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**THE CONCEPT OF ADAPTIVE SITUATIONAL MANAGEMENT
OF THE CUSTOMS BUSINESS IN RUSSIA
IN TERMS OF STRATEGIC CHANGE**

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***Abstract:** This article shows the approaches developed by the authors for the solution of the tasks on formation of the trajectory of adaptive and situational management. The solution of an objective by modeling of the activity process is a perspective from the point of view of both an activity assessment and the forecast of the prospects of the goal, as well as the formation of the achievement and formation of the demanded operating influence. The particular interest represents the research of the issue of the universality of this approach at the change of the priorities in the activity as well as the change of the activities conditions.*

***Keywords:** trajectory, adaptive-situational approach, performance assessment, business activities*

The modern theory of management is in a continuous development. Its basic components (concepts, theoretical models, methods and technologies) evolve with a different speed that is explained by their various demands in human practice. Owing to this fact there will be its various branches - new concepts and special sections of the theory, and also the corresponding problems as a source of their emergence. Of the particular interest is the formation of an adaptive and situational trajectory of management by the result as the direction of the management theory development. The cyclic character and the sequence of steps to the management theory problems solution according the result are presented in fig. 1.

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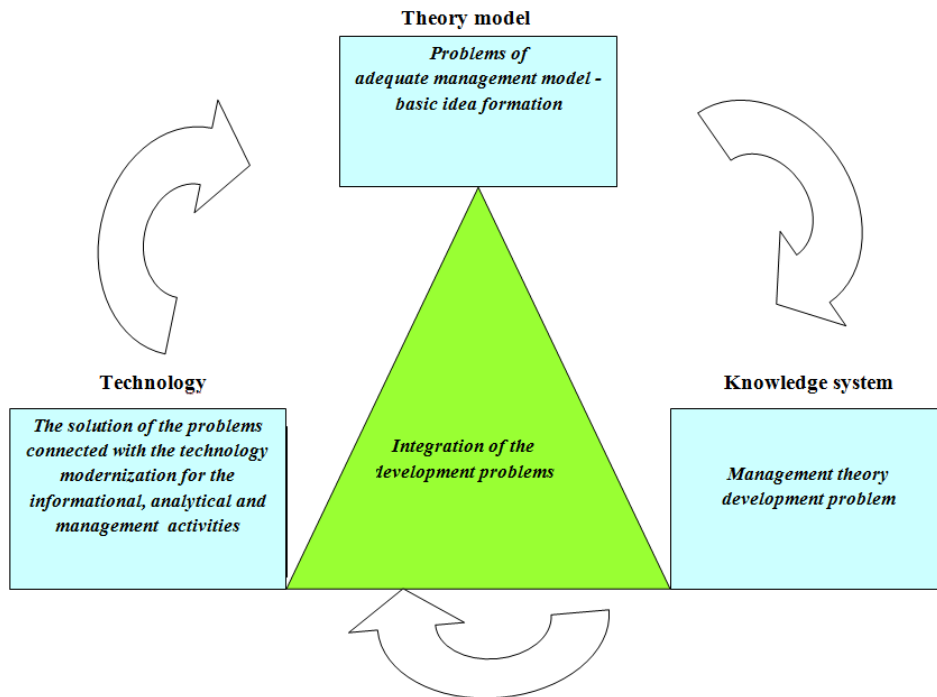


Fig. 1. The sequence of the management systems control theory

As management we will understand the process of formation and realization of such a purposeful impact on the object as a result of which the object transfers to a target condition. Now it is accepted to represent a control system in the form of a set of the managing and operated subsystems. At such an approach the informative essence of management presumes the universality of the laws of management for the systems of various natures. In addition the feedback mechanisms operating in control systems come to light and the consideration of the optimization of functioning and system development on the basis of feedback according to the chosen purposes of management is carried out.

It is known that any management system accumulates in itself the simultaneous presence of three components:

- the object of management (operated subsystem),
- the subject of management (operating subsystem),
- and the management target which is formed by the observer.

Basic principal model of such a management is possible to present by the scheme (fig. 2).

The following elements are allocated there:

- operating and operated subsystems;
- communication channels;
- summarizing element;
- environment.

The Concept of Adaptive Situational Management of the Customs Business in Russia in Terms of Strategic Change

The operated subsystem is an object of management; the managing subsystem carries out the management functions (the elaboration of the operating influence). The system functions in the environment. For the effective management ensured by the result in this system it is necessary to receive the analytical dependence that is functionality. Functionality in this case is the dependence between the generalized indicator of the purpose and the characteristics of the environment of the functioning of the system:

$$Y(t) = k_1 x_{11}(t) + k_2 x_{12}(t) + k_3 x_{13}(t) + \dots + PU(t) \quad (1)$$

where

$Y(t)$ - the generalized indicator of the purpose;

$x_{ij}(t)$ - the indicators (characteristics) of the system;

k_i - the coefficients characterizing the extent of the indicators of the system influence on the process of the purpose achievement;

$U(t)$ - the vector of operating influence;

P - the coefficient characterizing the strength of the managing action.

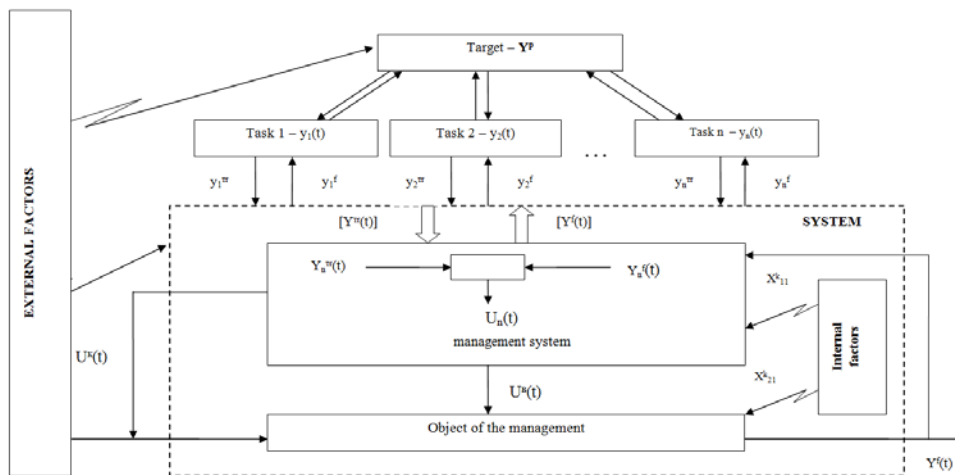


Fig 2. Combined scheme of the management process on result

Due to the dynamic change of the environment of the functioning the issue of the system ability to adapt for these changes is even more often raised. One of such forms of adaptation is the formation of adaptive and situational trajectories of control which are directed to the achievement of a predicted result that is the management on a so-called flexible trajectory (fig. 3).

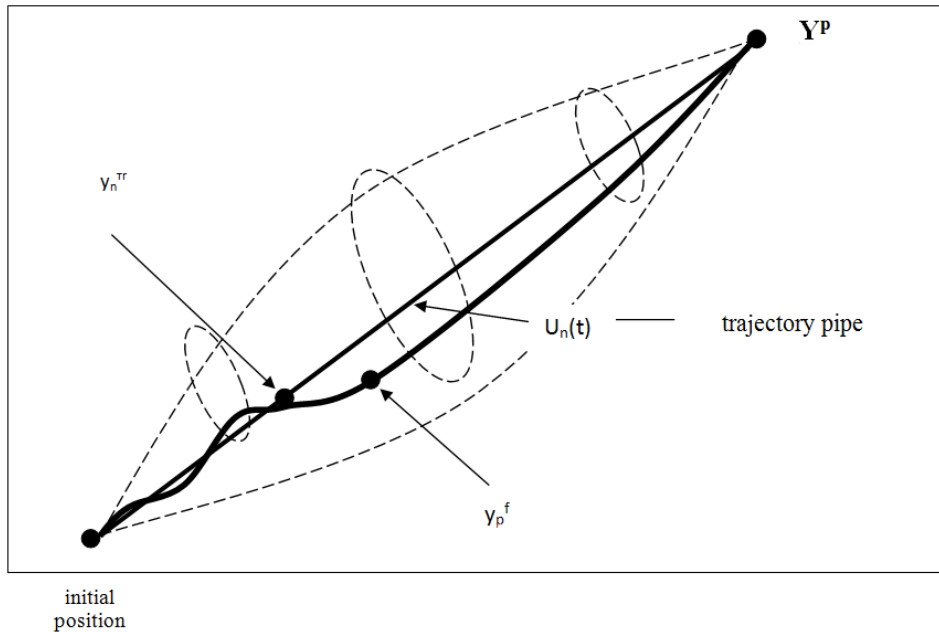


Fig 3. Control method for a flexible path

At such a functional chart the initial position and the put purpose which is the predicted result (Y^P) should be determined. The achievement of the result demands the performance of the intermediate results (the objectives y_n^{tr}) which also have to be defined. When receiving an intermediate result in the form of an inequality ($y^f \neq y^{tr}$) the situational trajectory is formed. Proceeding from the current situation a further operating influence assumes not a return to the basic trajectory y^{tr} , but the definition of a new one, within a tube of the trajectories. The result of the purpose achievement will be Y^P .

In our opinion, such type of management demands drawing up and the solution of the functional equations (1), and can be realized in the combined scheme of management (fig. 2) reflecting adaptive and situational aspect. The main feature of such a method is that control is exercised not only on deviations, but also definitions of a new target trajectory. Thus there is a need for forecasting of the controlled parameters change alongside with the development of the offers on their adjustment that is one of the characteristics of the system adaptability.

Thus, the concept of adaptive and situational management consists of the formation and rendering of the administrative impacts on the Customs authorities of Russia activities in the conditions of strategic changes. For this scheme of the operating influence formation we see the offered method of trajectories formation as well as the assessment of the borders of the Customs authorities' evolution ("a tube of trajectories") the most effective. This approach, in our opinion, can form a basis for the increase of the Customs structures adaptability.

The Concept of Adaptive Situational Management of the Customs Business in Russia in Terms of Strategic Change

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KONCEPT ADAPTIVNO SITUACIONOG MENADŽMENTA CARINSKOG POSLOVANJA U RUSIJI U SMISLU STRATEŠKIH PROMENA

Rezime: U radu se prikazuje pristup razvijen od strane autora za rešavanje zadataka formiranja puta adaptivnog i situacionog menadžmenta. Ostvarivanje cilja modeliranjem aktivnosti je perspektivno sa stanovišta procene aktivnosti i prognoziranja perspektive cilja, kao i formiranja dostignuća i formiranja traženog operativnog uticaja. Od posebnog interesa je istraživanje pitanja univerzalnosti ovog pristupa na promenu prioriteta u aktivnostima, kao i promenu uslova aktivnosti.

Ključne reči: putanja, adaptivno-situacioni pristup, procena performansi, poslovne aktivnosti