

Federal State Budgetary Educational Institution of Higher Education
“RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND
PUBLIC ADMINISTRATION”

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**DIAGNOSIS AND CONSTRUCTIVIZATION OF ADMINISTRATIVE
DYSFUNCTIONS IN THE PROCESS OF MANAGING COMPLEX SOCIO-
ECONOMIC SYSTEMS**

5.2.6 “Management”

Abstract of the Dissertation
for the degree of
Candidate of Economic Sciences

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Moscow 2026

Relevance of the research topic. The management of administrative processes is turning into one of the most pressing practical problems of our time. The socio-economic environment is changing rapidly, digital technologies are reshaping established institutions, and the horizon of predictability is steadily shrinking. Modern socio-economic systems have lost the features of monolithic structures with a clear hierarchy and have become multilayered, constantly transforming entities whose administrative mechanisms frequently fail to adapt to change. Failures accumulate, managerial links become deformed, and the ability of an organization to reach its strategic targets declines. Such deviations are referred to as administrative dysfunctions, and their timely diagnosis becomes a condition of the viability of the system.

The scientific literature has not yet developed a unified methodology for managing administrative dysfunctions that would cover the micro-, meso- and macro-levels of socio-economic systems and ensure the transition from reactive crisis management to a regime of preventive monitoring. Existing typologies consider dysfunctions within separate dimensions without integrating them into a single classification system. No analytical tool has been formed to formalize the dependence between the characteristics of a complex system and the categories of dysfunctions arising in it. There is no mathematical apparatus for end-to-end quantitative measurement of dysfunctions across all categories within a single metric system. No methodological recommendations have been proposed that account for the specifics of the Russian institutional environment and are differentiated by organization type and management level. These circumstances determined the topic of the dissertation, its object, subject, aim and objectives.

State of research on the problem. The theoretical framework of the study is formed by the classical schools of management and organization theory. The fundamentals of understanding dysfunctions as unintended consequences of social action were laid down by R. Merton. The bureaucratic roots of administrative failures were studied by M. Weber, the systemic foundations of management by C. Barnard, the theory of bounded rationality by H. Simon, and the concepts of

organizational learning by C. Argyris and D. Schon. Organizational pathologies are addressed in the works of I. Adizes, structural dysfunctions by H. Mintzberg, system dynamics by J. Forrester, organizational learning by P. Senge, and change management by J. Kotter, K. Lewin and R. Daft. Institutional aspects of complex systems were developed by D. North, O. Williamson and G. B. Kleiner. In the Russian scientific tradition, administrative dysfunctions are examined in the works of A. I. Prigozhin, O. S. Vikhansky, A. I. Naumov, V. V. Glushchenko, V. S. Katkalo, V. G. Varnavsky, A. G. Barabashev, K. V. Kharchenko, R. M. Nizhegorodtsev and V. L. Tambovtsev; crisis management issues were studied by A. N. Fomichev, E. M. Korotkov, V. I. Orekhov, T. R. Orekhova and V. V. Cherkasov; digital diagnosis of managerial processes is being developed by S. M. Avdasheva, A. E. Shastitko, O. V. Inshakov, V. E. Dementiev, E. Brynjolfsson, A. McAfee and D. Acemoglu.

However, despite the significant scientific groundwork on the research topic, a number of theoretical and applied issues remain unresolved. Existing approaches to dysfunction management are predominantly reactive and oriented towards the micro-level, typologies of dysfunctions are fragmented across separate dimensions, the dependence of dysfunctions on system characteristics is established qualitatively without a formalized tool, there is no mathematical apparatus for end-to-end measurement, and recommendations for Russian organizations are formulated without differentiation by organization type and regional environment. The absence of a comprehensive methodology for diagnosing and constructivizing administrative dysfunctions determined the relevance of the study, its aim, objectives and content.

The object of the study is the process of managing complex socio-economic systems.

The subject of the study comprises the methods of diagnosing and the constructivization of administrative dysfunctions in the process of managing complex socio-economic systems.

The aim of the study is to develop methods for diagnosing and constructivizing administrative dysfunctions in the process of managing complex socio-economic systems.

Achieving the stated aim required addressing the following objectives:

1. To develop a classification of administrative dysfunctions comprising six main categories and integrating them into a single system for comprehensive and comparable diagnosis in complex socio-economic systems;

2. To develop a conceptual matrix of the influence of the key characteristics of a complex socio-economic system on the categories of administrative dysfunctions, together with the criteria and indicators of their assessment, for contextual analysis of the causes of their occurrence;

3. To develop a mathematical apparatus for the quantitative diagnosis and constructivization of administrative dysfunctions, including integral indices and models for assessing the effectiveness of managerial interventions;

4. To substantiate a conflict-compromise methodology for managing administrative dysfunctions oriented towards the micro-, meso- and macro-levels of managing complex socio-economic systems and ensuring the transition from reactive crisis management to a regime of preventive monitoring and staged settlement of dysfunctions;

5. To develop and test methodological recommendations for diagnosing and constructivizing administrative dysfunctions with regard to the specifics of Russian managerial practice for organizations of various types and management levels.

The theoretical and methodological basis of the study consists of the fundamental concepts and theoretical models of management theory, systems analysis, institutional economics, the theory of administrative systems, R. Merton's concept of organizational dysfunctions, the theory of change management and the systems analysis of managerial processes.

The research employed general scientific and special research methods. General scientific methods of analysis and synthesis, deduction and induction, the unity of the historical and the logical were applied in studying the essence of the

concepts of “administrative dysfunction,” “diagnosis,” “constructivization” and “terminal management”; the evolutionary approach was used to study the problems in dynamics, the institutional approach to analyze the influence of formal and informal norms on the occurrence of dysfunctions, and the systems approach to consider dysfunctions as a multidimensional phenomenon. Special methods include economic and statistical analysis of the performance indicators of socio-economic systems, correlation and regression modeling of the dependence between the level of dysfunctions and management efficiency parameters, multidimensional scaling for constructing integral indices, expert assessment for determining the weights of dysfunction categories, and mathematical modeling for forecasting the effects of constructivization.

The informational and empirical base of the dissertation comprises data of the statistical bodies of the Russian Federation, analytical materials of ministries and agencies, reporting of organizations of various forms of ownership, the results of the author's own empirical research, data of specialized research and consulting companies, as well as materials of scientific conferences and seminars on management problems.

Scientific novelty of the dissertation research lies in the development of a comprehensive methodology for diagnosing and constructivizing administrative dysfunctions (constructivization being understood as a purposeful managerial influence that neutralizes and prevents administrative dysfunctions in order to restore the stable functioning of the management system) in the process of managing complex socio-economic systems at the micro-, meso- and macro-levels with due regard to current conditions and the specifics of Russian managerial practice:

1. A classification of administrative dysfunctions has been developed that includes six main categories integrated into a single system for comprehensive and comparable diagnosis, namely structural (mismatch between the organizational structure and the actual needs of the management system, dual authority, duplication of functions, dominance of structure over function), process (failures in the organization of managerial processes, weak technological equipment, low personnel

qualification, gap between decision-making and implementation), communication (failures in information flows between the levels and units of an organization that distort managerial signals), motivational (lack of employee motivation, demotivating leadership style, conflicts of interest, formation of informal cliques), managerial (low quality of managerial decisions, pendulum decisions, inversion of results, stagnation, bureaucracy) and informational (lack, distortion or excess of information required for decision-making, information asymmetries, data leaks, ineffective information systems) dysfunctions. Unlike existing typologies that consider dysfunctions either within separate dimensions, structural (H. Mintzberg), motivational (I. Adizes) or informational (R. Daft), or at the level of general organizational pathologies without operational detail (A. I. Prigozhin), the proposed classification for the first time integrates all six categories into a single system explicitly linked to the managerial processes of complex socio-economic systems, which makes their comprehensive and comparable diagnosis possible (Chapter 1, §1.2, §1.3; Item 9 of the Academic Specialty Passport 5.2.6 “Management”).

2. A conceptual matrix of the influence of the key characteristics of a complex socio-economic system on the categories of administrative dysfunctions, together with the criteria and indicators of their assessment, has been developed. The matrix is built on the analysis of seven system characteristics, namely the purpose of existence, field of application, functional content, time before transformation, operating costs, level of resistance to change and resilience to transformation, and provides contextual analysis of the causes of dysfunctions in a particular organization or managerial structure. Compared with previous studies, in which the dependence of dysfunctions on system characteristics was established mainly qualitatively (J. Forrester, P. Senge) or considered for individual types of organizations without a generalized analytical structure (O. Williamson, G. Kleiner), the matrix supplements change management methodology with a tool for context-dependent diagnosis that formalizes the relationships between system parameters and dysfunction categories and thereby increases the validity of managerial

decisions (Chapter 1, §1.3, Chapter 2, §2.1; Item 4 of the Academic Specialty Passport 5.2.6 “Management”).

3. A mathematical apparatus for the quantitative diagnosis of administrative dysfunctions has been developed, including the Integral Administrative Dysfunction Index (IADI), calculated as a weighted sum of partial indices across six categories and ranging from 0 to 1 with a five-level interpretation scale, low (0–0.2), below average (0.2–0.4), average (0.4–0.6), above average (0.6–0.8), high (0.8–1.0); the Administrative Dysfunction Constructivization Index (ADCI), reflecting the relative decrease in the level of dysfunctions as a result of implemented managerial measures; a model for assessing the economic effect of dysfunction elimination (EE) and a priority index of measures (PI), which ranks managerial interventions by the ratio of expected effect to implementation costs. Unlike earlier approaches to assessing organizational effectiveness based on qualitative expert scales (A. I. Prigozhin, O. S. Vikhansky) or on generalized indices that do not differentiate types of dysfunctions (V. V. Glushchenko), the developed apparatus for the first time provides end-to-end quantitative measurement of administrative dysfunctions across all categories within a single metric system, which creates a basis for objective comparison of the state of management systems and assessment of the effectiveness of constructivizing interventions (Chapter 2, §2.2; Item 6 of the Academic Specialty Passport 5.2.6 “Management”).

4. A conflict-compromise methodology for managing administrative dysfunctions oriented towards the micro-, meso- and macro-levels of managing socio-economic systems has been substantiated. The methodology includes the achievement of local compromises among stakeholders through mechanisms of monopolization, administrative and price restrictions, as well as the exclusion of competitive procedures in crisis situations; terminal management as a regime of continuous monitoring and preventive correction of dysfunctions in contrast to reactive crisis management; and staged settlement of conflict situations through the successive achievement of partial compromises among participants of the managerial process. Compared with traditional models of crisis management (A. N.

Fomichev, E. M. Korotkov, V. I. Orekhov), which presuppose a reactive response to dysfunctions that have already arisen mainly at the micro-level, and with the conflictological approaches of H. Simon and C. Argyris aimed at eliminating individual types of organizational contradictions, the methodology for the first time integrates preventive monitoring, compromise-based reconciliation of interests and staged settlement into a single management loop covering the meso- and macro-levels, which extends crisis management theory to complex multilevel socio-economic systems (Chapter 2, §2.2, §2.3; Item 34 of the Academic Specialty Passport 5.2.6 “Management”).

5. Methodological recommendations for diagnosing and constructivizing administrative dysfunctions with regard to Russian managerial specifics have been developed, including a system of corrective coefficients for adapting the methods to the national context (the Institutional Adaptation Coefficient (IAC), reflecting the degree of correspondence between the actual and the normative state of the institutional environment; the Cultural Congruence Index (CCI), characterizing the divergence of the cultural parameters of an organization from the values optimal for the methods being introduced; the Economic Accessibility Coefficient of measures (EAC), assessing the ratio of expected effect, costs and available resources; the Technological Readiness Index of an organization (TRI), determining the level of technological maturity as a weighted sum of normalized values of technological factors; the Regional Specificity Index (RSI), accounting for the deviation of key regional environment parameters from national average values; the Adaptive Efficiency Coefficient (AEC), assessing the effectiveness of adapting constructivization programs to changes in the external environment with regard to additional costs); differentiated recommendations for five types of Russian organizations, namely large corporations with state participation, medium-sized private companies, small enterprises, state and municipal government bodies and non-profit organizations; and an algorithm for adapting the diagnostic methods to the conditions of a particular organization with regard to its level of technological maturity, institutional constraints and industry environment. Compared with existing

recommendations for improving managerial processes in Russian organizations, formulated as a rule qualitatively without differentiation by organization type and regional environment (V. G. Varnavsky, A. G. Barabashev, K. V. Kharchenko), and with universal Western models of adapting management methods that disregard the specifics of the Russian institutional environment (J. Kotter, R. Daft), the recommendations supplement organizational change management methodology with a formalized system of contextual coefficients and a typologically differentiated application algorithm ensuring the reproducibility of diagnosis and constructivization results in various organizational and regional conditions of the Russian Federation (Chapter 3, §3.1, §3.2; Items 6 and 9 of the Academic Specialty Passport 5.2.6 “Management”).

The theoretical significance of the results of the dissertation research lies in the development of the theoretical and methodological foundations for diagnosing and constructivizing administrative dysfunctions in the process of managing complex socio-economic systems. The developed conceptual provisions and methodological approaches contribute to management theory in terms of analyzing new forms and mechanisms for identifying and eliminating administrative failures in managerial processes with regard to the current operating conditions of organizations. The proposed methods for assessing the level of administrative dysfunctions and the mathematical models of their diagnosis and forecasting supplement the methodological toolkit of research on organizational change management, create a basis for its adaptation to the specifics of various types of socio-economic systems, and extend crisis management theory towards proactive influence on the sources of failures.

The practical significance of the results of the dissertation research lies in the development of diagnostic and constructivization tools ready for application in organizations of various types and levels. The operability of the methodology is confirmed by testing at three levels of management: at ERVEZ LLC, the Integral Administrative Dysfunction Index was reduced from 0.78 to 0.47, which was accompanied by a reduction in decision-making time from 12 to 7.2 days, a 28.8 %

increase in labor productivity and a decrease in staff turnover from 18 % to 11 %, while the economic effect of the constructivization program under the discounted model amounted to 112 million rubles over three years with costs of 29.3 million rubles; in the regional economic system of the Rostov Region the index was reduced from 0.58 to 0.41, and in the agro-industrial complex of Russia from 0.62 to 0.48. The proposed methods can be used by heads of organizations when assessing the state of management systems and substantiating programs for their improvement, by management consultants when preparing diagnostic reports, by organizational development specialists, and by state and municipal government bodies when developing programs of administrative reform, improving the quality of public services and optimizing administrative procedures.

The results of the study may be useful not only to organizations of the real sector but also to regional and industry-level government bodies, since the metric scheme of the integral index is preserved when moving between management levels, and the system of adaptation coefficients makes it possible to tune the methodology to the institutional, cultural, economic, technological and regional conditions of a particular system. The research materials may also be used in the educational process of economic universities in the courses “Management,” “Theory of Organization,” “Organizational Behavior” and “Change Management.”

Compliance of the dissertation with the Academic Specialty Passport. The dissertation complies with Academic Specialty Passport 5.2.6 “Management,” specifically with the following areas of research:

1. Item 4. Management of economic systems, principles, forms and methods of its implementation. Theory and methodology of change management in economic systems;
2. Item 6. Methods and criteria for assessing the efficiency of management systems. Results-based management;
3. Item 9. Organization as an object of management. Theory of organization. Organizational management structures. Organizational change and organizational development;

4. Item 34. Theory and practice of crisis management of an organization. Development of crisis management models.

Reliability of the research findings. The provisions and results of the dissertation research are substantiated and reliable, which is ensured by the application of correct methodological approaches based on the theories of systems analysis, management and institutional economics, by the use of verified data of the state statistical bodies of the Russian Federation, analytical materials of consulting organizations and the data of the author's own empirical research, as well as by the comprehensiveness of the methodology used, combining qualitative and quantitative methods. The mathematical apparatus of quantitative diagnosis was tested on a sample of organizations of various forms of ownership and management levels, and the results of its application in real systems are presented in the third chapter of the dissertation.

Publications in scientific journals included in the List of journals recommended by the Higher Attestation Commission of Russia for publishing the main scientific results of dissertations for the degree of Candidate of Sciences, as well as participation in conferences, also confirm the scientific validity of the results of the dissertation research.

Presentation and discussion of research results. The main scientific findings and research results were presented and discussed:

- at the II International Scientific and Practical Conference “Determinants of the Development of the Economy and Society under Global Changes” (Moscow, 25–26 April 2024);
- at the II International Scientific and Practical Conference “Modern Economy: Current Issues, Achievements and Innovations” (Penza, 30 May 2025);
- at the VI International Scientific and Practical Conference “Science Today: Current Issues of Theory and Practice” (Penza, 30 May 2025).

Publications. The main findings and results of the dissertation were published by the author in nine scientific works with a total volume of 5 printed sheets, including two articles in peer-reviewed journals approved by the Higher Attestation

Commission of Russia for publishing the principal findings of Candidate of Sciences dissertations, four articles in journals recommended by the Academic Council of the Academy, and three papers in the proceedings of international scientific and practical conferences.

1. Frolov A. V. Methodological approaches to diagnosing and constructivizing administrative dysfunctions in complex socio-economic systems / A. V. Frolov // Innovations and Investments. 2026. No. 2. pp. 258–261. EDN FDDRZG.

2. Frolov A. V. Systematization of the forms of manifestation of administrative dysfunctions in the management of organizational systems / A. V. Frolov // Construction Economics. 2026. No. 2. pp. 205–208. EDN UXEPCD.

3. Frolov A. V. Features of managing complex socio-economic systems under digital transformation / A. V. Frolov // Problems of Management Theory and Practice. 2025. No. 10. pp. 197–214. EDN YFCWYA.

4. Frolov A. V. Recommendations for applying the author's methods of diagnosis and constructivization with regard to Russian realities / A. V. Frolov // Eurasian Scientific Journal. 2025. Vol. 17. No. S2. EDN MSPVGW.

5. Frolov A. V. Development of a method for diagnosing and constructivizing administrative dysfunctions / A. V. Frolov // Eurasian Scientific Journal. 2024. Vol. 16. No. S2. EDN TMESIA.

6. Frolov A. V. Diagnosis and constructivization of administrative dysfunctions in the management of socio-economic systems / A. V. Frolov // Eurasian Scientific Journal. 2023. Vol. 15. No. S6. EDN DHTYWC.

7. Frolov A. V. Analysis of the dependence of administrative dysfunctions on the conditions of managing complex socio-economic systems / A. V. Frolov // Determinants of the Development of the Economy and Society under Global Changes: proceedings of the II International Scientific and Practical Conference, Moscow, 25–26 April 2024. Kursk: Universitetskaya Kniga, 2024. pp. 244–251. EDN TQCPWS.

8. Frolov A. V. Sectoral specificity of administrative dysfunctions in the agro-industrial complex of Russia / A. V. Frolov // Modern Economy: Current Issues, Achievements and Innovations: proceedings of the II International Scientific and Practical Conference, Penza, 30 May 2025. Penza: Nauka i Prosveshchenie, 2025. pp. 73–75. EDN YKNGGJ.

9. Frolov A. V. Digital technologies in diagnosing administrative dysfunctions / A. V. Frolov // Science Today: Current Issues of Theory and Practice: proceedings of the VI International Scientific and Practical Conference. In 2 parts, Penza, 30 May 2025. Penza: Nauka i Prosveshchenie, 2025. pp. 13–15. EDN HVMPFW.

Structure of the dissertation research. The dissertation consists of an introduction, three chapters comprising nine sections, a conclusion, a list of 203 references, and six appendices. The main content of the dissertation is presented on 198 pages and includes 18 tables and 14 figures.

 A. V. Frolov