

## ТИПОЛОГІЯ ОРГАНІЗАЦІЙ ТА ЇХ КЛАСИФІКАЦІЯ

### TYPES AND CLASSIFICATION OF ORGANIZATIONS

1. Primary/ Secondary Organizations
2. Mechanistic (,mekə'nɪstɪk) / organic Organizations
3. Formal/ Informal
4. Classification of Organizations based on their objectives
5. Business organizations
6. The International Classification of Non-profit Organizations
7. The concept of "social organization"

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Organizations differ greatly in size, function, and makeup. Nevertheless, the operations of nearly all organizations—from the multinational corporation to a newly opened delicatessen (,delɪkə'tesn) —are based on a division of labor; a decision-making structure; and rules and policies. The degree of formality with which these aspects of business are approached vary tremendously (trə'mendəsli) within the business world, but these characteristics are inherent in any business enterprise that utilizes ('ju:tə,ləɪzəz) the talents of more than one person.

Let's consider the main types of organizations.

#### **Primary/ Secondary Organizations**

Originally organizations can be *primary and secondary* towards their members.

In the *primary* organizations organizational structure is firstly created, and then it is filled with people. Employees serve the organization, obey it in all things, act in accordance with the rules established by it. An example of the primary organizations are: the state and municipal (mju:'nɪsɪpl) structures.

*Secondary* organizations are created by their members, who themselves determine (dɪ'tɜ:rmin) the standards of conduct and the rules of the relationships with the organization, endow it with the necessary resources. Secondary organizations are of two kinds: corporate and associative.

An example of corporate organizations are different kinds of societies that have priority towards the participants, but only during the periods between meetings of the members, in the course of such meetings binding decision on the activities of the organization are made.

As a consequence, the members of the organization in their daily lives are subject to the organization because of their decisions, but ultimately its fate determined (dɪ'tɜ:rmɪnd) by all of them. Thus, the priority of the organization, in this case, although it does occur but is conditional (e.g., various types of cooperatives (koo'pərətɪvz) or condominiums promoted today).

Organizations of associative type – these are different kinds of associations, which generally do not have any priority regard to its members. Members of the organization are subject to it only if they want it themselves, voluntarily (,vɑ:lən'terəli). For example, the association of hamster owners or cat lovers.

### **Mechanistic** (,mekə'nɪstɪk) / **organic Organizations**

According to the mechanism of operations and interactions between the individual elements of the organizations they are divided into: ***mechanistic (bureaucratic) and organic (adaptive)***.

***Mechanistic organizations*** are characterized by simple internal relationships and strict regulations of all aspects of the activity. That allows them to function in the same way as any technical device, such as watches. In some cases it is really necessary and appropriate, for example, in relatively simple solutions of the direct objectives, when each of the members of the organization is responsible only for his own narrow area of work. The large enterprises operating in traditional industries are the mechanistic organizations.

***The organic organizations*** have no strict division and separation of labor, purposes, personal problems and responsibility – all adjusted and varies depending on the conditions and circumstances.

The structure of the organic organizations does not comply with the hierarchy ('haɪərə:rkɪ). It characterized by the informal communication, improvisation and creative approach to work. Such as: creative organizations and groups that work in the service industry.

### **Formal/ Informal**

Organizations can be basically categorized depending on the degree of formalization of rules and on the basis of relationships within their structures as ***formal or informal***.

In **formal organizations** impersonal relationship between individuals and the company for which they work is viewed as the best environment for achieving organizational goals. Subordinates have less influence over the process in which they participate, with their duties more clearly defined.

Formal organizations refer to a structure of well-defined jobs each bearing a measure of authority and responsibility. It is a conscious determination by which people accomplish goals by adhering to the norms laid down by the structure.

This kind of organization is an arbitrary set up in which each person is responsible for his performance. Formal organization has a formal set up to achieve pre-determined goals.

**Informal Organizations**, on the other hand, refer to a network of personal and social relationships which spontaneously originates within the formal set up. Informal organizations develop relationships which are built on likes, dislikes, feelings and emotions.

**They** are less likely to adopt or adhere to a significant code of written rules or policies. Instead, individuals are more likely to adopt patterns of behavior that are influenced by a number of social and personal factors.

Changes in the organization are less often the result of authoritative dictate and more often an outcome of collective agreement by members.

Informal organizations tend to be more flexible and more reactive to outside influences. But some critics contend that such arrangements may also diminish (di'minɪʃ) the ability of top managers to effect rapid change.

Therefore, the network of social groups based on friendships can be called as informal organizations. There is no conscious effort made to have informal organization. It emerges from the formal organization and it is not based on any rules and regulations as in case of formal organization.

Speaking of the relationship between Formal and Informal Organizations, we have to note that for a concerns working both formal and informal organization are important.

Formal organization originates from the set organizational structure and informal organization originates from formal organization. For an efficient organization, both formal and informal are required. They are the two phase of a same concern.

Formal organization can work independently. But informal organization depends totally upon the formal one.

Formal and informal organization helps in bringing efficient working organization and smoothness (ровность) in a concern. Within the formal organization, the members undertake the assigned duties in co-operation with each other. They interact and communicate amongst themselves.

That's why both formal and informal organizations are important. When several people work together for achievement of organizational goals, social tie ups tends to built and therefore informal organization helps to secure co-operation by which goals can be achieved smooth.

Therefore, we can say that informal organization emerges from formal organization.

### **Classification of Organizations based on their objectives**

The organizations classified on the basis of their objectives may be the following:

#### **1. Business organizations:**

They formed into organizations for earning profits. Companies, partnership firms, sole trading firms are organised along these lines with a profit motive to survive against competition, future expansion and development.

#### **2. Government organizations:**

Such organizations serve for the satisfaction of the people and their welfare. They exercise some measure of control. Central and State government undertakings, local bodies etc., come under this category.

#### **3. Protective organizations:**

Organizations which protect the citizens from threats and dangers. Example of such organizations are polices, military fire brigades (bri'geidz), navy and air force services which shield citizens and the country from danger.

#### **4. Service organizations:**

They include voluntary organizations formed for promoting social welfare activities in the country. They are non-profit social organizations.

#### **5. Political organizations:**

They seek to elect a member of their group to public office of the country (parliament or legislative body). Political parties, groups and associations come under this category.

### **6. Religious organizations:**

They serve for the attainment of spiritual needs of members and try to convert non-believers to their faith. Such as: churches, mosques ('mɑ:sk), temples, etc.

### **7. Associative organizations:**

They satisfy the needs of people to have contact and to make friendships with others who have competitive (kəm'petɪtv) interests. Clubs, teams, fraternities, etc.

### **8. Educational organizations:**

They include schools, colleges, universities, institutes, etc. committed to promote education and knowledge.

## **Business organizations**

It is important that the business owner seriously considers the different forms of business organization – types such as:

- a sole proprietorship (prə'praɪətər ʃɪp – частный предприниматель)
- partnership,
- corporation.

Which organizational form is most appropriate can be influenced by tax issues, legal issues, financial concerns, and personal concerns.

### **Sole Proprietorship**

A Sole Proprietorship is also called a *sole trader* – the smallest type of business. It consists of one individual doing business. Only one person is in charge of all the processes, from selling to accounting.

#### **Advantages**

- Ease of formation and dissolution. Establishing a sole proprietorship can be as simple as printing up business cards or hanging a sign announcing the business. Likewise, a sole proprietorship is equally easy to dissolve.
- Typically, there are low start-up costs and low operational overhead.
- Ownership of all profits.
- Sole Proprietorships are typically subject to fewer regulations.

- No corporate income taxes. Any income realized by a sole proprietorship is declared on the owner's individual income tax return.

### **Disadvantages**

- Unlimited liability. Owners who organize their business as a sole proprietorship are personally responsible for the obligations of the business, including actions of any employee representing the business.
- It may be difficult for an individual to raise capital. It's common for funding to be in the form of personal savings or personal loans.

The most daunting disadvantage of organizing a sole proprietorship is the aspect of unlimited liability. An advantage of a sole proprietorship is filing taxes as an individual rather than paying corporate tax rates. Some hybrid forms of business organization may be employed to take advantage of limited liability and lower tax rates for those businesses that meet the requirements.

A partnership involves two or more individuals in business together but is similar to the sole trader in that the people running the business get all the profits.

Partnerships may be small or large as some of the big legal or accounting firms that may have dozens of partners.

There are different types of partnerships—general partnership, limited partnership, and limited liability partnership—the basic differences stemming around the degree of personal liability and management control.

### **Advantages**

- Synergy. There is clear potential for the enhancement (in'hænsmənt – увеличение) of value resulting from two or more individuals combining strengths.
- Partnerships are relatively easy to form, however, considerable thought should be put into developing a partnership agreement at the point of formation.
- Partnerships may be subject to fewer regulations than corporations.
- There is stronger potential of access to greater amounts of capital.
- No corporate income taxes. Partnerships declare income by filing a partnership income tax return. Yet the partnership pays no taxes when this partnership tax return is filed. Rather, the individual partners declare their pro-rata share of the net income

of the partnership on their individual income tax returns and pay taxes at the individual income tax rate.

### **Disadvantages**

- Unlimited liability. General partners are individually responsible for the obligations of the business, creating personal risk.
- There is a real possibility of disputes or conflicts between partners which could lead to dissolving the partnership. This scenario enforces the need of a partnership agreement.

### ***Corporation***

Corporations are probably the dominant form of business organization. A corporation is a legal entity doing business, and is distinct from the individuals within the entity.

Public corporations are owned by shareholders who elect a board of directors to oversee primary responsibilities.

### **Advantages**

- Unlimited commercial life. The corporation is an entity of its own and does not dissolve when ownership changes.
- Greater flexibility in raising capital through the sale of stock.
- Ease of transferring ownership by selling stock.
- Limited liability. This limited liability is probably the biggest advantage to organizing as a corporation. Individual owners in corporations have limits on their personal liability. Even if a corporation is sued for billions of dollars, individual shareholder's liability is generally limited to the value of their own stock in the corporation. Even if a company becomes bankrupt, the people owning it are protected.

### **Disadvantages**

- Regulatory restrictions. Corporations are typically more closely monitored by governmental agencies, including state and local. Complying with regulations can be costly.
- Higher organizational and operational costs. Corporations have to file articles of incorporation with the appropriate state authorities. These legal and clerical expenses, along with other recurring operational expenses, can contribute to budgetary challenges.

- Double taxation. The possibility of double taxation arises when companies declare and pay taxes on the net income of the corporation, which they pay through their corporate income tax returns. If the corporation also pays out dividends to individual shareholders, those shareholders must declare that dividend income as personal income and pay taxes at the individual income tax rates. Thus, the possibility of double taxation.

With respect to size, business organizations are classified into four types: *micro, small, medium and large*. Micro businesses are those with less than 10 employees, small businesses have 10 to 49 employees, medium-sized businesses have 50 to 249 employees and large businesses employ 250 people or more

Along with standard, for-profit corporations, there are **charitable, not-for-profit corporations**.

### **The International Classification of Non-profit Organizations**

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Non-profit institutions in the satellite account are classified by primary area of activity according to the International Classification of Non-profit Organizations (ICNPO). It is the classification system recommended in the United Nations (UN) Handbook on Non-profit Institutions in the System of National Accounts. The ICNPO system groups organizations into 12 major activity groups, including a catch-all 'not elsewhere classified' category.

#### **Group 1: Culture and recreation**

*Media ('mi:diə) and communications.* Production and dissemination of information and communication; includes radio and TV stations; publishing of books, journals, newspapers and newsletters; film production; and libraries.

*Visual arts, architecture, ceramic art.* Production, dissemination and display of visual arts and architecture; includes sculpture, photographic societies, painting, drawing, design centers and architectural associations.

*Performing arts.* Performing arts centers, companies and associations; includes theatre, dance, ballet, opera, orchestras, chorals and music ensembles.

*Historical, literary and humanistic societies.* Promotion and appreciation of the humanities, preservation of historical and cultural artefacts and commemoration of historical events; includes historical societies, poetry and literary societies, language



associations, reading promotion, war memorials and commemorative funds and associations.

*Museums.* General and specialized museums covering art, history, sciences, technology and culture.

*Zoos and aquariums.*

*Sports.* Provision of amateur sport, training, physical fitness and sport competition services and events; includes fitness and wellness centers.

*Recreation and social clubs.* Provision of recreational facilities and services to individuals and communities; includes playground associations, country clubs, men's and women's clubs, touring clubs and leisure clubs.

*Service clubs.* Membership organizations providing services to members and local communities.

## **Group 2: Education and research**

*Elementary, primary and secondary education :* Education at elementary, primary and secondary levels; includes pre-school organizations other than day care.

*Higher education:* Higher learning, providing academic degrees; includes universities, business management schools, law schools, medical schools.

*Vocational/technical schools:* Technical and vocational training specifically geared towards gaining employment; includes trade schools, paralegal training and secretarial schools.

*Adult/continuing education :* Institutions engaged in providing education and training in addition to the formal educational system; includes schools of continuing studies, correspondence schools, night schools and sponsored literacy and reading programs.

*Medical research :* Research in the medical field; includes research on specific diseases, disorders, or medical disciplines.

*Science and technology :* Research in the physical and life sciences and engineering and technology.

*Social sciences, policy studies :* Research and analysis in the social sciences and policy area.

## **Group 3: Health**

*Hospitals.* Primarily inpatient medical care and treatment.

*Rehabilitation.* Inpatient health care and rehabilitative therapy to individuals suffering from physical impairments due to injury, genetic defect, or disease and requiring extensive physiotherapy or similar forms of care.

*Nursing homes.* Inpatient convalescent care, residential care, as well as primary health care services; includes homes for the frail elderly and nursing homes for the severely handicapped.

*Psychiatric hospitals.* Inpatient care and treatment for the mentally ill.

*Mental health treatment.* Outpatient treatment for mentally ill patients; includes community mental health centers and halfway homes.

*Crisis intervention.* Outpatient services and counsel in acute mental health situations; includes suicide prevention and support to victims of assault and abuse.

*Public health and wellness education.* Public health promotion and health education; includes sanitation screening for potential health hazards, first aid training and services and family planning services.

*Health treatment, primarily outpatient.* Organizations that provide primarily outpatient health services e.g., health clinics and vaccination centers.

*Rehabilitative medical services.* Outpatient therapeutic care; includes nature cure centers, yoga clinics and physical therapy centers.

*Emergency medical services.* Services to persons in need of immediate care; includes ambulatory services and paramedical emergency care, shock/trauma programs, lifeline programs and ambulance services.

#### **Group 4: Social services**

*Child welfare, child services and day care.* Services to children, adoption services, child development centers, foster care; includes infant care centers and nurseries.

*Youth services and youth welfare.* Services to youth; includes delinquency prevention services, teen pregnancy prevention, drop-out prevention, youth centers and clubs and job programs for youth; includes Young Men's Christian Association (YMCA), Young Women's Christian Association (YWCA), Boy Scouts, Girl Scouts and Big Brothers/Big Sisters.

*Family services.* Services to families; includes family life/parent education, single parent agencies and services and family violence shelters and services.

*Services for the handicapped.* Services for the handicapped; includes homes, other than nursing homes, transport facilities, recreation and other specialized services.

*Services for the elderly.* Organizations providing geriatric care; includes in-home services, homemaker services, transport facilities, recreation, meal programs and other services geared towards senior citizens (does not include residential nursing homes).

*Self-help and other personal social services.* Programs and services for self-help and personal development; includes support groups, personal counselling and credit counselling/money management services.

*Disaster/emergency prevention and control.* Organizations that work to prevent, predict, control and alleviate the effects of disasters, to educate or otherwise prepare individuals to cope with the effects of disasters, or to provide relief to disaster victims; includes volunteer fire departments, life boat services, etc.

*Temporary shelters.* Organizations providing temporary shelters to the homeless; includes traveller's aid and temporary housing.

*Refugee assistance.* Organizations providing food, clothing, shelter and services to refugees and immigrants.

*Income support and maintenance.* Organizations providing cash assistance and other forms of direct services to persons unable to maintain a livelihood.

*Material assistance.* Organizations providing food, clothing, transport and other forms of assistance; includes food banks and clothing distribution centers.

### **Group 5: Environment**

*Pollution abatement and control.* Organizations that promote clean air, clean water, reducing and preventing noise pollution, radiation control, treatment of hazardous wastes and toxic substances, solid waste management and recycling programs.

*Natural resources conservation and protection.* Conservation and preservation of natural resources, including land, water, energy and plant resources for the general use and enjoyment of the public.

*Environmental beautification and open spaces.* Botanical gardens, arboreta, horticultural programs and landscape services; organizations promoting anti-litter campaigns; programs to preserve the parks, green spaces and open spaces in urban or rural areas; and city and highway beautification programs.

*Animal protection and welfare.* Animal protection and welfare services; includes animal shelters and humane societies.

*Wildlife preservation and protection.* Wildlife preservation and protection; includes sanctuaries and refuges.

*Veterinary services.* Animal hospitals and services providing care to farm and household animals and pets.

### **Group 6: Development and housing**

*Community and neighbourhood organizations.* Organizations working towards improving the quality of life within communities or neighbourhoods, e.g., squatters' associations, local development organizations, poor people's cooperatives.

*Economic development.* Programs and services to improve economic infrastructure and capacity; includes building of infrastructure like roads; and financial services such as credit and savings associations, entrepreneurial programs, technical and managerial consulting and rural development assistance.

*Social development.* Organizations working towards improving the institutional infrastructure and capacity to alleviate social problems and to improve general public well being.

*Housing associations.* Development, construction, management, leasing, financing and rehabilitation of housing.

*Housing assistance.* Organizations providing housing search, legal services and related assistance.

*Job training programs.* Organizations providing and supporting apprenticeship programs, internships, on-the-job training and other training programs.

*Vocational counselling and guidance.* Vocational training and guidance, career counselling, testing and related services.

*Vocational rehabilitation and sheltered workshops.* Organizations that promote self-sufficiency and income generation through job training and employment.

### **Group 7: Law, advocacy and politics**

*Advocacy organizations.* Organizations that protect the rights and promote the interests of specific groups of people, e.g., the physically handicapped, the elderly, children and women.

*Civil rights associations.* Organizations that work to protect or preserve individual civil liberties and human rights.

*Ethnic associations.* Organizations that promote the interests of, or provide services to, members belonging to a specific ethnic heritage.

*Civic associations.* Programs and services to encourage and spread civic mindedness.

*Legal services.* Legal services, advice and assistance in dispute resolution and court-related matters.

*Crime prevention and public policy.* Crime prevention to promote safety and precautionary measures among citizens.

*Rehabilitation of offenders.* Programs and services to reintegrate offenders; includes halfway houses, probation and parole programs, prison alternatives.

*Victim support.* Services, counsel and advice to victims of crime.

*Consumer protection associations.* Protection of consumer rights and the improvement of product control and quality.

*Political parties and organizations.* Activities and services to support the placing of particular candidates into political office; includes dissemination of information, public relations and political fundraising.

### **Group 8: Philanthropic intermediaries (посредники) and voluntarism promotion**

*Grant-making foundations:* Private foundations; including corporate foundations, community foundations and independent public-law foundations.

*Voluntarism promotion and support:* Organizations that recruit, train and place volunteers and promote volunteering.

*Fund-raising organizations:* Federated, collective fundraising organizations; includes lotteries.

### **Group 9: International**

*Exchange/friendship/cultural programs:* Programs and services designed to encourage mutual respect and friendship internationally.

*Development assistance associations:* Programs and projects that promote social and economic development abroad.

*International disaster and relief organizations:* Organizations that collect, channel and provide aid to other countries during times of disaster or emergency.

*International human rights and peace organizations:* Organizations which promote and monitor human rights and peace internationally.

### **Group 10: Religion**

*Congregations (собрания):* Churches, synagogues, temples, mosques, shrines, monasteries, seminaries and similar organizations promoting religious beliefs and administering religious services and rituals.

*Associations of congregations:* Associations and auxiliaries of religious congregations and organizations supporting and promoting religious beliefs, services and rituals.

### **Group 11: Business and professional associations, unions**

*Business associations:* Organizations that work to promote, regulate and safeguard the interests of special branches of business, e.g., manufacturers' association, farmers' association, bankers' association.

*Professional associations:* Organizations promoting, regulating and protecting professional interests, e.g., bar association, medical association.

*Labour unions:* Organizations that promote, protect and regulate the rights and interests of employees.

### **Group 12: [Not elsewhere classified]**

#### **The concept of "social organization"**

Organizational theory focuses mainly on social organization, formed from the union of people who want to achieve a certain goal.

To examine (ɪg'zæmɪn) the institutional system and to consciously influence the activities of social organizations, we must first understand what is meant by this definition in organizational theory.

The concept of "social organization" is inextricably (ɪnɪk'strɪkəbli – неразрывно) linked with the concept of "collectivity". The composition of the team and the direction of its activities, determined by the desire to achieve a common goal, are regulated by management personnel, as well as by the legal and ethical standards adopted in the

organization and society as a whole. The standards as usual does not depend on the specific personnel of the team and are therefore impersonal.

At the same time the organization activity is largely determined by formally unregulated behavior of the collective members. Teambuilding, its stability, the skill level, the consciousness of employees, their business activities and many other human factors influence the activities of the organization.

The concept of "social organization" and "collectivity" or "staff" are interrelated, but not identical. Collectivity – is a union of all the workers' organizations, carrying out joint labor activity. The staff is the foundation of the organization, without which it can not exist. The organization is largely dependent on the composition and mood of the team (collectivity or staff).

The team can be replaced, and the organization will continue to exist. Therefore, bonds among the staff and the organization can be characterized by the following relationship:

Organization = team + MTB + F + IS.

where MTB - material and technical base of the organization;

F - finance;

P - production;

IS - Information system software.

In other words, the organization, in addition to the team, includes other constituent elements, without which it can not exist.

The organizational theory defines social organizations as those which are engaged in production and economic activities and are referred to as "business organizations". Such as firms. These include firms, shops, financial and other institutions operating in a market economy, serving and medical institutions, educational institutions, the army, various non-governmental organizations and so on.

There are a large number of social organizations, solving a variety of problems: economic, cultural, social, religious, and others.

For different types of organizations different methods for the study of their activity are used. Many organizations have set significantly different purposes.

Organizations can be divided into the following categories:

- Governmental and non-governmental;
- Commercial and non-commercial;
- Budgetary and extrabudgetary;
- Social and economic;
- Formal and informal organizations.

Organizations can be classified according to their industry sector:

- transport;                      - industry;                      - trade;
- production and processing of agricultural products.

According to the social problems they solve:

- Economic;      - Financial;      - Political;      - Health;      - Educational.

It is accepted to provide three main types of social organizations:

- Business;              - Public;              - Associative.

Business organizations (enterprises, firms, corporations and so on). The general object of such organizations is a business idea, based on a way to make a profit.

Public organizations represent the union of individual members, united with the socially significant purposes. They are involved in the solution of social problems and concerns of its members.

Associative organizations are built on the basis of personal sympathy, mutual affection, common interests – these are: family, circle of friends and acquaintances (ə'kweɪntənsəz – знакомые), student company, informal groups and associations.



## Первинні/вторинні

Розглянемо основні різновиди організацій. За походженням організації можуть бути *первинними і вторинними* по відношенню до своїх членів.

У *первинних* організаціях спочатку створюється організаційна структура, а потім вона наповнюється людьми. Працівники служать організації, підпорядковуються їй у всьому, діють відповідно до встановлених нею правил. Прикладом первинних організацій є державні та муніципальні структури.

*Вторинні* організації створюються їх членами, які самі визначають норми поведінки і правила взаємовідносин з організацією, наділяють її необхідними ресурсами. Вторинні організації бувають двох видів: корпоративні та асоціативні.

Прикладом корпоративних організацій є різного роду товариства, які мають пріоритет по відношенню до учасників, але тільки в періоди між зборами членів, які в ході таких зборів приймають рішення обов'язкового характеру про діяльність організації. Як наслідок, в повсякденному житті члени організації в силу своїх рішень, підкоряються організації, але в кінцевому підсумку її долю визначають все ж вони. Таким чином, пріоритет організації в даному випадку хоча і має місце, але є умовним (наприклад, різного роду кооперативи або пропаговані сьогодні ОСББ).

Організації асоціативного типу – це різного роду асоціації, які взагалі не мають щодо своїх членів ніякого пріоритету. Члени організації підкоряються їй тільки в тому випадку, якщо самі цього захочуть, добровільно. Наприклад, асоціація любителів хом'яків або кішок.

## Механістичні/органічні

За механізмом функціонування та взаємодії між окремими елементами організації поділяються на: *механістичні (бюрократичні) та органічні (адаптивні)*.

*Механістичні* організації характеризуються однозначними внутрішніми взаємозв'язками і жорсткою регламентацією практично всіх сторін діяльності, що дозволяє їм функціонувати так само, як і будь-який технічний пристрій, наприклад годинник. У ряді випадків це буває дійсно необхідно і доцільно, скажімо, в умовах рішення досить простих однозначних завдань, коли кожен з членів організації

відповідає тільки за свою вузьку ділянку роботи. Механістичними є великі підприємства, що функціонують в традиційних галузях економіки.

В *органічній* організації немає строгого поділу праці, поділу цілей, особистих завдань і ступенів відповідальності – все це коригується і змінюється в залежності від умов та обставин.

В структурах органічна організація не дотримується ієрархії, перевагу тут мають неформальні зв'язки, переважає імпровізація та творчий підхід до роботи. Органічними є здебільшого різноманітні творчі організації та колективи, які діють в сфері надання послуг.