

ABSTRACT

of graduate qualification work
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on the topic: **The ways to improve the organizational structure of the enterprise (through the example of the State Unitary Enterprise of Krasnodar Region "Gostinichiy complex")**

The topic of graduate qualification work: The ways to improve the organizational structure of the enterprise (through the example of the State Unitary Enterprise of Krasnodar Region "Gostinichiy complex")

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Details of the contracting authority: the State Unitary Enterprise of Krasnodar Region "Gostinichiy complex" (SUE KR "Gostinichiy complex"), located at the address: Krasnodar region, 350063, Krasnodar, 4/1 Rashpilevskaya street.

Topicality of the research: In practical and scientific management it is generally recognized that the organizational structure of the company, has a great impact on organizational performance.

Dynamic changes in competitive conditions, economic instability create an environment in which organizations should regularly evaluate prospects. In connection with the market situation changes constant reassessment of strategy is absolutely necessary, on the basis of which companies conduct organizational changes to improve management efficiency, eliminating unnecessary departments and differentiation of managers. In large extent the company efficiency improving is determined by orderliness management system, which depends on the precise structure of the organization and activities of all its members in the direction of selected target.

The purpose of work: to study the effectiveness of the organizational structure of SUE KR "Gostinichiy complex" and to identify the ways of its improvement in a market economy.

Objectives of the research:

- to determine the nature and significance of organizational structure;
- to characterize the types of organizational structures of the company;
- to study the problems of organizational structures and possible solutions;
- examine the activities of the enterprise SUE KR "Gostinichiy complex";
- to analyze the economic activity of the enterprise SUE KR "Gostinichiy complex";
- to identify the main development path of SUE KR "Gostinichiy complex";
- to develop a project of improvement the organizational structure of the enterprise SUE KR "Gostinichiy complex".

The theoretical significance of work . In the research the theoretical basis of enterprise management organizational structures improvement was developed , the

organizational structures types of enterprise management *проведено* were studied , and also the problems of organizational structures and their solutions were examined.

The practical significance of work. The majority of theoretical conclusions and suggestions brought to the specific guidelines and can be used in the management of enterprises, as well as the hospitality industry. Conclusions and recommendations of the final qualifying work are the basis for further research in the theory and practice of optimization of the hospitality industry enterprises organizational structure.

The results of the study: The researches of SUE KR "Gostinichiy complex" organizational structure shown that the enterprise is a holistic management object. Directions of activity of the enterprise are not mutually exclusive, and are appropriate and even inseparable with each other. Each direction realizes not one but several linear parts of the organization, so the connection between them is interdependent. They also correlated with functional units of the organization. Organizational structure of SUE KR "Gostinichiy complex" is highly centralized, with weak horizontal communication. Working capacity of management organizational structure is clearly insufficient in the current conditions characterized by high instability of the environment and the changing tastes, requirements and consumer preferences.

Recommendations: Based on these studies we offered to replace totally of the mechanical management structure with the organic one, in other words the adaptive structure. The replacement of management organizational structure of SUE KR "Gostinichiy complex" with organic structure caused by business peculiarities of this company, in particular, the need to quick, efficient and cost-effective respond to changes in the external environment.

Also in SUE KR "Gostinichiy complex" it is necessary to reconsider the planning system, in particular a system of strategic planning, monitoring, resource allocation it is necessary to create a new system of incentives for workers and their work motivation. Terms of remuneration should be directed primarily at promoting cost-effective cooperation and greater interest in increasing profits and income.