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Organizational management and business resilience: administrative strategies for sustainability in uncertain environments.

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SUMMARY

The complexity of contemporary organizational environments has amplified the challenges related to the continuity, adaptation, and sustainability of companies. Economic changes, technological advances, transformations in consumer behavior, and increased competitiveness have demanded administrative models capable of integrating planning, operational flexibility, and information-based decision-making. In this context, business resilience emerges as an organizational competence associated with the ability to respond to adverse situations without compromising its strategic objectives.

This article analyzes the relationship between organizational management and business resilience, discussing how administrative practices related to strategy, leadership, people management, internal processes, and organizational learning contribute to building more adaptable organizations. The research presents a qualitative approach, based on a literature review, using classic authors and contemporary studies in the fields of administration and organizations. The discussion demonstrates that resilience should not be understood merely as a reaction to crises, but as a capacity continuously developed through efficient administrative structures and organizational cultures oriented towards learning.

Keywords: Organizational management. Business resilience. Strategy. Administration. Organizational sustainability.

ABSTRACT

The complexity of contemporary organizational environments has increased challenges related to business continuity, adaptation, and sustainability. Economic changes, technological advances, shifts in consumer behavior, and increasing competitiveness require administrative models that integrate planning, operational flexibility, and information-based decision-making.

In this context, business resilience is an organizational capability that enables companies to respond to adverse situations while maintaining their strategic objectives.

This article analyzes the relationship between organizational management and business resilience, examining how administrative practices in strategy, leadership, people management, internal processes, and organizational learning contribute to the development of more adaptable organizations. The research adopts a qualitative approach based on a bibliographic review, drawing on classical authors and contemporary studies in management and organizational theory. The discussion indicates that resilience should not be understood only as a response to crises, but as a capability continuously developed through effective administrative structures and learning-oriented organizational cultures.

Keywords: Organizational management. Business resilience. Strategy. Administration. Organizational sustainability.

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1 INTRODUCTION

Organizations are embedded in environments characterized by constant change in
economic, social and technological spheres. The speed of contemporary transformations.
It has significantly changed the way companies plan and manage their activities.
their resources and develop competitive strategies. The business environment has ceased to
It presented predictable scenarios and began to require a permanent capacity for adaptation and analysis.
and reorganization.

Modern management has come to understand that operational efficiency alone is not enough.
sufficient to ensure business continuity. According to Drucker (2001), management should
being related to the ability to interpret changes, create value, and direct resources to
relevant objectives. In this way, sustainable organizations depend not only on
formal structures, but also the ability to learn and respond to transformations of
environment.

In this context, the concept of corporate resilience has gained relevance in studies.
organizational. For Weick and Sutcliffe (2007), resilient organizations are those capable of
Pay constant attention to changes, identify warning signs, and adjust your practices accordingly.
that problems escalate. Resilience, therefore, is related to processes.
administrative factors, organizational culture, and learning capacity.

Strategic management plays a key role in this process, as it establishes
Guidelines for organizations to face external and internal challenges. Porter (1985)
It highlights that competitive advantage depends on the company's ability to understand its
positioning, its resources, and the forces that influence the sector in which it operates.

Furthermore, human factors have come to occupy a central position in capacity building.
Adaptive organizational structure. Leadership, communication, and people development.
They directly influence how companies respond to periods of instability.

According to Chiavenato (2014), human resource management is no longer just a function.
It became operational and integrated into the organizational strategy.

Thus, understanding the relationship between organizational management and business resilience becomes
This is relevant to the field of Administration because it allows for the analysis of how administrative practices...
They can help organizations be better prepared for uncertain scenarios.

This study seeks to discuss this relationship based on the scientific literature, exploring
theoretical foundations related to strategy, processes, people, and learning

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organizational.

2 METHODOLOGY

This research is characterized as a qualitative study, developed through an exploratory and analytical literature review. This method allows To understand concepts, theories, and scientific contributions related to organizational management. and to business resilience, without resorting to experimental data or the direct application of research instruments.

According to Gil (2008), bibliographic research enables the researcher to analyze knowledge. already produced about a given phenomenon, identify different theoretical interpretations and to establish relationships between authors and concepts. In this way, books and articles were considered. scientific and recognized studies in the areas of Administration, Strategic Management and Theory Organizational.

The theoretical framework was structured based on classic and contemporary authors who They address topics related to business strategy, organizational behavior, and... leadership, learning, and adaptation. Concepts developed by were used. researchers such as Drucker (2001), Porter (1985), Mintzberg, Ahlstrand and Lampel (2000), Weick and Sutcliffe (2007), in addition to studies focused on people and organizational management.

The analysis of the selected material sought to identify how different approaches administrative factors explain the ability of organizations to cope with change and preserve their Sustainability. The study considers that business resilience results from the interaction between... strategic planning, organizational processes, internal culture, and the ability to apprenticeship.

In this way, the methodology adopted allows for the development of a scientific reflection on practices. administrative aspects related to organizational adaptation, contributing to a deeper understanding from discussions about management in uncertain environments.

3 FUNDAMENTALS OF CONTEMPORARY ORGANIZATIONAL MANAGEMENT

Organizational management can be understood as the set of practices, processes, and decisions responsible for directing a company's resources toward achieving its goals. objectives. Throughout the evolution of Administration, different approaches have been developed.

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to explain how organizations structure their activities, coordinate people and
They respond to changes in the external environment.
Early administrative theories primarily emphasized efficiency and productivity.
and the standardization of processes. Taylor's Scientific Management (1911), for example,
I sought to understand how work methods could increase productivity through
from the systematic analysis of tasks. Although it was later criticized for its view
From a more mechanistic perspective of the worker, this approach contributed to the development of
Organizational planning and control practices.
With the advancement of administrative studies, the understanding of organizations has become more...
broad. The company began to be analyzed not only as a productive structure, but
also as a system composed of people, processes, information, and social relationships.
This systemic view, advocated by authors such as Bertalanffy (1968), influenced
significantly changed the way managers came to understand the interdependence between
areas and between internal decisions.
In this process of transformation, Peter Drucker (1954) made relevant contributions to
to highlight that administration involves more than just operational control, relating to
From defining objectives to making decisions and creating value. According to the author, managers need...
interpreting social and economic changes to guide organizations in increasingly dynamic environments.
more complex.
Contemporary management has also come to value knowledge as a strategic resource.
Nonaka and Takeuchi (1995) demonstrated that organizations capable of creating, sharing, and
Applying knowledge develops a greater capacity for innovation and adaptation. In this way,
Learning is no longer seen as merely an individual activity and has become integrated into
strategic dynamics of companies.
Furthermore, organizations have begun to face scenarios characterized by uncertainty.
constants, which requires greater administrative flexibility. Mintzberg, Ahlstrand and Lampel
(2000) argue that strategy should not be understood merely as planning.
formal, but also as an ongoing process of learning and adaptation.
In this context, contemporary organizational management requires a balance between planning and
Responsiveness. Companies need to maintain structures capable of ensuring efficiency.
but also to develop mechanisms that allow for adjustments in the face of new conditions.
economic, technological and social.
Management literature therefore demonstrates that sustainable organizations depend on

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Integration between strategy, people, processes, and knowledge. Management ceases to be just...
an internal coordination function and becomes an essential skill for survival.
and the evolution of organizations.

4. BUSINESS STRATEGY AND ADAPTABILITY

Business strategy occupies a central position in organizational studies because it is
related to how companies define objectives, allocate resources, and establish
its competitive positioning. In rapidly changing environments, strategy has become
to represent not only a planning tool, but also a mechanism of
organizational adaptation.

According to Porter (1985), competitive strategy involves understanding the company's position in
The environment in which it operates. The author emphasizes that organizations need to analyze the forces
competitive advantages, market characteristics, and differentiating factors capable of generating a competitive edge.
sustainable. This perspective highlights the importance of strategic decisions aligned with
external conditions.

However, later studies broadened this understanding by questioning models of
excessively predictable planning. Mintzberg (1994) argues that strategies also
They emerge from the practices and experiences developed by organizations over time.
Thus, strategy can emerge from both deliberate plans and processes of
learning.

Adaptive capacity has become especially important in the face of economic crises.
Technological transformations and changes in consumer behavior. Organizations
Those who are able to revise their strategies are more likely to respond to pressure.
external areas without compromising their fundamental structures.

The resource-based approach, developed by Barney (1991), added a new
This adds dimension to the strategic debate by emphasizing that competitive advantages can be...
related to the organization's internal resources. Knowledge, skills and abilities
Developed internally, these elements can be important for differentiation and...
adaptation.

Business resilience is directly related to this strategic capability. One
A resilient organization not only reacts to momentary difficulties, but also develops...
Permanent mechanisms of observation, analysis, and renewal. Weick and Sutcliffe (2007)

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They emphasize that highly reliable organizations maintain continuous attention to the signs of change and potential risks.

In this sense, strategy and resilience are complementary concepts. While strategy Resilience guides decisions and priorities, while resilience allows for adjusting these directions as new opportunities arise. new circumstances. The integration of these elements helps organizations to be better prepared to deal with unstable environments.

Therefore, contemporary strategic management requires a vision of administrative processes. less rigid and more dynamic. The ability to interpret scenarios, learn continuously and Reorganizing resources has become an essential component of corporate sustainability.

5. Leadership and People Management as Elements of Resilience ORGANIZATIONAL

Human resource management plays a strategic role in building capable organizations. to face periods of transformation and uncertainty. For a long time, workers They were analyzed primarily as resources necessary for task execution. However, Contemporary administrative theories have come to recognize that people and knowledge... Human relationships are fundamental elements for development. organizational.

According to Chiavenato (2014), human resource management has evolved from an operational function. for an area directly related to organizational strategy. The ability to attract, Developing and retaining skilled professionals influences innovation, productivity, and... responsiveness to changes in the business environment.

Leadership has also undergone significant conceptual transformations. Traditional models based exclusively on formal authority were gradually supplemented by Approaches that value communication, participation, and team development. For Yukl (2013) argues that effective leaders need to understand the organizational context and adapt their strategies accordingly. behaviors tailored to the needs of individuals and groups.

The relationship between leadership and organizational resilience is linked to the capabilities of managers. to create environments where people can deal with challenges collaboratively.

Organizations undergoing change need leaders capable of communicating objectives. Reduce uncertainty and encourage continuous learning.

Edmondson (1999), in studying psychological safety in teams, demonstrated that environments

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where employees feel safe to share ideas, questions, and mistakes.
They favor collective learning. This perspective is relevant because organizations
Resilient teams depend on quickly identifying problems and seeking solutions.
Another important aspect is related to organizational culture. Schein (2010) explains that
Culture influences how members of an organization interpret events.
They make decisions and respond to critical situations. Shared values can strengthen or
to limit the ability of businesses to adapt.
Furthermore, diverse and well-integrated teams have a greater potential to generate new...
perspectives on complex problems. Contemporary management recognizes that different
Knowledge and experience contribute to better-informed decisions and solutions.
more innovative.

Therefore, leadership and people management should be considered fundamental dimensions of
Business resilience. Companies that develop human skills strengthen their
ability to cope with change, since organizational adaptation depends not only on
structured processes, but also the people responsible for executing them.

6. Organizational Learning and Innovation as Capabilities ADAPTIVE

Organizational learning is one of the main factors associated with the ability of
Companies must evolve in the face of new challenges. In environments marked by change.
As knowledge becomes increasingly prevalent, organizations need to develop mechanisms to acquire it.
Analyze experiences and transform information into practical improvements.
Argyris and Schön (1978) were important for the development of this field by
to differentiate between single-cycle learning and double-cycle learning. While the former involves
The first approach involves corrections to existing structures, while the second questions assumptions and allows for more significant changes.
deep into organizational models.
This distinction demonstrates that adaptable organizations are not only those that correct...
operational failures, but also those capable of revising beliefs, methods, and strategies.
when necessary. Learning is then understood as a continuous process of
institutional evolution.
Nonaka and Takeuchi (1995) highlight that organizational knowledge arises from interaction.
between tacit and explicit knowledge. Tacit knowledge involves experiences,

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Individual skills and perceptions, while explicit knowledge can be formalized.
in documents, systems and procedures.
Transforming this knowledge into organizational practices contributes to innovation and
Continuous improvement. Companies that manage to structure processes for sharing...
Knowledge makes them better prepared to respond to market changes and new...
social demands.

Innovation, in this context, should not be understood solely as the creation of new products or technologies. It also involves improvements in administrative processes, in the models of management and forms of work organization. Drucker (1985) argues that innovation is related to the ability to identify opportunities and turn them into results.
The relationship between innovation and resilience becomes evident, as innovative organizations
They develop greater flexibility in the face of challenges. By stimulating learning and
Through experimentation, companies expand their possibilities for adaptation and reduce the dependence on rigid models.
Thus, organizational learning and innovation constitute strategic capabilities for
contemporary companies. Building environments that foster knowledge,
Creativity and continuous improvement contribute to long-term organizational sustainability.
term.

7. Organizational Processes, Governance, and Sustainability BUSINESS

The efficiency of internal processes is one of the pillars of organizational management. Well-structured processes
Structured processes allow for better use of resources, reduced waste, and greater clarity.
in the execution of activities. However, modern management understands that the processes
They need to be sufficiently organized and, at the same time, flexible.
Organizational governance contributes to this balance by establishing principles of
Transparency, accountability, and decision-making. According to the Brazilian Institute of
Corporate Governance (IBGC, 2015), good governance practices strengthen the
organizations create monitoring and guidance mechanisms.
Corporate sustainability has also become part of administrative discussions.
The concept is no longer limited to environmental issues and has come to encompass other aspects.
Economic, social, and institutional. Sustainable organizations seek financial results.

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allies committed to responsibility towards their audiences.

In this sense, risk management has become an essential tool. Companies need
Identify potential threats and develop plans to mitigate negative impacts. A
Preventive capacity is directly linked to resilience, as prepared organizations
They are able to respond better to unexpected events.

Technology also significantly influences organizational processes. Systems of
Information, automation, and data analysis enable faster decision-making and
based on evidence. Laudon and Laudon (2016) highlight that information systems are resources
Strategic for organizations seeking efficiency and competitiveness.

However, technological adoption requires alignment with people and strategies.
Isolated digital tools do not guarantee organizational improvement if they are not integrated.
integrated into clear processes and teams prepared to use them.

Therefore, processes, governance, and sustainability must be analyzed in a way that...
Integrated. A resilient organization combines planning, control, innovation, and capability.
Humans are needed to maintain their continuity in complex environments.

Contemporary management demonstrates that business sustainability depends on
Building structures capable of balancing efficiency and adaptability. Prepared organizations.
Those who succeed in making changes are the ones who manage to transform challenges into opportunities.
improvement.

CONCLUSION

Analyzing contemporary organizational management from the perspective of business resilience allows
to conclude that the sustainability of organizations in uncertain environments does not stem from
Resilience emerges from unforeseen events or from a rigid defensive structure. On the contrary, it emerges from a lack of resilience.
as a dynamic and systemic competence, consolidated at the intersection between planning
Adaptive strategic planning, excellence in internal processes, maturity in governance, and
Essentially, it's about valuing human capital.

Throughout this study, it was found that the classic mechanistic models of administration,
Focused exclusively on internal operational efficiency, they have become insufficient in the face of
Volatility and complexity of today's markets. Survival and growth.
Organizational changes become dependent on the institutional capacity to interpret them.
Decentralize decision-making processes and convert continuous learning into innovation.

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In practice, deliberate strategies should coexist with emergent approaches, allowing for...
The company can reorganize quickly without deviating from its long-term goals.
It also became evident that the pillars of resilience are essentially socio-technical. If, for example,
On one hand, there are technological tools, management information systems, and governance.
Transparent corporate governance provides the necessary operational support and predictability.
To mitigate risks, on the other hand, it is the leadership and teams that operationalize the
Flexibility. Creating environments based on psychological safety encourages...
Early identification of failures and the sharing of tacit knowledge, transforming
potential crises during windows of institutional improvement.
In short, resilience should not be understood as a static state to be achieved or
as a contingency plan to be activated only in times of disruption. It constitutes
a daily practice embedded in the organizational culture. As a limitation of this study, it points out-
if the character is exclusively theoretical and bibliographical. It is therefore recommended for research
Future plans include conducting empirical case studies and quantitative investigations in various sectors.
specific to the market, in order to measure the practical impact of governance tools and
Innovation regarding the longevity and adaptability of companies in economic crisis scenarios.
global.

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