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FRAMEWORK AS A MANAGEMENT TOOL

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Abstract: The article examines the framework as a modern management tool that provides structuring of business processes in the context of digitalization and increasing complexity of organizational systems. It analyzes the evolution of the concept of a framework from the field of software engineering to its application in management, public administration, cybersecurity, and digital transformation. It identifies the main functions of frameworks, such as ensuring transparency, coordination, standardization, and effective resource management. Examples of the integration of frameworks with digital technologies, in particular artificial intelligence, and their role in increasing the adaptability of organizations to dynamic changes are given. The need for further research on the adaptation of frameworks to specific sectors of the economy is justified.

Keywords: framework, management tool, management, digitalization, strategic planning, innovation, cybersecurity, IoT, crisis management.

The contemporary stage of development in the domestic economy is characterized by rapid digitalization of business processes, the proliferation of information technologies, and an increase in the complexity of organizational systems. Under such conditions, traditional management approaches often prove insufficiently flexible and adaptive to respond to dynamic changes in the external environment. This necessitates the application of innovative management approaches and tools capable of ensuring greater efficiency and effectiveness in managerial decisions. One such tool in modern management practice is the framework.

In a general sense, a framework is regarded as a structured system of principles, methods, rules, and tools that forms a conceptual scaffold for organizing specific activities. This category emerged within the scientific-applied discourse as a means of ordering complex processes and ensuring their reproducibility through a clearly defined logic of system element interactions.

The initial active uses of frameworks can be traced to the field of software engineering and information technologies, where they were applied as a set of ready-made architectural solutions, libraries, and standards that enable developers to create software products more quickly. In this context, a framework serves as a basic architecture that defines the structure of the software system, the logic of component interactions, and a set of tools for their implementation. Interest in frameworks was primarily driven by the rapid development of product IT, particularly practices in product and team management, including task prioritization [1, p. 265].

Subsequently, the framework concept began to actively spread to other fields of knowledge. In public administration, frameworks are used to build public governance systems, evaluate policy effectiveness, and coordinate activities among various institutions. In cybersecurity, they standardize approaches to risk management, information system protection, and ensuring cyber resilience. For example, a framework can be applied in managing threats and responding to incidents in IoT ecosystems, as it accounts for their unique characteristics: diversity, limited computational resources, and the physical nature of devices [2, p. 78].

In management, a framework acts as a tool for structuring managerial processes, allowing the identification of key elements in the management system, establishing interconnections between them, and forming the logic for implementing managerial

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decisions. Conceptually, it is appropriate to define it as a structure (scaffold) that integrates principles, methods, and tools necessary for forming and implementing managerial decisions in a specific field of activity [3, p. 29].

In a scientific sense, the integration of frameworks aims to combine strategic planning with flexible management practices, ensuring the effective implementation of innovative projects. Unlike rigidly regulated classical management approaches, the application of frameworks establishes a general management architecture while allowing for the modification of individual elements depending on the specifics of the business structure, industry, and strategic goals.

Considering the practical tasks facing modern management, frameworks perform several important functions:

- ensuring the structuring of management processes;
- promoting increased transparency in managerial processes;
- assisting in the coordination of activities among different departments;
- creating a foundation for the standardization of management practices;
- positively influencing the efficiency of resource management.

Beyond specialized applications, frameworks can be used as a tool for integrating various management approaches, including strategic management, risk management, knowledge management, and digital transformation. In this aspect, they enable the creation of a holistic management system oriented toward achieving the organization's strategic goals and enhancing its innovative potential.

An important feature of frameworks is their potential integration with digital management tools. There even exists the term "digital transformation framework" – a multidimensional model that encompasses: management levels at which decisions are made and corresponding degrees of process structuring; individuals acting as beneficiaries, initiators, responsible executors, stakeholders, and participants in changes; transformations of personality, society, and the labor market; evaluation of technologies regarding their potential capabilities, limitations, prerequisites, and disruptive consequences; levels of the digital ecosystem; metrics and systems for measuring and monitoring quantitative and qualitative indicators that reflect desired or negative consequences of changes; planned and actual timelines for task execution with alternatives [4].

The use of analytical systems, data processing technologies, and elements of artificial intelligence within frameworks allows for increased efficiency in managerial decision-making and ensures more accurate forecasting of management activity outcomes.

An example of such application is the "10 Steps to Enterprise Resilience" framework, which involves creating a risk monitoring system, developing a business continuity plan, forming a crisis committee, conducting regular crisis trainings, creating a financial reserve fund, ensuring backup supply and sales channels, implementing digital solutions for anti-crisis management, developing an anti-crisis PR protocol, implementing a cybersecurity system, and conducting post-crisis audits [5, p. 390].

Thus, the evolution of the framework category demonstrates its transformation from a purely technical tool in software development to a universal conceptual model applied for systematizing knowledge, managing complex systems, and supporting decision-making processes in various fields of activity. This drives the growing role of frameworks as a modern management tool that ensures the structuring of managerial processes, enhances decision-making efficiency, and adapts organizations to the conditions of the digital economy. Further research in this direction should focus on the development and integration of frameworks adapted to the needs of specific sectors and industries of the economy.

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