

THE IMPACT OF DIGITAL TECHNOLOGIES ON THE ORGANIZATIONAL DEVELOPMENT

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Introduction. Today, there is a significant growth of digital technologies, which cannot but affect the need for integrative changes in management processes of business structures. The corona crisis accelerates the digitalization of all business sectors, so the role of digital tools in management will expand. After all, in order to maintain efficiency, a business needs to remain flexible, which means that it can quickly respond to various challenges. And in order to make accurate decisions in a short time, it is necessary to rely on statistical and analytical data provided by various information systems. The relevance of this study is an attempt to investigate the impact of digitalization of business on the management of the organization, identifying key trends in this area.

Digitalization of management organization

Digitalization of modern companies involves the active use of information and communications technologies, attracting stakeholders to participate in the company's activities while simultaneously creating its value and image in the market. Modern software not only digitizes the company's operational activities in real time and stores information in the form of a large array of data (Big data), but also analyzes the collected information, and then highlights the difficulties found and suggests ways to solve them.

The Covid-19 pandemic and lockdown have become catalysts for accelerated digital business transformation. Digital transformation has changed the activities of many business structures, regardless of the scale of business and type of economic activity.

According to IDG, more than a third of organizations (44%) have already started implementing a digital-first approach to business processes, operations and customer engagement. Some 19% are in the integration process of making operational and technology changes throughout the enterprise, and 18% are executing their digital plans and making process, operational and technology changes on a department and business unit level. Just 7% of companies have already fully implemented their digital first approach and are in the maintenance phase [3].

According to E.P. Kochetkov, back at the beginning of the XXI century, the head, managing the company, relied mainly on his knowledge, skills, experience and intuition, with the mass introduction of modern information technologies, this toolkit expanded due to the appearance of three types of programs:

1) automated analytics systems. In the analog era, managers focused on subjective reports compiled by employees. Now managers receive objective data from ERP, CRM, BAM, ECM and other corporate information systems;

2) decision support systems (DSS), which carry out a huge number of calculations and give a generalized assessment of each alternative, taking into account its pros and cons;

3) behavioral analytics systems that monitor the effectiveness of employees, their emotional state, level of motivation and involvement and count the "burnout index" of each employee. These systems are also able to identify informal leaders in teams [2].

It should be noted that the model dominated up to the industrial age because it was an appropriate management custom task performed by uneducated workers. Currently, the information age has resulted in numerous revolutionary forces that have rendered hierarchies outdated. Under the new management concept, corporations have disbanded hierarchy form of organization structures in favor of the internal markets form of organization structures.

Compared to the old model, the new model is more precise and flexible. Internal markets have enabled the growth of the power of free markets in the institutions by defining units as small internal enterprise working together within a supportive corporate infrastructure. Through this, ingenuity of small business ventures and the economic power of large corporation markets have been made possible [1].

Reliance on digital systems changes and makes managerial work a little easier, because special software:

- increases the speed of identifying problems and optimizes the search for solutions;
- standardizes approaches to management work (in simple cases);
- increases the observability and manageability of processes and, as a result, the predictability and transparency of decisions made.

Therefore, working with big data is considered one of the key skills of a modern manager at any level. Moreover, some experts already equate this skill with the possession of basic computer programs like MS Office. Therefore, it is not surprising that the idea of working with Big Data, along with knowledge of the basics of cybersecurity and programming, is a digital competence, without which it is impossible to manage business processes these days. And the set of such digital competencies will be updated following the change in the current situation. The comparative characteristics of the old and new management looks like this:

Table 1. Comparative characteristics of the old and new management.

Characteristic	«Analog»management	Digital management
Using AI	–	Decisions are made based on AI
The main role of the manager	Organizer, coordinator	Communicator, Coordinator
The type of communication	Mostly personal	Mostly network
Criteria for selecting a manager	Hard and softskills	Hard and soft skills + digital competences

Operational decision-making time	Hours and days	Minutes
Decision maker	A person who makes decisions on his own	A decision-maker based on AI
Types of management standards	Single, by individual functions	Digitals

However, the use of information technology in the management process does not mean that managers should abandon their traditional supports, primarily soft skills. New digital capabilities do not cancel the old management techniques, they expand the tools of the manager. According to the table, it should be noted that digital technologies help organizations expand their system and make a profit.

Conclusion

Thus, the use of digital technologies for the development of a quality management system will be accompanied by an increase in the quality and availability of products or services for consumers, which will lead to the expected increase in profits and competitiveness. Data management in the context of digitalization is an integral feature of modern management, it is caused by the objective need to respond to the needs of the organization.

References

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THE ECONOMIC DAMAGES CAUSED BY NATURAL DISASTERS TO DIFFERENT COUNTRIES OF THE WORLD

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Introduction. This article discusses about the categorization of disaster losses, and their economic impacts toward different countries in recent years, and recommendation of disaster risk reduction (DRR) technology in accordance to the future threat.