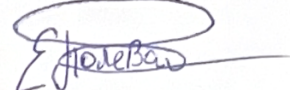


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**ADAPTATION OF ORGANIZATIONAL MANAGEMENT
STRUCTURES IN A CHANGING BUSINESS ENVIRONMENT**

Specialty: 5.2.6 — «Management»

ABSTRACT

of the dissertation for the degree of
Candidate of Economic Sciences

Scientific

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Relevance of the research topic. The importance of adaptation processes is confirmed by the increasing turbulence of the business space. This is especially symbolized by the opinion of experts about the transition from the VUCA world, characterized by variability, uncertainty, complexity, ambiguity (volatility, uncertainty, complexity and ambiguity), and even from the BANI world, characterized by fragility, anxiety, nonlinearity, incomprehensibility (brittle, anxious, non-linear, incomprehensible) to SHIVA-to the world, a world fragmented, terrible, unimaginable, merciless and rebellious (split, terrible, inconceivable, vicious, arising).

The transformation of the business space necessitates adequate transformations within the company. In the course of adaptation, an economic entity must develop a certain flexibility and resistance to the influence of external and internal factors. Adaptation processes also ensure the protection of the company itself from possible negative impacts, loss of integrity, and disruption of internal and external relationships. This directly affects the level of competitiveness and efficiency of the company as a whole.

However, the effectiveness of the company's adaptation is influenced not only and not so much by the changing parameters of the business environment, as by its adaptability, i.e. the ability to introduce changes into the micro-business space to adapt to changes in the external environment. In order to meet the conditions of a turbulent business environment, adaptation processes must relate to all elements and subsystems of the company: from the production and technological subsystem to the management system and, above all, the organizational structure of management. However, the pace of adaptation of individual elements and subsystems does not match, and the management structure is one of its least flexible elements. Therefore, the importance of the process of its adaptive transformation increases.

Organizational management structures, representing one of the main elements of the management system, play an important role in ensuring the efficiency of the company, since the effectiveness and development of the business depends on the quality and quantity of connections between divisions and structural business units of business entities.

Modern businesses of various sizes are characterized by a variety of types of organizational structures. Obviously, the organizational structure of a company's management depends on the specifics of its activities, size, production structure, industry specifics, number of employees and the number of connections between them, etc., but at the same time, companies operating in the same industry and carrying out similar operations may have different management structures. It is very important to identify which factors influence the choice and improvement of organizational structures and to assess this impact. Adaptation allows you to take into account and manage these factors, ensuring the sustainable development of the company.

In a changing business environment, the management structure, if it is not adaptive, becomes a brake on the further development of the company. In this regard, the question of the characteristics of organizational structures that contribute to increasing their adaptability and their consistency with the level and

quality of adaptive transformation of other elements of the management system becomes particularly relevant. The adaptability of the structure is a kind of prerequisite for its adaptation to changes in the business space.

It is advisable to consider the adaptation of organizational management structures of companies as one of the important management tasks that are implemented permanently. However, this aspect of improving management structures has not been sufficiently reflected in the scientific literature and in practice. All this underlines the relevance of the topic of the dissertation research.

The degree of scientific development of the research topic.

The theoretical and methodological basis of the research consists of the works of scientists in the field of economics and management, the works of domestic and foreign authors devoted to the problems of formation and improvement of organizational structures of management of companies, factors influencing them, adaptive transformations.

Significant in the field of research of the concept of organizational management structures are the works of such authors as: I. Adizes, R. Akoff, R. Daft, P.F. Drucker, G. Mintzberg, T. Peters, R. Hall, A. Chandler, V.G. Antonov, V.V. Maslennikov, I.A. Kalinina, I.G. Vladimirova, V.S. Efremov, E.M. Korotkov, V.R. Vesnin, Z.P. Rumyantseva, and others. The classification of organizational management structures is considered in the works of such authors as A.L. Gaponenko, B.Z. Milner, I.N. Gerchikova and others.

The issues of adaptation and adaptability of the company to the changing conditions of the business space have been considered by many foreign and domestic scientists, among whom are: I. Ansoff, R. Akoff, D. Boddy, R. Daft, R. Hall, S.N. Glagolev, V.N. Goncharov, O.D. Dimov, V.V. Dorofeev, L.E. Komaeva, T.N. Krasnyuk, Z.O. Osmanov, N.V. Sirotkin, T.G. Cherepanov, T.G., V.M. Yachmenev, and others.

However, there is a certain gap in the theory and practice of management, associated with insufficient knowledge of the issue of adaptation of organizational management structures and their adaptability. There is no comprehensive approach to the interconnection of the types of organizational structures, the factors influencing them and the parameters characterizing them, which could allow managers to make adequate decisions on changing individual elements and parameters of the management structure for the further successful development of the company.

The object of the dissertation research is the organizational structures of company management.

The subject of the research is the adaptation and adaptability of the organizational management structure in a changing business environment.

The purpose of the dissertation research is to develop an integrated approach to adapting organizational structures and increasing their adaptability in a changing business environment.

Achieving this goal is associated with solving the following tasks:

- to present the concept and essence of organizational management structures, their main elements, to develop a classification of organizational management structures and to consider the principles of their construction and improvement;

- to identify the specifics of the formation of organizational structures of companies of the future, their trends and features of building;
- to present the concept of a business space, identify its features and identify its impact on the company's management system;
- to identify and systematize the factors that influence the organizational structures of management, to rank the identified factors;
- to consider the adaptation and adaptability of the organizational management structure in a changing business environment as the most important principle for its improvement and to develop a methodological approach to assessing the adaptability of company management structures;
- to develop a model of the relationship between the types of organizational management structures, the factors that determine them, and the parameters that characterize them, to identify ways to adapt management structures depending on changes in the factors that affect them.

The field of research corresponds to the following points of the passport of the scientific specialty 5.2.6 «Management»:

1. Theory of management (item 2. passport of scientific specialty).
2. Organization as an object of management. Theory of organization. Organization management structures. Organizational changes and organizational development (item 9 of the passport of scientific specialty).
3. Organization management system design. Network models of the organization (item 10 of the passport of scientific specialty).

The theoretical and methodological basis of the research was formed by scientific works of domestic and foreign scientists developing the provisions of the theory and practice of management, publications of authors devoted to the problems of formation and improvement of organizational structures of company management, factors influencing them, adaptive transformations of the management system.

To achieve the stated goal and solve the above tasks, a wide range of general scientific methods was used - a system approach, induction, analysis and synthesis, analogy, graphical interpretation of data, comparative analysis, methods of expert assessments, the method of paired comparisons, cluster analysis, methods of systematic review and analysis of current scientific publications and the results of empirical studies.

The information base of the research included databases of Russian and international organizations, information from official websites of companies in various sectors of the economy, reference statistical data and analytical materials, scientific publications of world-class researchers, and the results of an expert survey.

The scientific novelty of the dissertation research lies in the development of a comprehensive approach to the adaptation of organizational structures of company management to changing conditions of the business space based on the application of the proposed methodological approach to assessing the level of

their adaptability and the model of the relationship between types of management structures, the factors that determine them, and the parameters that characterize them.

The main scientific results of the research, which have signs of scientific novelty, are as follows:

1. The author's classification of general and specific principles of formation and improvement of hierarchical and adaptive organizational structures is proposed, due to the peculiarities of their functioning (clause 1.3).

2. The conceptual framework associated with the company's business environment is clarified, the concept of "business space" is proposed as the main term, its multilevel structure is presented, the hierarchy is justified the influence of factors on the company's management system, the peculiarities of the business space in modern conditions are revealed (clause 2.1).

3. The factors influencing the change of organizational management structures are identified and grouped. The following groups are identified among them: general factors that directly affect the change in management structures; factors related to changes occurring in the company's production structure; factors caused by a change in the management system; factors that affect the change in the management structure, but in general, they themselves are determined by it, and factors caused by a change in the external environment. Wednesday. The ranking of the identified factors made it possible to assess the degree of their influence on organizational management structures (section 2.2).

4. The methodological approach developed in the course of the study to assess the level of adaptability of organizational management structures is presented and justified. For this purpose, the types of adaptation of management structures were systematized, their main characteristics were identified, and a scale for assessing the level of adaptability of organizational management structures was developed. The use of the expert method made it possible to assess the level of adaptability of the main types of structures to the conditions of the changing business space and to rank them depending on this level. As a result of the cluster analysis, all the studied types of management structures were classified according to their adaptability (clause 3.2).

5. In order to form an effective integrated mechanism for adapting management structures to the conditions of a changing business space, a model of the relationship between the types of organizational management structures, the factors that determine them, and the parameters that characterize them was developed. The model comprehensively integrates everything that determines the type of management structure and the directions of its improvement in modern conditions (clause 3.3).

The practical significance of the dissertation research is that the developed model of the relationship between the types of organizational management structures, the factors that determine them, and the parameters that characterize them, and the approach to assessing the level of adaptability of organizational management structures will allow managers to make relevant decisions on changing individual parameters for the further progressive development of the company. By adjusting certain parameters and factors (which

can be influenced), it is possible to achieve greater adaptability of the structure in order to adapt it to the conditions of the changing business space. The developed model has been repeatedly tested in practice, which is confirmed by the data and relevant references provided in the work.

The results obtained in the work are used in the programs for training bachelors and masters in the process of teaching the disciplines "Modern Management", "General Management", "Management Theory", "International Management", "Management of an International Company" and a number of elective disciplines.

The theoretical significance of the dissertation research lies in the fact that the findings obtained during the study develop scientific ideas about the adaptation and adaptability of organizational management structures, approaches and methods for their assessment in the conditions of a changing business space. The increment of new knowledge in management theory is as follows: the principles of building and improving organizational management structures of companies are systematized, the hierarchy of influence of business space factors is identified, the factors influencing the justification of the choice of a specific organizational management structure and their improvement are identified, grouped and ranked, an approach to assessing the level of adaptability of the main types of structures is presented, in order to adapt management structures to the conditions of a changing business space, a neural network model of the relationship between types of structures, factors that determine them, and parameters characterizing them is developed. 41 factors and parameters are identified, allowing for a comprehensive description of each of the eighteen types of organizational management structures.

Approbation of research results. The main provisions, theoretical conclusions, methodological and practical recommendations were presented by the author, discussed and approved at: 1) 35th International Business Information Management Association Conference (IBIMA) "Education Excellence and Innovation Management: A 2025 Vision to Sustain Economic Development during Global Challenges", Seville, Spain, April 2020. 2) Manager vs artificial intelligence: instead of or together?: proceedings of the scientific conference, Moscow, October 29, 2020 – Moscow: RUDN University. 3) 1st International Conference "New Trends and Challenges in the Theory and Practice of Management" (1st International Conference on Emerging Trends and Challenges in the Management Theory and Practice), Moscow, October 2019 4) International Scientific and Practical Conference "Era of BRICS: New Horizons of International Management", February 26, 2025 G., RANEPa. On the topic of the research, 13 scientific papers were published, with a total volume of 8.66 pp, including 5.33 pp by the author, 8 of which were published in peer-reviewed journals of the Higher Attestation Commission under the Ministry of Science and Higher Education of the Russian Federation (including two articles published in a journal included in the RSCI database, the RINTS core, the White List, VAK K-1, four articles in VAK K-2 journals), as well as 3 articles in publications indexed in the international databases Web of Science and Scopus.

The structure of the dissertation. The dissertation research consists of an introduction, three chapters, a conclusion, a list of sources used, and appendices. The total volume of the dissertation is 204 pages of typewritten text, 47

illustrations are given in the work, including 21 figures and 26 tables.