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PLANNING AND ADOPTION OF CREATIVE MANAGEMENT DECISIONS IN ORGANIZATIONS: ALGORITHM OF ACTIONS AND THEIR CREATIVE MODELS AND METHODS

Organizations are faced with the need to plan and make creative management decisions every day. Particular attention should be paid to those decisions that are formed in the process of creative management, since they significantly affect the effectiveness of management in the organization.

To make optimal creative management decisions, it is important to understand the process of their development, distinguish management decisions from related categories, carefully plan their adoption, determine the subjects responsible for adoption, and evaluate the advantages of different approaches – individual, collegial or collective decision-making.

An effective manager must take into account both external and internal factors affecting the decision-making process. Knowledge and compliance with the requirements for high-quality creative management solutions is an important component of successful management activities.

The experience of organizations in making creative management decisions confirms that in the conditions of rapid changes in the operating environment of enterprises, the importance of activity planning is constantly increasing¹. The more dynamic and uncertain the external environment, the more order must be ensured inside the enterprise, paying special attention to the development of strategies and the definition of operational measures for their implementation.

The lack of a clear plan indicates the insufficient quality of enterprise management. Regardless of the size of the business, its field or organizational form, successful entrepreneurial activity is impossible without a clear vision of prospects, reliable guidelines and a realistic business plan.

1 Berezivsky P.S., Mikhalyuk N.I. Organization of forecasting and planning of the agro-industrial complex; Head helper. Lviv: «Magnoliya plus», 2004. 443 p.

The appearance of any entrepreneurial idea is accompanied by a number of key questions: who is a potential consumer, what are the features of the product market, what financial resources are needed for the implementation of production, will this activity be economically justified, etc.

Practice shows that success in making creative management decisions depends on three main factors: adequate understanding of the current situation; clear setting of goals that the entrepreneur seeks to achieve; qualitative planning of the transition from the current state to the desired one.

The development of plans for making creative management decisions forces the entrepreneur to simulate situations, apply different methods, create alternative scenarios, and also identify potential problems that can hinder the implementation of entrepreneurial initiatives. This allows you to predict possible difficulties, avoid complications or prepare for them in advance by determining ways to overcome them. Although a business plan cannot completely eliminate all risks, it gives the entrepreneur the opportunity to reassess his actions and check whether they will correspond to real circumstances.

The key task of managers at all levels is the development and implementation of solutions that will direct the enterprise to achieve maximum results at minimum costs. The main tool for achieving effective management is planning².

Planning is a management function that involves setting goals, developing strategies, and creating plans to coordinate various aspects of activities. It takes into account the influence of external and internal factors and forms a program for solving the set tasks.

Planning includes making management decisions regarding process participants, the current state, desired results, and ways to achieve them.

Depending on the obligation of tasks, planning is divided into: prescriptive planning – adoption of mandatory decisions; indicative planning – creation of plans of a recommendatory nature; depending on the term of the planning period, the following are distinguished:

Long-term planning (5–50 years), which determines the long-term strategy of the enterprise³.

Medium-term planning (1–5 years), including five-year plans detailing the first year to the level of the current plan.

2 Vasylenko V. O. Theory and practice of developing management decisions: Textbook. Kyiv: TsUL, 2012. 420 p.

3 Berezivsky P.S., Mikhalyuk N.I. Organization of forecasting and planning of the agro-industrial complex; Head helper. Lviv: «Magnoliya plus», 2004. 443 p.

Current planning (up to 1 year) covering half-yearly, quarterly, monthly, weekly or daily planning. Its main element is a business plan, which consists of a descriptive part, market and competition analysis, marketing plan, financial plan and risk analysis.

Depending on the type of planning, the process of making creative management decisions can be divided into three main types: strategic, current (operational-calendar) and consolidated⁴.

Strategic planning involves a long-term approach aimed at achieving the main goal, for example, market leadership, through the fulfillment of intermediate goals, such as reducing the cost of products or improving the quality of customer service. Resources for the implementation of the strategic plan can be attracted externally (for example, bank loans) or redistributed within the organization (for example, through cost optimization).

Operational-calendar planning is based on the uniform execution of tasks in accordance with established deadlines and schedules.

Aggregate planning covers the development of plans within certain groups or categories depending on the object of planning.

According to the subject of approval, creative management decisions are divided into individual, collegial and collective.

One-person decisions are made by the manager on his own, usually in situations that require a quick response or concern personnel issues. The main advantage of such decisions is efficiency and personal responsibility of the manager. However, their drawback is the dependence on the experience and logic of one person, which can lead to impulsiveness.

Collegial decisions are made by a group of managers in the process of solving issues related to the operation and development of the enterprise. The advantage of this approach is the involvement of diverse experience of members of the board, but the disadvantage is the dilution of personal responsibility for the adopted decision.

Collective decisions are made during general meetings of employees by voting, where the opinion of the majority is taken into account. The main advantage of this approach is the involvement of employees in the decision-making process, which helps to take into account their points of view. However, the disadvantage is the possibility of radically different views among employees, which makes it difficult to reach a consensus.

⁴ Butko M. P., Butko I. M., Mashchenko V. P. and others. Decision-making theory textbook. Under the general editorship of Butko M. P. K.: «Center for Educational Literature», 2015. 360 p.

An organizational and management decision is a choice that a manager makes to fulfill his job duties, using appropriate management tools and methods.

Organizational decisions are divided into two main types:

Programmed decisions – involve choosing a sequence of actions that meet the set goals and previously set algorithms. The effectiveness of such solutions depends on their relevance at the time of implementation, because their quality may decrease as conditions change. Non-programmed solutions are focused on solving non-standard situations that require a creative approach and individual development.

The classification of creative management solutions is necessary to determine universal and specific approaches to their development, implementation and evaluation. Management decisions are classified according to various criteria (Table 1).

Table 1

Classification of planned creative management solutions

A sign of classification	Component classifications
By functional purpose	planning, organizational, regulatory, activating, control
By the nature of actions	directive, normative, methodical, recommendatory, permitting, orienting
By the time of action	strategic, tactical, operational
By direction of influence	internal and external
According to the method of acceptance	individual, group, organizational and inter-organizational
By subject of management	state, economic, business bodies and public organizations
By the time of acceptance	long-term (more than 5 years), medium-term (from 1 to 5 years) and short-term (up to 1 year) solutions
By the breadth of coverage	general, private, local
By the nature of certainty	programmed and unprogrammed
By scope of implementation	related to production, sales, scientific research, personnel, etc
By content	political, economic, organizational, social, technical, technological and complex
According to the degree of completeness of information	management decisions are divided into those made in conditions of certainty, uncertainty and risk.
By degree of efficiency	optimal and rational
By training methods	creative, aurostic and reproductive
By degree of uniqueness	routine, selective, adaptive and innovative solutions
From legal registration	plan, order, order, instruction
According to the method of fixation	oral and written

This allows to increase the quality and efficiency of management, ensuring its consistency and adaptability.

Strategic actions determine the general directions of the enterprise's development, while tactical actions outline specific measures for their implementation. For example, the decision to enter the foreign market is strategic, and the implementation of individual measures to increase labor productivity is tactical. Operational solutions, in turn, are aimed at solving tasks that are relevant at a specific moment in time.

Strategic decisions are usually made at the highest level of management, while tactical and operational decisions are made at lower levels.

In situations that require an innovative approach, non-standard, creative solutions, which are called non-programmed, are needed. They arise in response to sudden or changed circumstances⁵.

In practice, programmed and non-programmed solutions are rarely pure. Their share in the company's activity largely depends on the level of personnel training and work organization. In companies with an insufficiently developed personnel base, problems related to making such decisions often occur.

The form of creative management solutions depends on the conditions of their development and implementation.

According to legal characteristics, management decisions are divided into:

Normative – decisions that have a general nature and regulate the activities of the organization in general. Individual – solutions aimed at solving specific issues or problems. Mixed – combine elements of normative and individual solutions.

Normative administrative decisions are acts containing legal norms, designed for a certain period and repeated application in recurring situations⁶.

The main forms of implementation of regulatory decisions are:

A law is a decision of a higher state authority, binding and inviolable.

A decree is a decision made by the head of state.

Resolutions are administrative acts adopted at the central or higher level of executive power.

Rules – establish norms of behavior for certain groups of employees, taking into account the traditions of the organization.

Instructions are acts that regulate the procedure for performing certain actions or works.

5 Berezivsky P.S., Mikhalyuk N.I. Organization of forecasting and planning of the agro-industrial complex; Head helper. Lviv: «Magnoliya plus», 2004. 443 p.

6 Butko M. P., Butko I. M., Mashchenko V. P. and others. Decision-making theory textbook. Under the general editorship of Butko M. P. K.: «Center for Educational Literature», 2015. 360 p.

Individual creative management decisions are addressed to specific participants in legal relations. The main forms of implementation:

Manager's order – obliges subordinates to implement decisions that are within the manager's competence.

The contract – records the agreement on the performance of joint work, indicating the rights and obligations of the parties.

Instruction – specific instructions for performing tasks.

Mixed management decisions combine legal norms and specific decisions. They are used, for example, in government regulations, which simultaneously establish mandatory rules of conduct and determine administrative sanctions for violators.

General management decisions are aimed at solving the same problems affecting several divisions of the enterprise. Special solutions cover narrow problems related to the activities of only one division or group of employees.

Global solutions cover the entire management system, requiring a comprehensive analysis of its activity as a complete system. Private solutions relate to certain aspects of the facility's operations, usually without requiring a deep analysis of the operation of the entire enterprise. Local solutions are focused on specific elements of the system and have a narrower focus compared to private ones.

Key characteristics of a creative solution

Originality – a creative solution differs from standard approaches and offers an innovative way to solve a problem.

Efficiency – in addition to originality, the solution guarantees the achievement of the goal or elimination of the problem as effectively as possible.

Adaptability – the solution is able to change according to conditions or requirements to ensure an optimal result.

Ease of implementation – even a unique solution should be clear and easy to use, which ensures its practicality.

Positive effect – the implementation of the decision contributes to the achievement of beneficial results for all interested parties.

Types of creative solutions

Innovative solutions – offer radically new approaches that change existing rules or create new opportunities (for example, the development of a revolutionary technology).

Advanced solutions – based on improving existing methods to achieve higher results (for example, optimizing an existing process).

Lateral solutions – involve a non-standard way of looking at a problem by combining different ideas or concepts (for example, using approaches from different fields)⁷.

Experimental solutions – offer innovative or risky strategies that require testing to confirm their effectiveness (for example, the use of the latest research methods).

Adaptive solutions – are based on the application of existing approaches in new conditions or to solve other problems (for example, using proven strategies in a new market)⁸.

Advantages of creative solutions. Increasing competitiveness – out-of-the-box solutions help companies, teams or individuals stand out by offering innovative products or services.

Optimization of resources – creative approaches allow rational use of resources, reducing costs and increasing efficiency.

Satisfying user needs – innovative solutions take into account the interests of end users, providing them at a qualitatively new level.

Flexibility and adaptation – thanks to creative thinking, organizations and individuals are able to quickly respond to changes and adapt to new conditions.

Creation of new opportunities – creative approaches open perspectives for innovative development, improvement of processes and expansion of activities.

To ensure high-quality and effective management decision-making, it is necessary to adhere to the basic principles that form the basis of the process (Fig. 1).

At the implementation stage, measures are taken to clarify the decision and transfer it to the executors. At the same time, implementation control and evaluation of the results of the implemented decision is carried out.

The structure of the decision-making process depends on the specific situation or problem. The process of making a creative management decision can be considered through several stages.

During the analysis of the situation, the need to make an effective management decision arises when external or internal factors lead to a deviation from the normal functioning of the system. An important stage is

7 Mikhalyuk N.I., Balash L.Ya. and others. Planuvannya activities of enterprises: Heading guide. Lviv «New World – 2000»; 2015. 620 p.

8 Vasylenko V. O. Theory and practice of developing management decisions: Textbook. Kyiv: TsUL, 2012. 420 p.

the analysis of the situation, which includes the collection and processing of information about the environment, both internal and external. Managers and specialists compare actual parameters with planned parameters, which helps to identify problems that need to be solved.

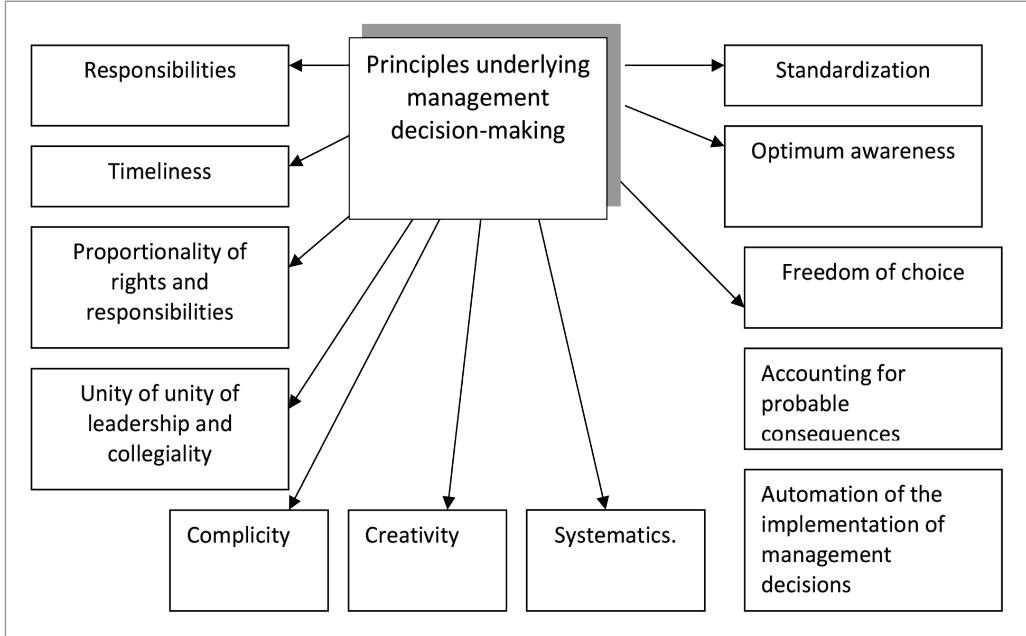


Figure 1. The principles underlying the adoption of management

The process of making effective and high-quality management decisions is a cyclical process that includes the stages of situation analysis, generation of alternatives, decision making and its implementation.

Management considers the adoption of a management decision as a three-stage process: preparation, adoption and implementation of the decision.

At the stage of preparation, an economic analysis of the situation at the macro and micro levels is carried out, which includes the search, collection and processing of economic information, as well as the formulation of the problem to be solved, is presented in Figure 2.

At the adoption stage, the development and evaluation of alternative solutions is carried out based on multivariate calculations, the criteria for choosing the optimal solution and the best option are selected.

A formalized presentation of the stages of the management decision-making process, management tasks and procedure criteria is presented in Figure 3:

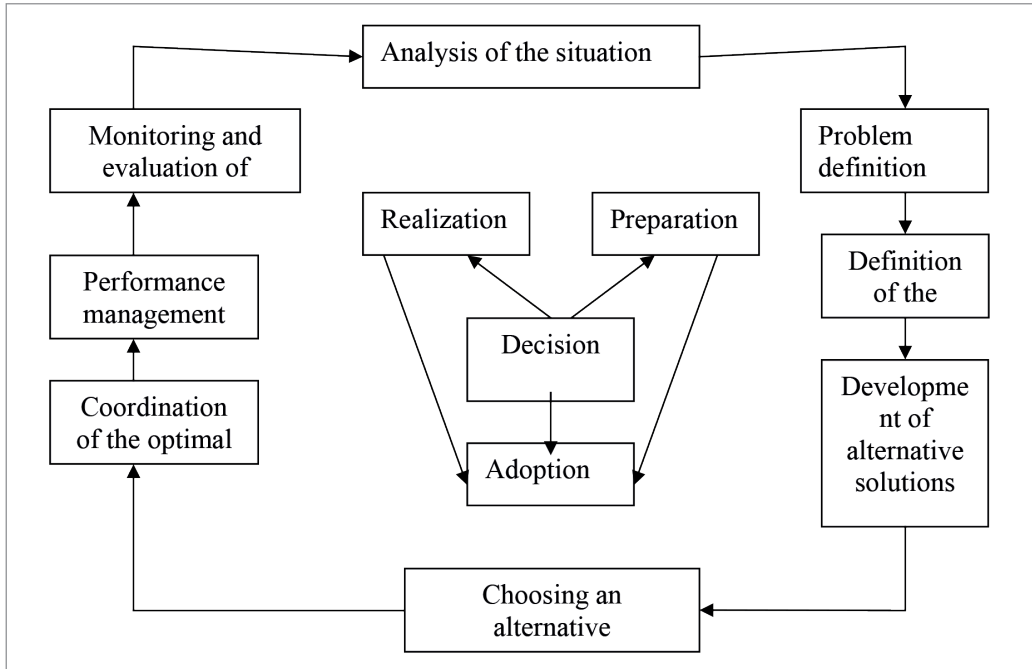


Figure 2. Stages and stages of management decision-making

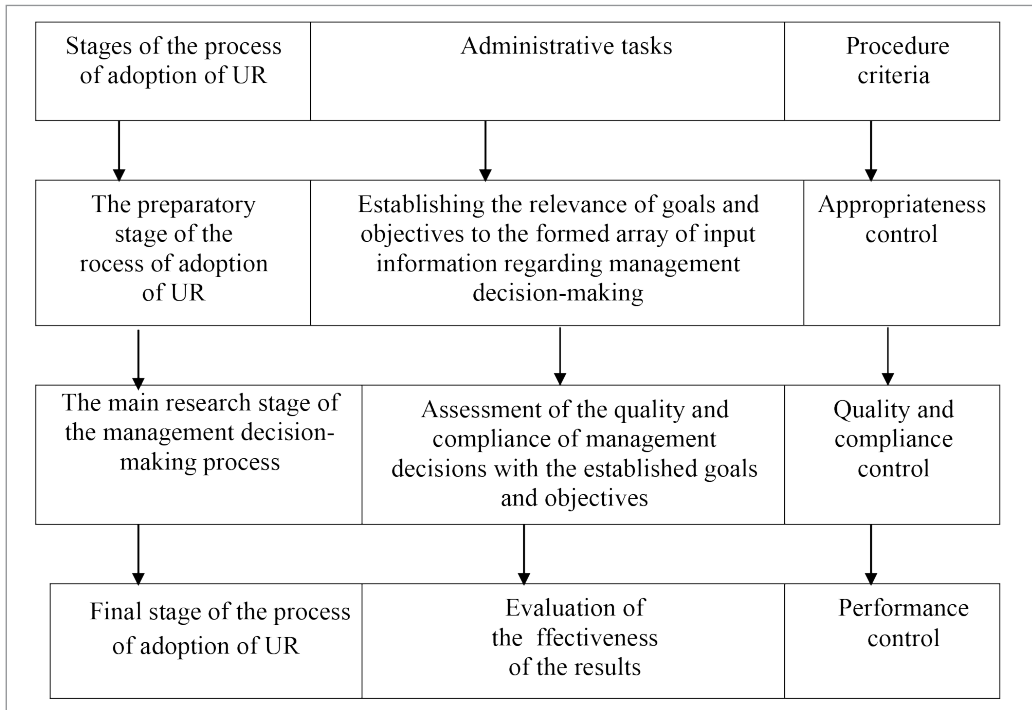


Figure 3. Stages of the process of making creative management decisions in the organization

When implementing measures aimed at evaluating the control of the management decision-making process, three main stages corresponding to the classic control scheme are distinguished: preparatory, main (research) and final.

Creative methods of decision-making. If you apply a creative approach to solving management problems, it will allow you to avoid an authoritarian style of management, interest the participants in the process and ensure a really effective result. How to achieve this? Informal (heuristic) methods are an excellent way to find and choose solutions, focusing on alternatives and taking into account the personal experience, knowledge and intuition of team members.

The method of free association. This method significantly increases the effectiveness of collective work. With the help of associations, original connections between the elements of the problem and the experience of the participants are established. Even one proposed word or concept can become the basis for creating new associative connections and finding non-standard solutions.

Tips for the manager: try to reformulate the task (problem) several times and look at it from different points of view, offer words or concepts that can cause associations and be the impetus for unexpected ideas, encourage participants to express themselves, stimulating the emergence of associations and ideas, as directly, and indirectly, record any ideas that arise from colleagues (students, parents), systematize and classify all ideas, and then choose the best.

The method of synectics Synectics is a complex method of stimulating creative activity, which combines the principles of brainstorming, the method of analogies and associations. In this method, it is important not to immediately reveal the essence of the problem, so that participants can abstract from stereotypes and think more creatively. The success of this method depends on the manager's ability to use tact, ingenuity and stimulate the creativity of colleagues⁹.

How to conduct: formulate the problem in a general, figurative form; start the discussion not with a specific problem, but with an analysis of the general characteristics of the situation; encourage the group to reformulate the problem several times. Use questions like «So what?» «How do you imagine it?» «What's new here?» «And if we do the opposite?»; encourage participants to look at the

9 Berezivsky P.S., Mikhalyuk N.I. Organization of forecasting and planning of the agro-industrial complex; Head helper. Lviv: «Magnoliya plus», 2004. 443 p.

problem from different points of view (external and internal, scientific and life), using personal experience and knowledge; during the discussion, use analogies, metaphors, inversion, game elements and reasoning out loud; do not immediately stop at one idea, even if it seems very original and successful; it is better to evaluate each idea step by step.

Reverse brainstorming method. This technique focuses not on creating new ideas, but on criticizing existing ones. It is based on the principles of cooperation in the process of finding solutions, trust in the creative abilities of each participant and the optimal combination of intuition and logic. Initially, it is advisable to divide the participants into two groups: one for generating ideas, the other for providing critical comments.

Rules for participants: participants must concisely and constructively criticize, discuss and evaluate each idea according to established criteria (for example, compliance with initial requirements, realistic implementation, application in other areas of the educational process); each participant can speak several times, but it is better to take turns, the duration of the speech is 15–20 minutes; all ideas should be systematized, classified according to general characteristics, their credibility assessed and possible obstacles to implementation determined; at the end, ideas that have passed criticism from all sides are selected.

Method of key questions. This method is useful for gathering additional information or organizing existing information. The questions asked serve as an incentive for developing a strategy and tactics for solving the task, they develop intuition, form thinking algorithms and encourage the search for correct answers.

To collect information, use questions: «Who?», «What?», «Why?», «Where?», «What?», «How?», «When?». This allows you to look at the problem in a new way and divide it into simple components.

The collective notebook method. This method combines several stages: independent presentation of ideas by each participant, collective evaluation and preparation of a decision. The method is implemented as follows: each participant receives a notebook in which he writes down the essence of the problem in general terms, as well as additional data; each participant keeps notes of ideas for a month, recording even those ideas that are not directly related to the main problem, but can be useful; after completion, the participants hand over the notebooks to the group leader, who organizes the materials. Then the group discusses the results and chooses the optimal solution.

An effective management solution contributes to the establishment of fruitful interaction among all participants of the educational process and improves the quality of work at all levels.

One of the most famous studies in this area was conducted by Meredith Belbin. He identified nine team roles that play an important role in the process of implementing managerial decisions. If each participant is given an appropriate role, the effectiveness of management decisions increases significantly.

The performer is disciplined, reliable, conservative, efficient. Able to turn ideas into practical actions.

The coordinator is a mature, confident, organizer. Clearly articulates goals, promotes solutions, and delegates authority.

The organizer is energetic, dynamic, influential. His determination and energy allow him to overcome difficulties, he does not accept defeat.

The generator is inventive, with a lot of imagination, capable of solving non-standard tasks.

The seeker is an extrovert, an enthusiast, a sociable person. Explores opportunities, creates contacts.

A mathematician is prudent, perceptive, has strategic thinking. Analyzes alternatives and carefully evaluates options.

Team player – soft, sensitive, diplomatic. Listens to others, resolves conflicts and maintains harmony in the team.

A finisher is diligent, attentive to details, monitors the completion of tasks and adherence to deadlines.

A specialist is self-sufficient, a professional in a narrow field of knowledge.

However, the distribution of functions among employees does not solve all the problems that managers face when implementing management decisions. This does not rule out the possibility of the «spotter effect», when some team members receive all the benefits of working in a team (new knowledge, skills), but their contribution to the overall result is insufficient and does not correspond to the average level of the team. It can also lead to the dominance of individual participants and the formation of «unanimous» thinking, which prevents an objective assessment of alternative options.

Stages of implementation of management decisions. The effective implementation of a management decision requires a detailed plan, which

includes a clear definition of the content of works, their sequence, required resources and time, requirements for the quality of execution, as well as results, both general and intermediate. Practice shows that the stage of implementation is often the weakest link in the process of making managerial decisions, as insufficient attention is paid to the organizational support of this process.

The implementation of the decision includes the organization of its implementation, analysis and control of the process, as well as providing feedback.

Implementation of the decision usually consists of several stages: distribution of responsibilities and powers among the participants implementing the decision. In addition, an important aspect is the mechanism of obtaining information about the progress of execution and, if necessary, adjusting this process.

The main stages of implementation of management decisions are: decision-making, development of an action plan, control over the implementation of the plan, as well as analysis and evaluation of results.

Decision-making is an optimal combination of experience, knowledge, creativity, as well as the use of methods of open discussion, exchange of information and search for compromises.

Development of an action plan – creation of a clear sequence of actions, determination of deadlines, resources that will be involved, and responsible persons.

Control of plan implementation – monitoring of the implementation of planned activities, application of automated control tools and adjustment of plans in accordance with detected deviations¹⁰.

Analysis and evaluation of results – determination of strengths and weaknesses in the decision-making process, recording of experience for solving similar situations in the future.

The function of motivation and stimulation in the process of implementing managerial decisions. When forming motivation, it is important to take into account that each participant in the implementation of management decisions has a certain type of motivation, one of which can be classified as:

10 Berezivsky P.S., Mikhalyuk N.I. Organization of forecasting and planning of the agro-industrial complex; Head helper. Lviv: «Magnoliya plus», 2004. 443 p.

- participants who are focused on the content and social significance of the work;
- participants who are mainly focused on remuneration and other material benefits;
- participants for whom the importance of different values is in balance.

The management of the organization uses both material and non-material incentives. The material ones include remuneration, participation in profits and capital, and the intangible ones are the organization of work in groups, social communications, management methods, regulation of working hours.

Stimulating employees is carried out using various methods. Research shows that income and financial incentives remain the main drivers of employee engagement.

Among the non-material methods of motivation, we can highlight respect, flexible work schedule, the opportunity to show initiative, team cooperation, as well as trust from management.

Therefore, staff stimulation is a set of measures that provide employees with proper working conditions and satisfaction of their interests. If the employee's behavior meets or exceeds the established standards, the manager should respond positively, reinforcing it with a reward. The most common reward tool is salary. Other possible forms of reward include: praise; promotion; special rewards (bonuses, benefits); provision of interesting work tasks; status symbols, etc¹¹.

The current stage of managerial decision-making is characterized by the deterioration of the financial and economic situation, which leads to a significant decline in production, deterioration of investment and innovation activities.

If motivational mechanisms do not work, the manager can apply disciplinary measures, which include: verbal warning, written warning, temporary suspension or dismissal.

So, taking into account that the internal environment of the enterprise must consist of a certain number of interconnected elements (components), the implementation of which requires a consistent process, this category can be considered based on the system and process approaches to the

11 Kigel V. R. Methods and models of decision support in a market economy: Monograph. Kyiv: TsUL, 2013. 202 p.

development of regulatory and legal support of the internal environment of the enterprise regarding the adoption of creative administrative decisions (see Figure 4).

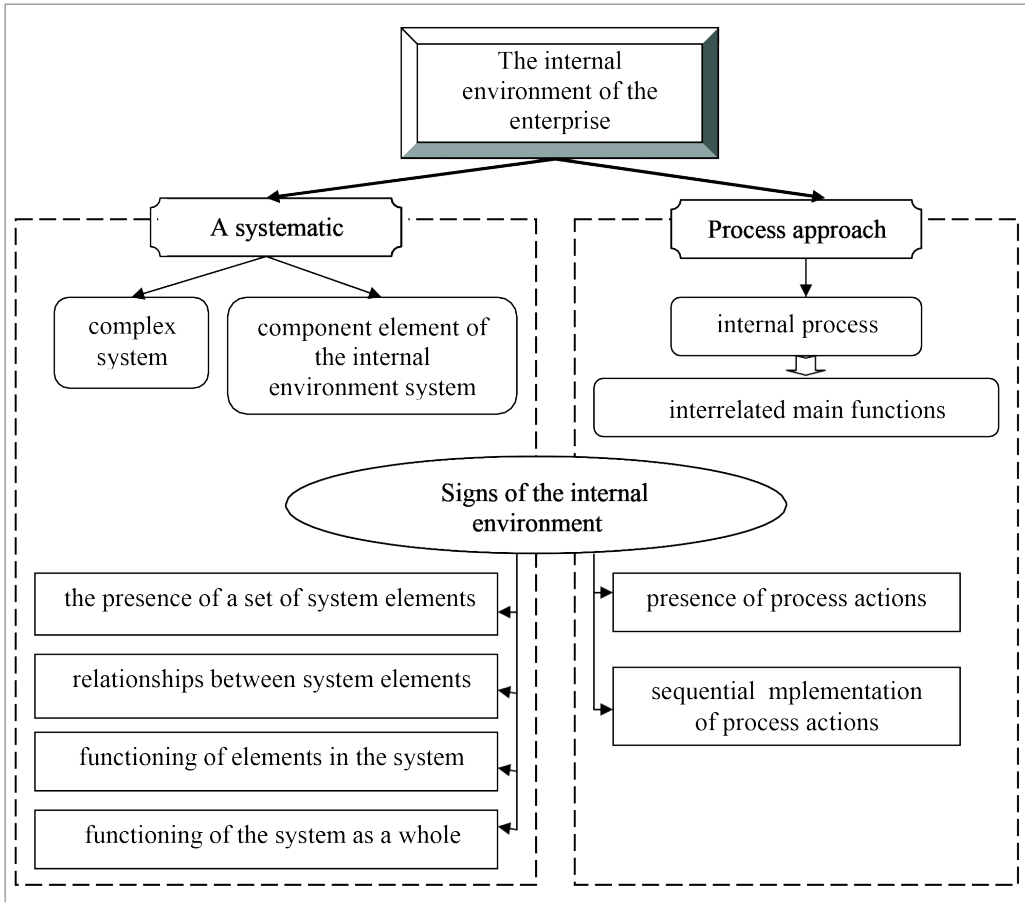


Figure. 4. Systemic approaches to determining the internal environment of the enterprise regarding management decision-making

The systematic approach to making creative management decisions is one of the main directions of the methodology of scientific knowledge, the purpose and task of which is to study certain objects as complex systems. Accordingly, a system is a collection of interconnected elements. In addition, each element of a complete system can be considered as a separate, relatively independent system.

Therefore, the internal environment of the enterprise for making creative management decisions is equated to a systemic approach, on the one hand, and is a constituent element of the system to which it is subordinated, and on the

other, a relatively independent complex system, which is a set of certain economic elements and relationships between them at the level of structural subdivisions using new methods and models of their solution.

In turn, structural elements under certain conditions can also be considered as separate independent systems. That is, the internal environment is considered as a certain integrity of making creative management decisions, consisting of interdependent parts, each of which characterizes the whole to a certain extent. In the case of a change or malfunction of one element, the operation of the entire system is disrupted.

Such principles include: the principle of consistency, which is manifested in the strict coordination of all elements and processes at all levels of management of the internal environment; the principle of adaptability, which involves the ability to quickly orientate and flexibly respond to changes in the external environment; the principle of purposefulness, which means the orientation of all elements and processes to the fulfillment of the general goals of the enterprise¹².

The specific principles of making creative management decisions in the internal environment of the enterprise are: the principle of mutual agreement of actions, which provides for mutually agreed activities between units aimed at achieving a common goal; the principle of efficiency, which consists in the use of the company's divisions with respect to the minimum amount of costs to achieve the maximum possible result; the principle of responsibility, which provides for the responsibility of each structural unit for the results of its activity.

Along with this, there are principles of building the internal environment of the enterprise for making creative management decisions, which are characteristic of both approaches, both systemic and process.

In order to ensure the effective organization of the adoption of creative management decisions of intra-production relations at the enterprise, it is necessary to create appropriate conditions. In particular, to provide units with relative operational and economic independence. It provides both property separation and economic independence, which is manifested in the independent regulation of certain aspects of activity (planning of the production program, drawing up cost estimates, independent selection of evaluation indicators of the unit's activity, etc.). This will enable the enterprise

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to better adapt to changes in the external environment and increase its competitiveness.

The next prerequisite for ensuring the effective functioning of the adoption of creative management decisions in the internal environment of the enterprise is scientifically based regulatory support, which provides for the development and implementation of progressive material and labor norms and standards.

When units are transferred to decentralized functioning, informational and documentary support for their activities becomes of great importance, which is due to the large flow of information entering the enterprise and the complexity of internal economic relations.

The prerequisites for the functioning of the internal environment should also include a system of material incentives for the company's divisions and individual employees for the work results of both their division and the company as a whole¹³.

Intense and global competition, rapid technological development, economic instability, scientific achievements of creative management decisions require enterprises to constantly respond to changes in the external and internal environment.

The number of internal and external factors affecting the adoption of creative management decisions on the formation and functioning of the internal environment of the enterprise is so large that it is quite difficult to take them all into account.

The main internal factors that need to be paid special attention to when making creative management decisions include: the production structure of the enterprise, forms of specialization of divisions, location and production technology, etc.

Units formed by subject or mixed specialization can have the greatest independence, because they carry out a complete cycle, which gives them the opportunity to independently implement services, receive income that is the result of making creative management decisions, etc.

One of the main factors that directly affects the adoption of creative management decisions of the enterprise is the type of production. Depending on the type of production, the technical level of the applied technological processes changes to a large extent.

13 Kigel V. R. Methods and models of decision support in a market economy: Monograph. Kyiv: TsUL, 2013. 202 p.

Characteristic of mass production, the constancy of the nomenclature and the large volume of production make it economically profitable to use automatic equipment or specially adjusted flow lines, use of special equipment, etc. In single production, all this is economically unprofitable.

An equally important factor in the adoption of creative management decisions in the enterprise environment is the size and number of divisions. The greater the number of large divisions in the enterprise, the more difficult it becomes to manage them and coordinate their work¹⁴.

The influence of the organizational structure of the enterprise on its internal activities regarding the adoption of creative management decisions is explained by the fact that for a small enterprise, centralized management of activities is more characteristic, while at a large enterprise, decentralized forms of regulation of the activities of divisions can be applied.

Forms of specialization (technological, subject or mixed) have a strong influence on the level of independence of the company's divisions.

Proper mastery of all management methods will improve labor productivity and production profitability.

Therefore, the adoption of creative management decisions of the enterprise should be considered, on the one hand, as a constituent element of the economic mechanism, which is a certain set of interconnected and interdependent economic elements that operate at the level of the structural units of the enterprise, and the relationships between them¹⁵.

On the other hand, the adoption of creative management decisions is an independently operating system, the effective functioning of which significantly affects the general results of the enterprise as a whole.

In its activities, the management of the organization uses both material and non-material incentives. If the subordinate's behavior meets or exceeds the established standards, the manager should respond positively and reinforce it through rewards. If motivational mechanisms do not help, the manager selects disciplinary measures.

The main stages of implementation of management decisions include decision-making, development of an action plan, monitoring of deviations from the plan, as well as analysis and evaluation of results. An important aspect is the clear definition of roles for team members. However, even with the distribution of

14 Vasylenko V. O. Theory and practice of developing management decisions: Textbook. Kyiv: TsUL, 2012. 420 p.

15 Mikhalyuk N.I., Balash L.Ya. and others. Planuvannya activities of enterprises: Heading guide. Lviv «New World – 2000»; 2015. 620 p.

functions among employees, not all problems facing the manager can be solved. Usually, employee motivation occurs through a variety of methods by which the organization's management maintains employee interest. Recent studies show that material incentives and income remain the main motivation factors. In the event that motivational mechanisms do not work, the manager can take disciplinary measures.⁵

Defining the roles of participants in the process of implementing management decisions is critically important.

Managers achieve high results if their team has: a capable “coordinator”, a strong “generator” of ideas, and at least one employee who supports and stimulates the generator of ideas. In addition, it is important to have a “mathematician” in the team, who in time discovers the shortcomings of the proposed ideas.

The implementation of a management decision includes the organization of implementation, analysis and control of its implementation, as well as feedback. Implementation usually consists of several stages, in particular, the distribution of powers and responsibilities among the participants responsible for implementation. The main stages are decision-making, development of an action plan, monitoring of deviations from the plan, as well as analysis and evaluation of results.

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ВПЛИВ ГЛОБАЛЬНИХ ЕКОНОМІЧНИХ ВИКЛИКІВ НА ТРАНСФОРМАЦІЮ ПІДПРИЄМНИЦЬКОЇ ДІЯЛЬНОСТІ В УКРАЇНІ

Глобальні економічні виклики останніх десятирічь набули безпрецедентних масштабів, змінюючи традиційні уявлення про функціонування економіки та підприємництва. Ці виклики охоплюють широкий