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IMPROVING THE MANAGEMENT DECISION-MAKING PROCESS AT INTERNATIONAL ENTERPRISES

УДОСКОНАЛЕННЯ ПРОЦЕСУ ПРИЙНЯТТЯ УПРАВЛІНСЬКИХ РІШЕНЬ НА МІЖНАРОДНИХ ПІДПРИЄМСТВАХ

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The article is devoted to topical issues of determining the technology of management decision-making at international enterprises. Since management decisions are made continuously, international enterprises need knowledge and practical use of technologies to increase their efficiency. Solving the raised issues requires the development of practical recommendations for making effective management decisions. Decision-making is an integral part of modern management. Essentially, rational or reasoned acceptance decisions are considered the main function of management. The decision-making process is a continuous and indispensable component of the management of any international enterprise or business. Managers must regularly make decisions about long-term and short-term plans. In the short term, managers have to solve everyday activities with the involvement of other employees. On the other hand, long-term decision-making involves policies and strategies that promote business development. The management matrix of the distribution of powers when making managerial decisions at international enterprises is considered, which will lead to an increase in the quality of organizational decision-making and a reduction in time loss. The stages of management decision-making at international enterprises are analyzed and systematized. The world experience of using this technology at international enterprises was studied. It has been proven that if international enterprises use an improved management decision-making process, they achieve the best results faster than others. In addition, the outcome of most decisions depends on both the quality of the decision-making process and the combination of realization and chance. Even with excellent implementation, an exemplary method can only sometimes guarantee a good result. However, it is logical to conclude that the chances of a positive outcome increase with an exemplary decision-making process and quality implementation.

Keywords: management, management decision, management decision making technology, international enterprise, international experience.

Стаття присвячена актуальним питанням визначення технології прийняття управлінських рішень на міжнародних підприємствах. Оскільки прийняття управлінських рішень є частиною будь-якої управлінської функції будь-якого підприємства, то розуміння природи прийняття управлінських рішень надзвичайно важливе для керівників, які намагаються досягти успіху в мистецтві управління та вивести підприємство, в якому він працює на інший рівень функціонування. Необхідність прийняття управлінського рішення пронизує все, що робить керівник, формулюючи цілі і домагаючись їх досягнення. Але є ряд підприємств на яких процес прийняття управлінських рішень є не ефективним, і може привести їх до банкрутства. Прийняття управлінських рішень відбувається безперервно, міжнародне підприємство має необхідність у знанні та практичному використанні технологій, що підвищать їх ефективність. Необхідність вирішення порушених питань потребує розроблення практичних рекомендацій, щодо прийняття ефективних управлінських рішень. Багатогранність та складність виробничих, соціальних й інших факторів зовнішнього і внутрішнього середовища підприємства вимагають адекватних дій з боку керівництва. У цих умовах управлінські рішення можуть бути зовсім різними за формою, спрямованістю, глибиною і часом розробки, прийняттям, реалізацією. Деякі рішення суб'єкт керування приймає швидко, на основі минулого досвіду, інші – після ретельної математичних розрахунків й обґрунтування. У таких умовах упорядкування і класифікація управлінських рішень стає необхідною. Розглянута матриця управління розподілу повноважень при ухваленні управлінських рішень на міжнародних підприємствах, яка призведе до підвищення якості прийняття управлінських рішень та скорочення втрат часу. Проаналізовано та

систематизовано етапи прийняття управлінських рішень на міжнародних підприємствах. Досліджено світовий досвід використання цієї технології на міжнародних підприємствах. Доведено, що якщо міжнародні підприємства використовують удосконалений процес прийняття управлінських рішень, то досягають найліпших результатів швидше за інші.

Ключові слова: менеджмент, управлінське рішення, технологія прийняття управлінського рішення, міжнародне підприємство, міжнародний досвід.

Formulation of the problem. Making managerial decisions is the most essential function of management, and their successful implementation ensures that the enterprise achieves its goals. Most international enterprises cannot qualitatively and rationally distribute authority when making management decisions. The success of a global enterprise, in whatever field it operates, largely depends on where most enterprises go through the first stages of their development, and it is essential what management decision-making technology they use.

After all, the management process consists of a set of decisions the manager must make. Therefore, the functioning and efficiency of the entire international enterprise depends on the chosen management decision-making technology. At the same time, one of the most relevant areas of economic development today is the creation of favorable conditions for an effective transition to market relations. The fate of individual international enterprises and the state depends on how economically competent, timely, and well-grounded this or that management decision is. This, in turn, is only possible with professional personnel and considering the main factors for making management decisions.

Improving the quality of management decisions is the most crucial reserve for improving the efficiency of the entire social production. This is achieved by improving the management decision-making process.

Analysis of recent research and publications. The works of such scientists as: V. D. Bakumenko, L. V. Lazorenko, V. E. Malinenko.

Formulation of the goals of the article (statement of the task). At the current stage of market development, the values of any international enterprise are the process and technology of management decision-making, error analysis, and the development of recommendations for making effective management decisions for the quality performance of management functions.

Presentation of the main research material. Today, international enterprises are increasingly faced with complex situations and problems, the solution of which requires a comprehensive

analysis, that is, the participation of competent managers and specialists in this field. Therefore, in international enterprises, active work to attract qualified managers is a necessary condition, as well as the implementation of high-quality planning of the activities of global enterprises and the prediction of possible problem situations in their functioning.

Management is carried out through decisions made by the head of the international enterprise. In its most general form, a decision is a voluntary action that involves prior awareness of the goal and means of action, an imaginary discussion of the grounds that speak for or against its implementation [1, p. 45].

Management decision is a tool of influence on the object of management and its separate subsystems. It is an essential link in the organization's formation and implementation of management relations; it forms the basis of implementing each management function [1, p. 57].

The general level of management and the results of international enterprises' production and financial activities largely depend on the quality of the decisions made.

The quality of management decisions depends on many factors. Among them, a clear and well-founded goal, qualification of personnel, information support, methodology and organization of development and implementation of solutions, economic opportunities, and management methods are of primary importance. Making management decisions at international enterprises to solve many problems took a lot of work and did not bring the desired result.

Therefore, a new, more complex, but more effective technology for making management decisions at international enterprises was proposed, which includes such a sequence of actions as [1–5]:

- setting the problem;
- collection of information;
- assessment and qualification of materials;
- identification of alternatives and spheres of impact of decisions;
- ensuring independence;
- decision-making and its coordination;

- Feedback.

Let's consider each of the stages in more detail.

Statement of the problem: a study of the problem and its clarification. It is necessary to find out what this problem is, determine the causes of its occurrence, the need to change the "existing position," its goals and possible consequences, establish positive and negative consequences, measures of risk when making a decision, and determine its urgency and importance [3].

Diagnosis of the problem should include the following sub-steps:

- identification and description of a problem situation (means awareness of the contradiction between changes in the organization's functioning environment and its ability to ensure the achievement of its goals under such conditions);

- setting the goal of solving a problem situation (determining the desired result of solving a problem situation);

Such a sequence of studying and clarifying the problem aims to determine whether there are any hidden facts that change its very essence [3].

Collection information: Preparing a particular decision requires ensuring its comprehensive information and validity. The work involves familiarization and clarification by the manager of the nature and consequences of the previously implemented decision, which is a precursor to this decision, obtaining additional information from persons and units competent in this problem.

The quality of information materials, in turn, is assessed using such criteria as:

a) Objectivity is an integral criterion that combines the following partial criteria:

- completeness of information (availability of information, including conflicting information, which is necessary and sufficient for making a management decision);

- accuracy of information (the degree of correspondence of the original information);

- non-contradiction of information (individual parts of the same information must not contradict each other);

- persuasiveness of information (evidence, reliability of information).

b) Conciseness – brevity and clarity of presentation of information (achieved due to high compression of details without losing its necessary completeness).

c) Relevance – the correspondence of information to objective information needs.

d) Timeliness – the ability to satisfy the informational need within an acceptable period.

e) Communicability – information property to be understandable for the addressee [2].

Assessment and classification of materials:

The manager usually needs help collecting information necessary for decision-making, such as excess or deficiency. In this regard, the manager must develop a straightforward approach to the overall assessment of the material, determine the required number of factors and their content, the terms of their collection and processing, the effectiveness of the expected results about the time spent on collecting information; to establish methods and techniques of material classification.

Ensuring specificity and efficiency: if the solution is formed and produced by a group of specialists, then it is necessary to organize the work so that each of the specialists preserves the individual positive limits of their activity, directing them to the solution of this problem [5].

Determination of alternative solutions. When determining alternative options for solving a problem, a manager seeking to increase the probability of obtaining a higher return may want as many alternative solutions as possible. The best result when making a decision is achieved with a more significant number of skillfully developed, bold, creative options – opportunities presented to him by this situation.

If the decision involves more than one but several goals, then the option selection is complicated due to the need to use different criteria. However, there may only be a solution that will satisfy some of the goals simultaneously. Then, those that meet the most important criteria are selected first. Only after that is a decision made.

When developing alternatives, the following requirements should be observed:

- alternatives must be mutually exclusive;

- alternatives should assume maximum differences according to the selected criteria;

- the other options must be equally likely [1].

Determining the sphere of influence of decisions: After completing the stages of studying and clarifying the problem, searching, evaluating solutions, and choosing the best alternative, it is determined which structural units will be affected by the proposal and, therefore, the reaction of the latter to this proposal is studied.

Ensuring independence in decision-making: The need to ensure independence in decision-making is determined by the fact that decision-making within the framework of existing powers is not only the right but also the duty of every manager. No one should postpone decision-making to avoid responsibility.

Making a managerial decision: when making a preliminary decision, the manager can use accumulated experience, intuition, and creative imagination. He can also use traditional methods, but it is better to use modern computer technology for this, having worked out quite quickly a few dozen options, increasing the probability and allowing reliability in choosing the best, optimal one.

The final solution to the problem: The final solution comes after "playing" various options, grouping them according to importance, and rejecting deliberately unsuitable and unrealistic ones. One should be aware of the desire to speed up the decision-making process, which sometimes causes inaccuracies and distortions in the decisions made.

Feedback: every manager has to control the progress of many management decisions at different levels of management.

Therefore, the choice of forms of control is essential. Managers of international enterprises need to be able to choose several main generalizing criteria, with the help of which they, without spending a lot of time and effort, will be able to assess with a sufficient degree of accuracy the degree of implementation of a management decision. If the manager tries to control the progress of work, delving into all the details and little things, he will be overwhelmed with information, among which it isn't easy to find the main one [2, p. 57–89].

Since all power and responsibility for controlling relations are vested in one person (the manager), and he is physically unable to exercise it in full, the manager is forced to delegate part of his powers to subordinates. In the management hierarchy created in this way, each employee has his own manager, and all, except for rank-and-file executives, have subordinates.

This follows from the specificity of any manager's dual formal position, which leaves a significant imprint on his behavior.

Well-organized control is feedback, without which the management process is unthinkable. That is why special organizational and analytical units are now being created in management apparatuses, one of whose functions is to monitor the implementation of decisions, orders, resolutions, and orders.

Implementing a management decision at international enterprises may involve sudden changes in the situation caused by external reasons, difficulties, mistakes, and miscalculations both in the decision itself and in the organization of its implementation.

In these cases, there is a need to either change the adopted management decision (in terms of terms, executors, and content of some tasks) or adopt a new management decision.

Therefore, the procedure for making the necessary changes should be provided when creating and implementing management decisions. This especially applies to decisions made in uncertain conditions, which are characteristic of the activities of bodies and units dealing with emergencies. The need to adjust the course of the decision is only sometimes related to the deterioration of the situation.

Analyzing the state of control of the management decision-making process at international enterprises, the following division of powers is proposed when planning decision-making technology (Table 1).

The stages of the management decision-making process strongly depend on the personal factor since, in essence, only one person makes decisions at international enterprises, the CEO [4].

The management matrix can be used to illustrate the level of authority distribution when making management decisions at international enterprises (Table 2):

- 1 – actual responsibility is indicated;
- 2 – general management;
- 3 – the need to consult;

Table 1

Distribution of powers at international enterprises

Stages of management decision	Subjects of management decision
Preparation of management decision	CEO
Ensuring procedures for making and adopting management decisions	CEO
Implementation of management decision	All departments and divisions
Management decision planning	CEO
Control over the execution of decisions	CEO

Table 2

The management matrix of the distribution of powers when making managerial decisions at international enterprises

Activities	CEO	Financial department	Analytical group	Accounting	Human Resources Department	Other departments
Activity planning	1	2	1	3	4	2
Conducting activity analysis	1	2	1	3	4	2
Financial planning	2	1	2	4	3	2
Marketing planning	2	2	2	2	5	2
Supply of goods to the company	1	2	2	5	5	2
HR	2	2	1	5	1	2

4 – "opportunity" to consult;

5 – it is necessary to report.

Thus, this kind of distribution will significantly increase the quality of management decision-making at international enterprises and reduce time loss [3].

Presentation of the primary research material. Today, every management decision is associated with compromises, negative consequences, and side effects, the value of which the manager must correlate with the expected benefit. All management decisions, both programmed and non-programmed, made by the manager should be based on thoughts, intuition, and experience, and a rational approach should be applied to decision-making.

To successfully solve further problems that may occur at international enterprises, the following should be taken into account:

– first, to notice and analyze the problem promptly in order to find out what led to its occurrence and to strive for its solution;

– secondly, not to waste time on unnecessary management decisions that do not affect the efficiency of the enterprise;

– thirdly, to constantly evaluate the effectiveness of the process of adoption and subsequently of the implementation of the management decision;

– fourth, not to make several decisions on the same issue;

– fifth, involve the employees related to them in making managerial decisions.

A timely, scientifically based management decision stimulates the development of international enterprises. A weak decision, taken prematurely or late, reduces the effectiveness of the work of the team and individual performers.

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