibility to distributors, franchise development and so on. This organizational structure of the business in the new environment is more effective. We can only divine what organizational forms will prevail in the XXI century. But today we can see some noticeable trends yet [2].

So, we can say with reasonable that is slowly being recognized principle of delegation of responsibility, division of labor and giving to business units greater autonomy. It is expected that in the future will be possible of full reject from hierarchy and isolation of functional and staff bodies.

We can confidently state that gradually finds at-knowledge of the principle of diversity. Of course, a single, formulaic model development organization in the future does not exist. Still, the main directions can be traced. And they are, as practice shows, are two: horizontal corporations and distribution companies. It is important to note that in the XXI century, according to scientists, will change the fundamental principles of activity of the companies – jump from the companies "based on rational organization" to companies "based on knowledge and information" [3].

The basis of the construction and operation of companies and their interaction to each other will lie not in narrow functional specialization, but integration processes in the management activities. Even traditional hierarchical (bureaucratic) governance structures are complemented by numerous horizontal connections at various levels of the hierarchy.

Companies will be change not only themselves, becoming organizations "without internal partitions" or company networks. Also the traditional ties and relations between the two companies can be changed and it will be impact on the emergence of companies "without borders", company networks [4].

If we talk about the horizontal corporation, its structure will be formed around core processes with specific objectives in each of them (for example, development of new products, production and marketing) and not depending on the functional division of labor. It is expected that in the future will be possible to complete rejection of hierarchy and isolation of functional and staff bodies.

The second kind of company of a future is a network organization. Network organizations are widespread in the world as the most reliable means of survival enterprises, especially small businesses in the face of fierce market competition. Ahead is believed to experts, the era of network companies and networks of companies practicing new management principles [5].

By the beginning of the new century, the use of network principles of the organization of companies in the West becomes the leading trend in management. This is due to the constant changes in the external environment and the need to adapt to these changes companies.

When you create a network company, the organization is divided for a more flexible implementation of production programs to independent in economic and legal centers (economic units, branches, operating

segments, profit centers. Networks are quite flexible structure allowing its member companies to compete among themselves, to attract new partners and at the same time to organize and coordinate work of all members.

One variety of network organization is shell company – the company that part of the business functions, first of all, the actual production reports on a contract basis to third-party contractors, and she concentrated on transactional component of the business, that is determines what and how much to produce, how and whom to sell to. For businesses shell shape tends more and more Russian companies, mostly operating in the food markets [6].

The attractiveness of network companies – very high economic indexes on the background of competence and efficiency of the organizational network. With the development of new information technologies, telecommunication facilities network structures can gradually transformed into a new type – virtual structure. How successful will be the new forms of organization, time will tell us [7].

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