

Dynamics and controllability dilemma in business organizations

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Abstract

This article discusses the issue of the system change while increasing its dynamics in the process of constant influence of the external and the internal environment of the organization. A constantly changing, aggressive environment leads to the serious decisions making which have both positive and negative impact on the state of the system.

Each decision made by the management of the organization leads to a change in the certain elements of the system, which in turn can have a direct influence on other participants of the system.

Keywords: learning ability, adaptation, practices, resistance, procedures, methodology

1 Introduction

Currently, effective management consultants help managers of organizations to improve the employees' learning ability to adapt to open systems [1]. Such consultants, caring about the effectiveness of the offered solutions, direct their efforts to the so-called "fine-tuning of the business" [2]. Thus, they seek to ensure the sustainable orientation of business organizations. All this requires from the managers focusing on the management processes, and getting a bigger return in the search and testing of the best management practices [3]. The introduction of practices, on the one hand, allows you to catch up with the surrounding business trends, and on the other hand, causes resistance from the opponents of innovation, which, in turn, leads to loss of control. It is about preserving the norms of managing the organization in conditions of increased business activity [4].

2 The main problem

With this approach, a contradiction arises, expressed in the fact that high dynamics without strong controllability can break the business.

In its turn, order without dynamics is doomed and therefore is not systemic. In the organization it is necessary to introduce sources and means of development, and then the order will be adjusted to the development goals, and not vice versa [5].

The arrival of new leaders to the company leads to disruption of continuous improvement. With changes in leadership, there are also changes in the management philosophy.

Only obvious quantitative indicators usage in management, without considering immeasurable indicators [6].

3 Purpose

This study is focused on developing a procedure of increasing of the dynamics and controllability of the

organization, as well as maintaining the integrity of the system and preventing the leaders from making the crucial managerial mistakes under the pressure of an ever-changing, both internally and externally, aggressive environment.

4 Overview

Revealing the content of the set goals, a number of key questions was raised, the answers to which were the basis for the study of the problem. The necessity:

- to classify the dynamic aspects of the organization, including: growth rates; the speed of change and of the feedback;
- to systematize the pooling of the goals and the actions of employees;
- to increase the stability of the system in detecting anti-system reactions from management;
- to identify the most crucial changes in the internal structure of the organization which affect the changes in its system;
- to develop a combining methodology on the basis of the qualitative organizational arrangement;
- to test the results of the methodology in the framework of a sustainable enterprise.

5 Solution

In the course of improving the management mechanisms, tuned to the result-oriented process, the following solutions were obtained:

First and foremost, a thorough and detailed study of the organization system is needed to identify the elements that are the most unstable and poorly adapted to the changes.

Secondly, the changes made after the analysis of the organization system should also be subject to detailed analysis to identify positive and negative impact on system.

These decisions will be justified and will help the company to increase its resistance to external and internal changes.

6 Conclusions

The results of the research are aimed at harmonizing the

interests of the companies' owners, their managers, employees and investors and all the interested participants of business organizations.

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