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#### APPLYING AN ADAPTIVE APPROACH TO SMALL BUSINESS MANAGEMENT

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**Annotation.** The article discusses the essence and features of the adaptive approach to small business management, describes strategies for adapting small businesses to modern business conditions, methodological foundations of adaptive management organization; shows adaptive management schemes, small business adaptation trajectories and their computer support; offers adaptive models of small business management at various time stages (planning, short-term and long-term adaptation).

**Key words:** adaptive management, entrepreneurship, small business, adaptive approach, adaptation instruments, adaptive model

**Аңдатпа.** Мақалада шағын бизнесті басқаруға бейімделу тәсілінің мәні мен ерекшеліктері қарастырылған, шағын кәсіпорындардың шаруашылық жүргізудің қазіргі заманғы жағдайларына бейімделу стратегиялары, бейімделген басқаруды ұйымдастырудың әдіснамалық негіздері сипатталған; бейімделген басқару схемалары, шағын бизнесті бейімдеу траекториялары және оларды компьютерлік қолдау көрсетілген; шағын кәсіпорынды басқарудың әртүрлі уақыт кезеңдерінде (жоспарлау, қысқа мерзімді және ұзақ мерзімді бейімдеу) бейімдеу модельдері ұсынылған.

**Түйін сөздер:** бейімделу менеджменті, кәсіпкерлік, шағын бизнес, бейімделу тәсілдері, бейімделу моделі

**Аннотация.** В статье рассмотрены сущность и особенности адаптивного подхода к управлению малым бизнесом, описаны стратегии адаптации малых предприятий к современным условиям хозяйствования, методологические основы организации адаптивного управления; показаны схемы адаптивного управления, траектории адаптации малого бизнеса и их компьютерной поддержки; предложены адаптивные модели управления малым предприятием на различных временных этапах (планирование, краткосрочная и долгосрочная адаптация).

**Ключевые слова:** адаптивный менеджмент, предпринимательство, малый бизнес, адаптивный подход, инструменты адаптации, адаптивная модель

Adaptability inherent in the very nature of small business. Currently, understanding of the nature of entrepreneurship and the development of theoretical foundations for development of small business becomes an urgent task.

Small business entities are individual entrepreneurs without a legal entity and legal entities engaged in business, with an average annual number of employees of no more than one hundred people and an average annual income of no more than three hundred thousand times the monthly calculation index [1]. Entrepreneurial activity engaged in economically marginalized small and medium enterprises, administrative and not dependent on the state and other agencies, market-oriented, forming the structure and volume of production under the influence of consumer demand for goods and services.

Note that instability is associated with the first on the importance of reasons (lack of professionalism, work experience, lack of managerial skills and unbalanced experience) boil down to bad management, it is associated with this 89% of failures in business. [2]

Adaptation is a system's ability to detect meaningful aiming behavior in difficult environments, as well as the process of such devices. Adapting to an environment characterized by high uncertainty of, allows the system to ensure the achievement of significant goals in a lack of a priori information. In the process of adaptation may change the quantitative characteristics of the system, as well as its structure.

Figure 1 shows the structural scheme of the Adaptive Management small business. The object of government is the activity of the company.

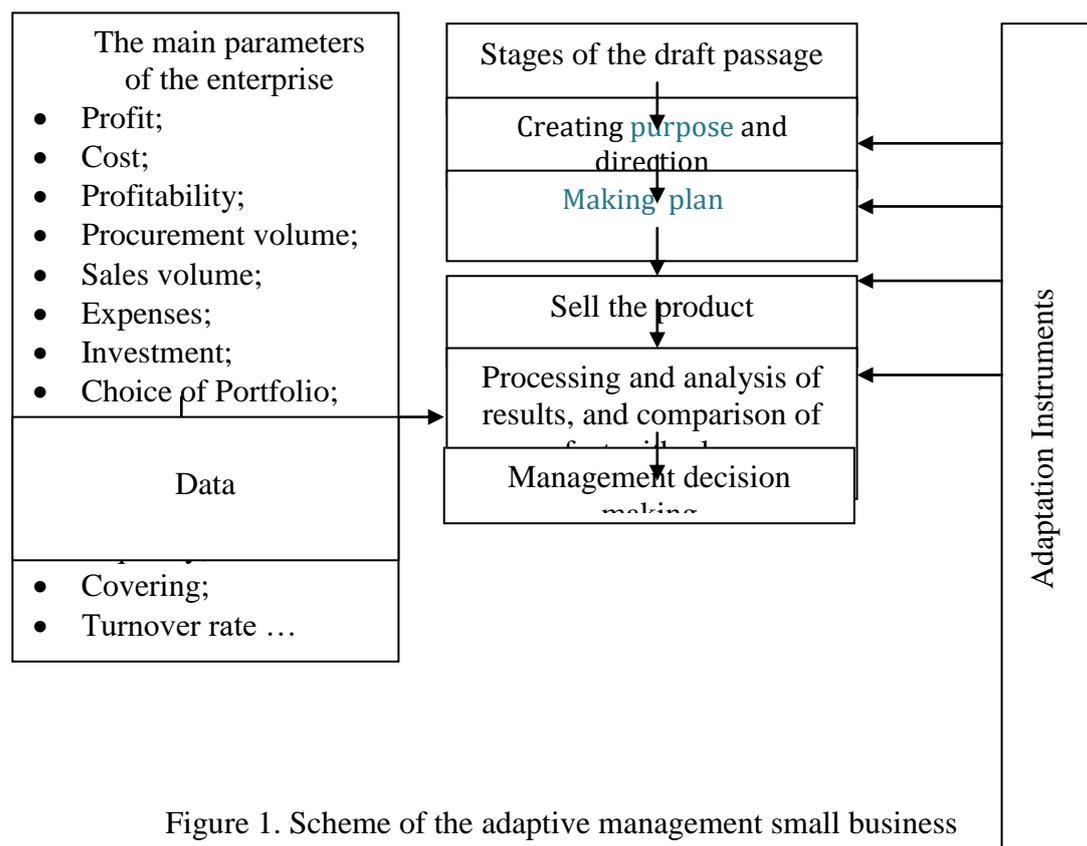


Figure 1. Scheme of the adaptive management small business

Note: compiled by the author

The need for an adaptive approach is related to recent trends in firms vulnerability to external factors.

The term «adaptation» is now interpreted differently. In general, adaptation refers to a device under the facility or system to a changing environment or to its internal changes, which leads to increased efficiency of their operation.

The more significant changes in the environment are, the deeper structure of the transformations that must occur when adapting to new conditions. Adapting modern scholars interpreted as the degree of involvement of enterprises in the market forms of management. In this case, a high degree of adaptation refers to rapid change of title of ownership, a separate exit to the external market, the development of new technologies, the rapid re-equipment with modern equipment [3].

The main types of disturbances:

1. Rectangular pulse (Temporary shock). Examples - changes in supply in the money market, a natural disaster, one-time penalties, etc.

2. Standing jump (positive or negative). Examples - Change of company management, the appearance or disappearance of the major competitor, suppliers, customers, and the adoption of long-term fiscal laws (the new tax code).

3. Luft (smooth positive or negative change of affairs in world markets,). Examples - demographic and technological factors, basic currency of dollar, changes in receivables and payables.

4. Periodic perturbation. Examples - cyclical fluctuations in the economy or in a particular industry, seasonality of supply or sales.

As part of an adaptive approach to managing a small business it is expedient to provide the following basic concepts.

The strategy of adaptation determines the type of behavior of a small business and its leadership in the transition to a market economy.

Model adaptive control scheme, and includes mechanisms for implementation of the adaptive approach and the selected adaptation strategy used – but to a particular company or group of enterprises, as well as a set of tools necessary for this implementation.

The criterion of adaptation is determined by the objectives pursued by the firm in its activities.

Parameters of adaptation are the independent variables which adequately describe the permissible conditions for the functioning of the system.

The coefficient adaptation - is the degree of adaptability enterprises to the adverse effects.

Rate Adaptation shows speed of decision making and execution in each situation, which lead to smoothing or eliminate the effects of shocks.

The range of adaptation is the degree of temporary coverage model. What is less shy length of time laid in the process of adaptive management, the better sustained system?

Stages of adaptation are the main temporal stages that characterize the functioning of the model adaptive control.

Mechanisms of adaptation are the specific mechanisms used to a certain company at various stages of adaptation.

Tools of adaptation - necessary in a particular model of a set of methods, techniques, computer packages, etc., allowing the manager to effectively implement the chosen strategy of adaptation, the accelerating and facilitating the decision making process.

The trajectory of adaptation is the most likely path, the desired FIR-me for the success of adaptation strategies. The main objective here is to ensure stability of governance.

Figure 2 is an illustrative diagram of the trajectory adaptation of small businesses.

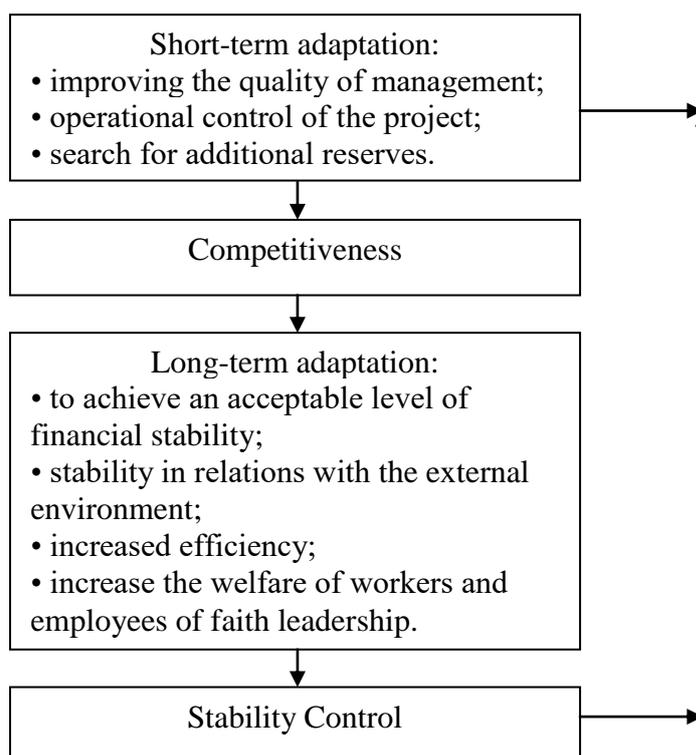


Figure 2. Scheme trajectory adaptation of small businesses

Note: compiled by the author

The model proposed by the author can serve as an example of how adaptive management is implemented in small enterprises. The model presented below is specific, based on tools and mechanisms for adaptation.

Authors' model of small enterprise management is fundamentally practical.

The introduction of adaptive management will make it possible to improve the financial and economic condition of a small enterprise and increase its competitiveness by making appropriate management decisions in a timely manner.

The most complete account of the dynamics of the project during the preparation and analysis of the business plan is possible with the use of specialized computer systems of economic and financial modeling, adapted for solving such problems.

In accordance with modern management theory one of the main functions of an enterprise management system is considered to be optimal regulation parameter of key business processes and coordinate the activities of its constituent units.

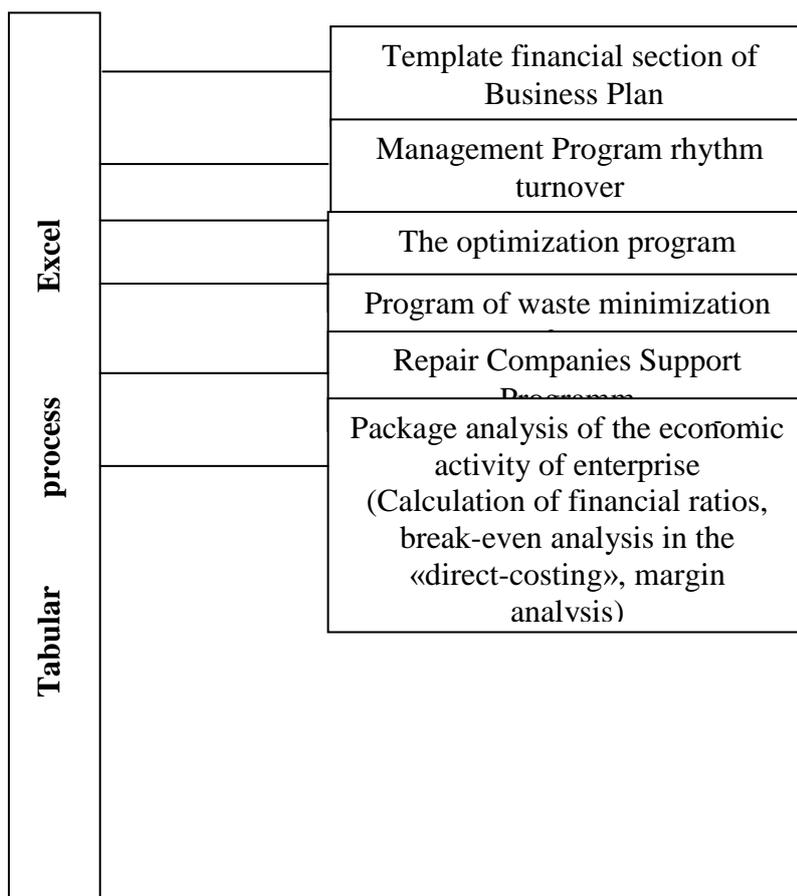


Figure 3. Diagram of a computer support of this model

Note: compiled by the author

Thus, the application of an adaptive approach to management will allow small businesses to adapt and flexibly respond to both external environmental influences and internal variables.

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