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**ORGANIZATIONAL AND TYPICAL MANAGERIAL MISTAKES: THE ESSENCE AND SOURCES OF ORGANIZATIONAL PATHOLOGIES**

*In this article, based on analysis of scientific sources consider the basic organizational pathology, their types and sources of appearance. Analyzed the essence of organizational pathologies, their influence on the efficiency of modern organizations in general and the causes and forms of manifestation at different life stages of modern organizations. In the result of research describes the most common types of pathologies that occur in the structure of organizations, organizational relationships and managerial decisions. Methods of diagnosing organizational pathologies reviewed based on the causes and sources of their manifestation.*

**Key words:** Pathology, organization, structure, management decisions, functions.

### **Гордина В.В., Антонюк Д.С. ОРГАНІЗАЦІЙНІ ПАТОЛОГІЇ ТА ТИПОВІ УПРАВЛІНСЬКІ ПОМИЛКИ: СУТНІСТЬ І ДЖЕРЕЛА ВИНИКНЕННЯ**

*У статті розглянуті основні організаційні патології, їх види, а також джерела виникнення. Проаналізовано сутність основних організаційних патологій, їх вплив на ефективність функціонування сучасних організацій загалом, а також форми їх прояву на різних життєвих етапах розвитку сучасних організацій. Акцентовано увагу на типових управлінських помилках керівників організації та визначено напрямки їх усунення.*

**Ключові слова:** організаційні патології, організація, структура, управлінські рішення, функції, управлінські помилки.

Today, in a changing external environment, any commercial organization faced with problems failure to achieve the set targets, loss of market positions and conflicts in the organization. Of course, all the above listed negative effects are caused occurrence of organizational pathologies – deviations in activities that cause dysfunction, certain negative consequences and organizational negligence.

The effectiveness of the company is largely determined by the level of overall development and competence of his leadership, purposefulness of managers and their work style. Certainly, it should be noted that it is the speed of decision-making, their quality, determined leadership and flexibility to changes in the structure of the organization depends the successful functioning of the organization as a whole, its competitiveness, development prospects and indoor climate as an indispensable factor of stability of the organization in the market economy. Therefore, the analysis of organizational pathologies and their impact on modern organizations is essential for improving the efficiency of its functioning.

Theoretical aspects of the occurrence of organizational pathologies, their types and proposals to overcome researched in the works of local and foreign scientists, namely: I. Adizes, I. Ansoff, M. Vinogradskaya, P. Drucker, M. Meskon, M. Albert, F. Hedouri, A. Kurochkina, G. Osovsky, A. Prigogine, A. Shkapova and others. Despite the certain level of researches about the organizational pathologies, especially of the theoretical and practical aspects of the problem requires further researches and studies.

The aim of the article is to summarize and estimate of types of organizational pathologies and to identify typical managerial mistakes and to find ways to overcome them.

The scientific literature includes common idea that organizational pathology is a persistent violation of optimal functioning and development of the organization, inability of its elements to perform specified functions. Some scientists, such as I. Adizes called organizational pathologies as deviations in activity and link them with anomalous problems arising in the organization [1, p. 33]. In the opinion of O. Pryhozhyn, organizational pathology – the causes permanent failure of organizations [5, p. 93]. Further scientist isolates the organizational structure of pathology; organizational relations and management decisions.

Undoubtedly, the organizational structure of pathology is the most dangerous because they directly affect the functioning of the organization as a whole, showing the competitiveness of the organization, as well as its market positions.

Organizational structure of pathology manifested primarily in the rule structure over function. Often growth leads to the formation of more and more units. The structure is becoming more diverse and complex, and coordination between departments is becoming more difficult because the main objectives are achieved slower, more expensive or partially [5, p. 94].

Indisputable is the fact that in conditions of market relations for commercial organizations is becoming increasingly important formation of an effective management system, studies the nature and relationship of its components, analysis of factors influencing efficiency of its functioning. Obviously, an important place among all the constituent elements covers organizational structure, its construction rationality determines the success of functioning in general [4, p. 239]. Based on this it is necessary carefully to treat reorganization processes in the organization, paying special attention to the integrity of the primary structure of the organization, follow the established hierarchy and optimal delegation of authority between staff.

Next pathology called autarky of units. In this case it is the closure of departments, services on their own problems, their focus on domestic issues, and in isolation from the goals and interests of related departments and organizations as a whole. This is evident from concealing their own information, such decisions local problems that are detrimental to the common cause. Autarky units leads to the disintegration of the organization, to the destruction of its integrity, unity of purpose and action [5, p. 96]. After analyzing the above listed manifestation organizational pathologies should single out the fact that the communication process in this case – is the exchange of information between the staff of the organization or its functional units. The main functions of the communication process is to achieve social community while maintaining the individuality of each element that serves as a barrier to the emergence of the designated organizational pathology [2, p. 165].

The structure of organizations may also occur such as pathology incompatible with the individual function and bureaucracy. In the first case, the individual capacity of head do not give him the opportunity to fulfill his obligations [5, p. 97]. It is indisputable that personnel policy of the organization, in this case, is at a fairly low level or delegation of authority established properly. As for bureaucracy, each employee has clearly defined powers, but there is always a way of choice to perform certain duties. The amount of personal discretion is very difficult to define, and sometimes it can be «privatized» performer for purposes such as assertiveness, improving their status and other benefits [5, p. 100].

The next type of organizational pathologies observed in organizational relationships in the team. Among them, first of all conflicts. It should be noted that there are always conflicts in any team. At the same time, sometimes conflicts are constructive and consequently solve some existing problems. Most of these conflicts end with compromise and adequate attitude from management. The current view is that even in organizations with effective management such conflicts not only possible, but also can be desirable. Pathological such conflicts are when they is involved interpersonal additional content when they move «in person». In this case, cooperation between the parties, constructive interaction between them becomes impossible or extremely difficult. Then people can not find common solutions [2, p. 89].

Uncontrollability – another pathology in of organizational relations. After handling – one of the most important values of the organization. But it can never be complete, full control is unattainable. Therefore, there is always some degree of uncontrollability. In this case, the inconsistency of goals and actions, and the impossibility of making that complicate the achievement of the organization as a whole [5, p. 101].

Another type of of organizational pathologies in organizational relationships have the advantage of personal relationships of service. It occurs when you create organizations in the applicant family friendly relationship, when the manager has to take into account not only the interests of the case, but other factors. However, the relationship between managers and subordinates, between employees can not be completely uniform, they contain elements of more or less sympathy, and it often hurts businesses [5, p. 101–102].

The final pathology in the organizational relations is scattering purposes. Suppose that the organization have a goal to achieve but it is only one way – to divide it into a number of sub, and they, in turn, the next series of sub and then through all organizational levels to last performer. But if somehow arbitrarily pick a set of goals, as they see the lowest structural level, it is not always a guarantee organization achieve the ultimate goal.

The third and, in our opinion, the most dangerous type of the organizational pathologies are pathologies that occur in decision-making.

As is well known, decision-making – is an essential process of management, as forming activities of the organization and its individual employees. Working with management decisions requires a high level of management competence, time-consuming, energy and experience. It provides for a high level of responsibility as for the implementation of the decisions in life to ensure effective and coordinated work of all organizational mechanism.

Other pathologies includes some pendulum decisions [5, p. 105]. They occur when the real problem, which is hidden behind them, not specified or do not seek to solve. While leaders often use some structural manipulations such reorganization. Also there is a pathology dangerous when there is a gap between decisions and their implementation. In our opinion, the condition will inevitably lead to negative consequences because of the

management subsystem is unable to fully control the managed subsystem.

Under this pathology as stagnation means the inability of organizations to develop and implement the necessary changes in it. It is obvious that today the successful operation of any organization depends on the professional competence of managers, as well as the flexibility in decision making and the ability to change policy in a changing environment.

Fairly common practice in pathology where management decisions are demotivating leadership style. With this problem is facing a large number of organizations with authoritarian management style of the head when the management personnel recovery outweigh the rewards.

Inversion – the latter pathology in management decisions. This is about the fact that sometimes the results of certain decisions manifested contrary to their intentions.

From organizational pathologies closely linked and administrative errors that arise in the heads of organizations. They can be divided into certain groups [3, p. 125–126].

There is natural or inevitable mistakes, which include errors in the forecasts executives trends in the market of possible actions of competitors; assessments of the situation in the organization, product quality, staff capabilities, unpredictable, but, in principle, anticipated events, the consequences of their actions.

Another group – a bias errors. These include the desire to coordinate all decisions until the «ideal» solution or the maximum satisfaction of key employees; dislike of behavioral technologies, such as using rules, procedures for commercial negotiation, teamwork, conflict resolution; prejudice against qualitative methods of promotion, evaluation of employees, attitude to work on a strategy to engage completely impractical, understated estimate real potential employees and reluctance to delegate responsibility to his subordinates.

Other mistakes relating ignorance patterns changing stages of development organizations, methods of formulation official functions, modern motivational systems, methods of analysis. Inability mistakes of management include the inability of managers to formulate goals for your organization, bring general corporate purposes with the objectives of departments and employees, calculate its decisions implementation, to ensure the actual implementation of the decisions and the use of the individual characteristics of workers.

Finally, typical errors can be considered quite common these «managerial illusions» as a belief in the infallibility of their decisions, the belief is that the main causes of failures in management – at low executive discipline in external circumstances, but not for their own failures; cult of material incentives, the construction of the entire motivation payments, bonuses, bonuses reluctance «to include» a more complex motivation.

It should be noted that each of these pathologies the organizational and administrative mistakes can be observed at any stage of the life cycle. What is important is the desire to eliminate them. One of these tools in management practice is the use of group decision making.

Experience shows: the fuller participation of employees in the management, the better the results of their activities, make it easier to introduce a variety of qualitative changes in production. Collective decision aims at conquering the transition from individual to collective decision of the head, expressing the views of the staff as a whole. Groups that have well developed cooperation and understanding more successfully avoid errors and failures in work. Joint activities in output solutions create a favorable moral and psychological climate in the team, where the government is possible. If the decision is made in group life that tend to group members not only willingly do it, but more efficiently. During collective discussions performers learn to understand each other, coordinate their activities and interests. The process of reconciliation is impossible without some mechanism of action and interests together to stay optimal mode of operation of the team, which is a means of preventing administrative errors and avoid pathologies.

Summarizing this study, we can conclude that is especially important for managers is timely detection of existing disease, its analysis and determine the best ways to overcome it. It should be noted that this case is extremely important to prevent the emergence of certain

diseases organizational nature. There is no doubt the fact that it is of efficiency management decisions on their timeliness and adjustedness depends on the functioning of the organization in the long run. In the future, will have important research towards finding ways to overcome organizational pathologies in conjunction with the development strategy of the organization.

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## **МІСЦЕ І РОЛЬ СУЧАСНОГО УПРАВЛІННЯ В ТУРИСТИЧНІЙ ДІЯЛЬНОСТІ УКРАЇНСЬКИХ КОМПАНІЙ**

*У роботі проведено ґрунтовний та детальний аналіз сучасного управління в туристичній діяльності, визначено стан туристичної галузі України та запропоновано шляхи її розвитку.*

***Ключові слова:** управління, туризм, туристична діяльність.*

### **Danchenko L., Primachenko D., Reshetnyk N. PLACE AND ROLE IN MODERN MANAGEMENT OF UKRAINIAN COMPANIES TRAVEL**

*The paper thorough and detailed analysis of the current administration in tourism, defined the state tourism industry in Ukraine and the ways of its development.*

***Key words:** management, tourism, tourist activity.*