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Казахский национальный
университет имени аль-Фараби



***«Процесс вхождения Казахстана в число 30-ти
высокоразвитых государств мира:
проблемы и перспективы их решения»,
посвящена 80-летию
Казахского национального университета
имени аль-Фараби***

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мүмкіншіліктері*

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государств мира: проблемы и перспективы их решения*

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highly developed countries of the world: challenges and prospects for
their solutions*

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Глава 1 ПЕРСПЕКТИВЫ ИНДУСТРИАЛЬНО-ИННОВАЦИОННОГО РАЗВИТИЯ КАЗАХСТАНА

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**Глава 2 ПЕРЕХОД НА ИННОВАЦИОННЫЕ РЕЛЬСЫ
АГРОПРОМЫШЛЕННОГО КОМПЛЕКСА КАЗАХСТАН**

Шеденов У.К.
**Аграрлық саланы мемлекеттік реттеу және оның
әдістері 85**

Тумбай Ж.О.
**Формирование современной инфраструктуры как фактор
развития АПК Казахстана 92**

Smagulova G.S.
Competitiveness of the Region: factors and assessment 95

Жаксыгулова Г.К.
**Методические аспекты экономического анализа состояния
свеклосахарного производства 99**

**Глава 3 СОЗДАНИЕ НАУКОЕМКОЙ ЭКОНОМИКИ-
ГЛАВНАЯ МАГИСТРАЛЬ КОНКУРЕНТОСПОСОБНОСТИ
НАЦИОНАЛЬНОЙ ЭКОНОМИКИ**

Аширбекова Л.Ж.
**Наукоемкая экономика – как фактор устойчивого
развития Казахстана 106**

Купешова С.
**Қазақстан Республикасында инновациялық
ифрақұрылымды қалыптастыру мен ұйымдастыру
мәселелері 113**

Тажиева С.К.
**Механизм развития инновационной деятельности
в Казахстане 120**

Асқаров Ғ.А.
**Инновациялық экономиканы жүзеге асырудағы
шетелдік тәжірибе 125**

**ОННЫЕ РЕЛЬСЫ
ЕКСА КАЗАХСТАН**

әне оның 85

туры как фактор
..... 92

assessment 95

анализа состояния
..... 99

**ЭКОНОМИКИ-
ГОСПОСОБНОСТИ
МИКИ**

Устойчивого
..... 106

ық
мдәстәру
..... 113

ьности
..... 120

дағы
..... 125

**Глава 4 – НЕОБХОДИМОСТЬ ДИНОМИЧНОГО РАЗВИТИЯ
ИНФРАСТРУКТУРНОЙ ТРИАДЫ – АГЛОМЕРАЦИИ,
ТРАНСПОРТА, ЭНЕРГЕТИКИ**

Кожамкулова Ж.Т., Бейжанова А.Т., Ахметова З.Б.
Көлік инфрақұрылымының дамыту елдің
экономикалық өсуінің аса маңызды факторларының
бірі ретінде 134

Баймуханбетова Э.Е.
Становление логистики в Казахстане как фактор
развития инфраструктуры 141

Султанова Б.Б.
Экономическая сущность, классификация и оценка
основных средств 152

Товма Н.А.
Критерии и принципы устойчивого развития 161

Базарбаев Б.
Мировые тенденции развития промышленного
маркетинга 165

**Глава 5 РАЗВИТИЕ МАЛОГО И СРЕДНЕГО
БИЗНЕСА – ГЛАВНЫЙ ИНСТРУМЕНТ
ИНДУСТРИАЛЬНОЙ И СОЦИАЛЬНОЙ
МОДЕРНИЗАЦИИ КАЗАХСТАНА В XXI ВЕКЕ**

Kunanbayeva D.A., Kenzhegaranova M.K.
Peculiarities of organization's adaptability in dynamic
external environment 172

Купешова С.
Қазақстандық кәсіпорындарда инновациялық жобаларды
басқару мәселелері 178

Өтепберген К.Е.
Шағын және орта бизнестің даму жолындағы мәселелер 184

**Глава 5 РАЗВИТИЕ МАЛОГО И СРЕДНЕГО
БИЗНЕСА – ГЛАВНЫЙ ИНСТРУМЕНТ
ИНДУСТРИАЛЬНОЙ И СОЦИАЛЬНОЙ
МОДЕРНИЗАЦИИ КАЗАХСТАНА
В XXI ВЕКЕ**

**PECULIARITIES OF ORGANIZATION'S
ADAPTABILITY IN DYNAMIC
EXTERNAL ENVIRONMENT**

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A well-known saying of the ancient Greek philosopher Heraclitus states that: “There is nothing more permanent than change.” In another interpretation, it sounds like this: “Everything flows, everything changes” or “one can not enter the same river twice”. The ancient Greeks associated changes with the natural movement of life, the seasons, life cycles etc. The very idea of human intervention in the natural course of events for them would sound blasphemous.

Today changes are understood differently. Of course, we can not accept that there are things intractable to intentional changes. However, there are things that lend themselves to some extent of human interference. At the same time, it should be emphasized that there are limits to this influence. Neither people nor organizations have absolute adaptability.

Gone are the days when managers could be satisfied with the status quo of their organizations, and previously it was enough to uniformly lead an organization through familiar, occasionally slightly correcting course. Currently a manager's priority is improving the services provided to consumers despite stringent resource constraints and growing demand from the side of a client.

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To solve these problems it is necessary that the management is not only focused on maintaining the status quo (as it may have been in the past), but also it must stimulate changes and encourage innovation

Internal prerequisites for change:

- increase in productivity;
- improving the quality of goods and services;
- an increase in sales (profit/number of products);
- increase of the level of service;
- improving staff motivation and retention of personnel;
- improving market position;
- improving the cost-effectiveness [1].

Kurt Lewin, a pioneer of systematic study of changes developed a model of planned changes (in the mid of 1940s), which is now recognized as a representative as classical change theory and is used even by those who have never heard the name of its creator.

In Lewin's business model a cube of ice is represented. The process of giving the organization another form goes through three stages: unfreezing, changing and freezing. The model unduly simplifies the extremely complex process of change presenting it as a linear and static process. But it is the simplicity of this model that has made it popular among managers.

However. Imperfections of Lewin's model are obvious. It is suffice to say that the organization simply can not be in a frozen state – it is always in a constant motion. As for the steps in the process of acquisition of a new state, between them there is no clear boundaries. It is correct to speak about the overlapping and interpenetration of stages. Moreover, organizational changes are not unidirectional, they occur simultaneously on several fronts [2].

According to some scholars, the change actually means a deliberate selection and creation of conditions for the development of one of the activities of the organization as the main one and that will be perceived as a key component in the management of the new method. In other words, the change can be seen in terms of its perception by people as something new in the organization. In fact, sometimes a statement of change means only a solution to identify one of the activities of the organizations which have previously been considered as a peripheral.

However, organizational changes are not just a new perception of the organization in the minds of people. They have a particular characteristic. The fact that the organization as such is defined by a set of characteristics that are associated with stable patterns of behavior

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as an organization as a whole and its constituent people. If such a set of characteristics and behavioral patterns are absent - there is no any organization present on the market. Sustainable patterns of behavior over the time of members of the organization can be called as an organization's character.

The organization has the power and a great opportunity to shape its behavior rather than through creating and making a coercion of encouraging employees. The organization always creates conditions for facilitating some forms of behavior and hinder other forms of behavior. But this work is not just about the "culture" (i.e, what is contained in the heads of employees). It primarily focuses on the formal characteristics of the organization, such as:

- Roles and responsibilities;
- Employees' access to the resources of the organization;
- Existing budgetary procedures;
- Organization of physical space or geographical location of buildings;
- The availability and accessibility of information;
- Rewards and recognition system.

This "character" grows in the organization's structure, systems and culture - elements that enclose the organization's impact on the energy of its members which ensures its recognition over the time.

Changes in the nature of the organization cause certain changes in the behavior of the entire organization. If there is no change in the nature of the organization, it may cause cosmetic, transient and unpredictable effects on the organization. Thomas Kuhn calls them as changes with a small letter. These are mainly quantitative changes. Qualitative changes are associated with the concept of transformation, i.e. modification of behavior patterns, the changing nature of the organization. Kuhn call such changes as "Change with a capital letter". "Changes with a capital letter" are changes in the templates and patterns of employee behavior that have a unique distinctive character [3].

Thus, the change can be regarded as a process and as a result. Result is a new behavior pattern of the entire organization and its employees.

Linearly and therefore a more simplified visual version of change with a capital letter can be represented as a consciously organized (intentional), planned and managed process of translating the object in its own interests from state 1 (C1) at a fixed time 1 (B1) to state 2 (C2) at a fixed time 2 (B2) (Picture 1).

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to assess whether they are significant and necessary. To do this, David Gleycher suggested the following formula which allows to estimate the need for change (formula 1):

$$C = (ABD) > X \quad (1)$$

Where

C - change;

A - the level of dissatisfaction with the status quo;

B - a clear idea of the desired state;

D - the first practical steps towards the desired state;

X - the value of changes not only financial, but also other related costs.

From the formula it is seen that changes must occur when there are three elements - A, B and D and, moreover, taken together they provide a greater effect than the "cost" of change of X - efforts, time, discomfort. The organization's readiness for change will be insufficient if A, B or D are too small. Deficiency of each of the three elements can be described as follows.

A deficit: "We are satisfied with the way in matters". Deficit in B: "Although we are not very happy with the way things are going today, we have no idea how to improve them". Deficit in D: «We know what we want, but do not know how to act».

Do not underestimate the X element which is the "cost" of changes; even if the elements of A, B and D are significant, they may be less than the estimated cost of the changes. And as an alternative to improve the A, B or D, one can try to reduce the X - in fact, and at least in the view of people as the estimated cost may change due to people's fear of the unknown. To use the formula one should change fully and gather information on these elements - A, B, D and X [5].

It is noteworthy to mention that any significant organizational change requires management and excellent leadership. When change is imposed (as in many company management scenarios), clearly the most important determinant of "getting through the swamp", is the ability of leadership to lead and adapt to external challenges and opportunities that the dynamic environment imposes on organizations.

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