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EFFECTIVE MANAGEMENT DECISIONS: METHODS AND TECHNIQUES

ЕФЕКТИВНІ УПРАВЛІНСЬКІ РІШЕННЯ: МЕТОДИ ТА ПРИЙОМИ

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The article is devoted to the study of methods and techniques for making and managing effective managerial decisions. It is established that managerial decisions are multi-faceted and varied. Managerial decisions are classified depending on whether they require the development and/or modification of the methods and techniques for their implementation, based on the results of research by scholars. The conclusion is made about the necessity of conducting an in-depth analysis of management methods and techniques for companies to make effective decisions, considering diverse influencing factors on their activities under precedent conditions and circumstances, in the context of adapting to these and subsequently developing theoretical-methodological tools. Attention is focused on the fact that modern business faces constant challenges related to Russia's full-scale war against Ukraine, deepening imbalances, and the continuation of negative trends as a result. It is concluded that, under such conditions, decision-making requires extensive application of modern methods and approaches at all levels of management, with appropriate modification and optimization of the decision-making process itself. The activities of LLC "Nova Poshta" are analyzed as a prominent representative of a business that successfully uses innovative approaches to management but must continuously improve and adapt methods and techniques to new challenges for successful market operation. It is determined that LLC "Nova Poshta" serves as an example of a successful combination of innovation and traditional approaches, which contributes and can have a significant impact on ensuring not only the company's viability during Russia's full-scale war against Ukraine but also dynamic changes in the post-war market. The conclusion is drawn that effective managerial decision-making is the foundation of successful enterprise functioning.

Keywords: managerial decisions, effectiveness, methods, techniques, strategies, management, innovative methods.

Стаття присвячена дослідженню методів та прийомів прийняття та управління ефективними управлінськими рішеннями. Визначено, що управлінські рішення є різноаспектними та різноваріантними, акцентовано увагу на їх видозміні та трансформації у процесі еволюції й можливості їх практичного використання. Здійснено поділ управлінських рішень залежно від того, чи потребують вони розроблення та / або модифікації методів та прийомів їх прийняття на групи з урахуванням результатів досліджень науковців. Зроблено висновок про доцільність проведення поглибленого аналізування методів та прийомів управління компаніями задля прийняття ефективних рішень з урахуванням різноспрямованих чинників впливу на їх діяльність за прецедентних умов та обставин у контексті адаптації до них з подальшим виробленням теоретико-методичного інструментарію. Акцентовано увагу на тому, що сучасний бізнес стикається з постійними викликами, пов'язаними з повномасштабною війною Росії проти України та поглибленням диспропорцій й продовженням нарощування негативних тенденцій унаслідок цього. Зроблено висновок, що у таких умовах прийняття управлінських рішень потребує широкого застосування на усіх рівнях управління сучасних методів та підходів з відповідною їх модифікацією та оптимізацією самого процесу прийняття рішень. Проаналізовано діяльність ТОВ «Нова

Пошта», як яскравого представника бізнесу, який успішно використовує інноваційні підходи до управління рішеннями проте задля успішного функціонування на ринку має здійснювати постійне вдосконалення та адаптацію методів та прийомів до нових викликів. Визначено, що ТОВ «Нова Пошта» є прикладом успішного поєднання інновацій та традиційних підходів, що сприяє й може справити суттєвий вплив на забезпечення не лише життєдіяльності компанії в умовах повномасштабної війни росії проти України, але й динамічних змін на ринку у післявоєнний період. Зроблено висновок, що прийняття ефективних управлінських рішень є базисом успішного функціонування підприємств. Передумовою ефективних управлінських рішень є стратегічне мислення, аналізування ризиків, урахування ринкових тенденцій та залучення команди для досягнення спільних цілей.

Ключові слова: управлінські рішення, ефективність, методи, прийоми, стратегії, управління, інноваційні методи.

Problem statement. The unprecedented and shocking aggression by Russia and the subsequent full-scale war against Ukraine have had a significant negative impact on all spheres of life in our country, on economic entities, and on the global community as a whole. As a result of Russian aggression, a large number of civilian, military, social, industrial, residential, and other infrastructure objects have been destroyed or damaged. The aggressor country has claimed many lives, many people have lost their homes, and migration processes have intensified both within the country and beyond its borders.

Russia's war against Ukraine has left a devastating mark on Ukraine's history. According to UNESCO, nearly \$9 billion USD will be needed to restore Ukraine's cultural sites and tourism industry after Russia's full-scale invasion, and this amount continues to rise. This is a task for the next decade, and solving it will require significant efforts and resources [1].

Considering the shocking impact of Russian aggression on all spheres of society, it has created preconditions for changes in managerial decisions at all levels of governance. This is related to institutional and legal changes (arising as a consequence of such shifts), as well as changes at the level of economic entities, which were forced to seek ways to preserve their assets under these conditions and continue their financial and economic activities to support the state in its fight against the aggressor. Additionally, they faced the transformation of a number of informal institutions, which increased both economic and social responsibility to society. In conditions of disrupted logistics, business relocation to safer regions, away from active combat zones, and in many cases, the destruction of businesses by the aggressor country, companies have had to make unprecedented managerial decisions. These decisions involved modifying various methods, techniques, and approaches to restore or continue financial and economic activity,

particularly through business diversification, to contribute to victory over the aggressor.

Analysis of recent research and publications. In modern scientific literature, methods and techniques for making effective managerial decisions, in the context of managing them, have been examined from various perspectives. The analysis of scholarly works shows the multifaceted and varied nature of managerial decisions, which have been modified and transformed over the course of evolution, requiring appropriate responses for their practical application, particularly in terms of decision-making and management at all levels. In this context, managerial decisions that require the development and/or modification of the methods and techniques for making them can be categorized into the following groups:

1. Those that take into account modern challenges are unprecedented in essence:

management decisions in the context of modern challenges, considering their innovative component and level of importance for dynamically developing companies (B. B. Batiuk [2]);

highlighting the key aspects of management decisions for achieving success (Yu. M. Sahachko, T. S. Onokiienko, [3, p. 53]).

2. Those made under conditions of insufficient information and are critically important for enterprises in modern realities:

study the methods of making management decisions under conditions of insufficient information, which are critically important for enterprises in modern realities (M. O. Levina-Kostiuk, O. I. Melnychuk, and N. O. Telichko [4]);

justify the features of using collective methods for making management decisions as an effective tool for improving management efficiency (N. V. Bondarchuk [5, p. 251]).

3. Those that take into account various levels of influencing factors on the activities of economic entities when using methods of making management decisions at the macro and meso levels:

conduct research on logical-formal and criterion methods of making management decisions in public administration (I. L. Hasiuk and O. M. Ivaniy [6, p. 112]).

Highlighting unresolved parts of the overall problem. Despite the significant number of scientific publications on the subject of the research, it should be noted that these studies cannot be considered comprehensive, as they do not fully take into account all aspects of business operations in conditions of risk and uncertainty. This provides grounds for concluding the necessity of conducting an in-depth analysis of the methods and techniques for managing companies in order to make effective decisions, considering the influence of various factors on their activities under unprecedented conditions and circumstances, in the context of adapting to them with the subsequent development of theoretical and methodological tools.

Formulating the goals of the article (setting the task). The aim of the article is to investigate the theoretical and methodological tools for making effective management decisions and to develop measures for their modification in light of changes and circumstances in modern conditions.

Presentation of the main material of the research. Modern business faces constant challenges associated with the full-scale war of Russia against Ukraine and the deepening of disproportions, along with the continuation of negative trends resulting from this. In such conditions, making management decisions becomes a complex process that requires the broad application of modern methods and approaches at all levels of management, along with the necessary modification and optimization of the decision-making process in light of the conditions and circumstances.

The effectiveness of management decisions is one of the key issues in modern management, as it directly impacts the overall performance of companies in a competitive environment. Successful management decision-making requires the use of appropriate methods and techniques that enable enterprises to quickly adapt to changes in both the external and internal environments, taking into account the study of the practice of adapting and modifying methods and techniques for making management decisions.

In conditions of uncertainty and risks associated with military actions, managers must act quickly and confidently, relying on incomplete information and employing collective decision-making methods. This increases the

responsibility of managers and makes the decision-making process more complex, yet at the same time more flexible and adaptive. Successful enterprises can effectively respond to challenges by using innovative approaches. At the same time, to ensure sustainable development, it is necessary to systematically study and improve these methods, taking into account dynamic changes in the market.

LLC 'Nova Poshta' is a prime example of a business that successfully employs innovative approaches to decision management. However, there is a need for systematic research into these methods and techniques for their improvement and adaptation to new market challenges.

In the modern world, making management decisions is a critically important aspect of the successful operation of any organization. This process requires managers not only to have analytical skills but also strategic thinking, confidence in management, and the ability to forecast and solve complex problems. Company leaders understand that, in conditions of rapid change, success is not ensured solely by the availability of resources or innovative ideas; the main factor is the effectiveness of decision-making [2]. This process includes analysis, risk assessment, as well as consideration of market trends and the competitive environment. Effective managers recognize that decision-making is a synthesis of experience, analytical data, strategic thinking, and intuition. They also understand the importance of communication and team involvement in achieving common goals [5, p. 252].

A management decision is a social act that captures the influence of management structures on management objects, necessary for fulfilling the requirements of management processes. It is a formalized volitional act of the individual making the decision, as well as a process consisting of individual acts and procedures [6, p. 113].

Decision-making is defined as a creative, conscious choice among available alternatives made by an individual within their authority, aimed at narrowing the gap between the current state of the enterprise and the desired future in the process of achieving goals. Choosing the optimal solution to a problem creates the best development scenario for the managed system [4].

A management decision is a complex phenomenon that requires consideration of various aspects at all levels: psychological, informational, legal, organizational, etc. Essentially, a management decision is integrated – it is the pinnacle of the 'management pyramid' – the central element

of management activity. The final result of the management process is represented by three elements (development, adoption, and implementation of management decisions), and the complete management cycle includes a range of functions (the main ones being: accounting, analysis, planning, directing, and organizing). This confirms that management decision-making is a purposeful activity that encompasses the preparation and execution of decisions, and their quality serves as an important criterion for the effectiveness of this activity [3, p. 54].

The essence of the management decision-making process lies in analyzing problems, evaluating alternatives, and choosing a rational option for achieving the organization's goals. Such a characterization of management decisions is fundamentally the basis for effective management of a company, as it determines the direction of movement, reflects its stability, adaptability, and flexibility in a changing external environment, facilitates the optimization of resource use, reduces risks, and overall characterizes the effectiveness of its activities in accordance with strategic goals in the context of the potential implementation of the company's corporate strategy.

In today's dynamic and competitive business environment, the ability to effectively respond to complex situations and stimulate innovation is one of the decisive factors for a company's success and a fundamental element in ensuring its proper functioning and competitiveness. This is based on a comprehensive study of causal relationships and a complex evaluation of input and output parameters, taking into account their changes and development. Overall, the ability to make reasoned and timely decisions distinguishes successful companies from those that gradually lose their competitiveness under the influence of turbulent environmental factors [3, p. 56].

Management decisions determine further steps, development strategies, and the effective use of resources. As noted by N. V. Bondarchuk, the primary goal of a management decision is to ensure a coordinating (regulating) influence on the management system, which implements the resolution of management tasks by personnel to achieve the organization's goals [5, p. 253].

Methods of managing the decision-making process include ways of reproducing the objective laws characteristic of a specific process, including economic laws, laws of logic, as well as the organization of interactions between people and means of labor, taking into account

the socio-psychological aspects of relationships within the organization [4].

An effective management decision can only be made if external and internal environmental factors and available information are comprehensively considered. The functioning of the internal environment of a company, which represents a strategic resource for its development, is supported by its own information base. In contrast, the external environment at both micro and macro levels requires the collection and processing of a significant amount of information, which is not always accessible, reliable, accurate, or timely. Therefore, classifying methods for making management decisions based on different levels of awareness among economic entities is extremely important for further research [6, p. 114].

Methods for making management decisions are classified into groups based on the available information: under conditions of sufficient information, likely sufficient information, and insufficient information, respectively. In this context, under conditions of sufficient information, analytical methods and mathematical programming methods are optimal for practical use, serving as the primary tools for making management decisions [4; 7].

The functioning of any business is based on a large number of similar objective dependencies that form a complex of analytical relationships—the foundation of analytical methods. In the area of planning, when complete or likely complete information is available, the method of mathematical programming plays an important role, with the criterion of optimality being a realistically achievable goal. Additionally, when likely sufficient information is available, a number of statistical methods are used: goal tree method, scenario method, etc.

The key aspects of making management decisions are presented in Table 1.

Considering that successful management decision-making is an important factor in the stable functioning of any organization. As a process, it is complex and multifaceted, requiring attention to detail, analytical thinking skills, and a strategic approach. Taking these aspects into account, managers can ensure the success of their organizations and achieve set goals. In modern conditions, it transitions from a predominantly theoretical realm to a purely practical one, evidenced by the increased development levels of individual successful companies, such as LLC 'Nova Poshta,' which is a leader in the express delivery market in

Table 1

Key Aspects of Making Management Decisions for Achieving Success

Aspect	Characteristics
Situation Analysis	Thorough investigation of the current situation, information gathering, and evaluation of alternatives for informed decision-making.
Risk Assessment	Identification of potential risks that may affect the decision and the development of management strategies to mitigate negative consequences.
Consideration of Strategy	Alignment of the adopted decision with the strategic goals and values of the organization, ensuring stability and competitiveness.

Source: Summarized and grouped based on [6, p. 117]

Ukraine due to its customer-oriented strategy and adaptability to changes in the market environment [8]. Founded in 2001, the company has managed to create a wide network of branches covering all regions of the country and has become a symbol of reliable and fast parcel and cargo delivery. The success of 'Nova Poshta' is based on a stable financial foundation and an effective business model, illustrating the importance of theoretical knowledge in practical management [8].

LLC 'Nova Poshta' is one of the leading players in the postal and courier services market in Ukraine, with an effective organizational structure (see Figure 1) that contributes to achieving high productivity and decision-making efficiency [8].

The administration of LLC 'Nova Poshta' is responsible for strategic planning and determining

the overall directions for the company's development, which is one of the key aspects of ensuring its financial stability in the long term and improving technical and economic indicators (see Table 2). Operational management focuses on managing daily operations and implementing strategic decisions, allowing for quick responses to changes in the business environment.

Regional units, in turn, ensure the effective functioning of the company, contributing to its wide coverage and high service availability for customers. This overall enables LLC 'Nova Poshta' to effectively manage processes, implement innovative solutions, and quickly adapt to market needs.

LLC 'Nova Poshta' has demonstrated significant growth, reflected in several key aspects of its activities (see Table 2). The increase in transportation volumes indicates

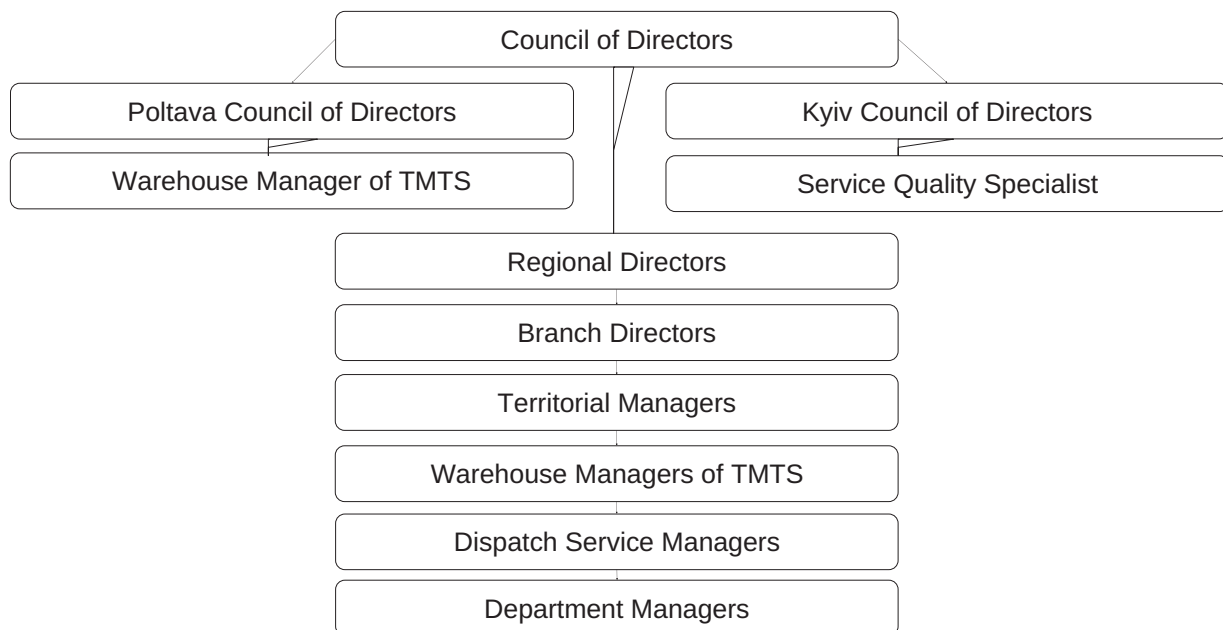


Figure 1. Organizational Structure of LLC 'Nova Poshta'

Source: Summarized and grouped based on [8]

Table 2

Key Technical and Economic Indicators of LLC 'Nova Poshta' Activities

Indicators	2021	2022	2023	Deviation			
				Absolute, +, -		Relative, %	
				2022/ 2021	2023/ 2022	2022/ 2021	2023/ 2022
Transportation volume, number of shipments, million	417,0	529,4	681,2	112,4	151,8	26,95	28,67
Revenue from service sales, thousand UAH	20843502	23687034	36468879	2843532	12781845	13,64	53,96
Gross profit, thousand UAH	4402498	4410502	7843842	8004	3433340	0,18	77,84
Net profit, thousand UAH	2600320	2135960	3967156	-464360	1831196	-17,86	85,73
Number of branches	1500	1700	2000	200	300	13,33	17,65
Number of staff employees	29790	27819	26327	-1971	-1492	-6,62	-5,36

Source: Summarized and grouped based on [8]

a rise in demand for the company's services, which is closely linked to the development of e-commerce, particularly the growth of online retail and the increase in consumer purchasing power.

Additional indicators of the effectiveness of LLC 'Nova Poshta' include the growth of gross profit and net profit, which confirms its ability to adapt to market conditions. The expansion of the branch network contributes to increased service accessibility for consumers, while the automation of processes enhances labor productivity and the efficiency of resource utilization.

The significant increase in investments in the company's fixed assets during this period indicates the strategic development and enhancement of the potential of LLC 'Nova Poshta.' Such investment activity allows the company to strengthen its competitive position in the market and ensure sustainable growth in the long term. An objective basis for this can be seen in the fact that the methods and approaches to managing effective management decisions at LLC 'Nova Poshta' exemplify a successful combination of innovative and traditional approaches, which can have a substantial impact not only on ensuring the company's viability during the full-scale war between Russia and Ukraine but also on navigating dynamic market changes in the post-war period.

In the current conditions of war, it is important to implement effective management decisions for the restoration and preservation of Ukraine's cultural heritage in order to maintain national

identity through cultural objects. According to [1], the scale of destruction of cultural heritage sites is staggering: over a thousand monuments, including those of national and local significance, have been destroyed or damaged as a result of Russian aggression [1]. In this context, methods and approaches for making effective management decisions and strategic business approaches play a crucial role. Managers must assess the extent of damage to national heritage sites, prioritizing their restoration while considering various assessments, including those from UNESCO, and involving international aid and investments [1]. Management decisions in this context should account for the effective use of financial resources and ensure maximum positive impact on the country's economic development. The use of intersectoral partnership methods appears appropriate, as it allows for the distribution of responsibility and the unification of efforts for the restoration of monuments. The application of modern technologies in restoration work, such as 3D scanning and printing, will enable not only precise reproduction of damaged objects but also cost optimization [1]. Management decisions based on these approaches will contribute not only to the restoration of cultural heritage but also to ensuring the resilience of Ukrainian identity in the future.

Conclusions. Considering the above, it is important to note that the adoption of effective management decisions is the foundation of successful business operations, especially in the

context of the war in Ukraine. The prerequisites for effective management decisions include strategic thinking, risk analysis, consideration of market trends, and team engagement to achieve common goals.

Given that uncertainty emphasizes the importance of adaptability and quick response to changes, a key factor for companies to operate effectively is the ability to make comprehensive management decisions. These decisions should be based on a combination of experience, analytics, intuition, and innovative methods.

Businesses are compelled to adapt their strategies to new conditions, including the

disruption of logistics chains, business relocation, and the implementation of new approaches to resource management and operational activities. These changes require the active adoption of innovative methods and decision-making techniques, particularly the modification of traditional management tools.

The prospects for further research lie in improving decision-making mechanisms through the integration of cutting-edge information systems and technologies, as well as implementing flexible management models to enhance business resilience to external conditions and circumstances, enabling proactive responses to changes.

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