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INNOVATIVE APPROACHES TO EVALUATING MANAGEMENT ACTIONS IN THE MODERN ENVIRONMENT

ІННОВАЦІЙНІ ПІДХОДИ ДО ОЦІНЮВАННЯ УПРАВЛІНСЬКИХ ДІЙ У СУЧАСНОМУ СЕРЕДОВИЩІ

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The article explores modern methods for evaluating managerial decisions in digital transformation. It introduces a hybrid model combining qualitative and quantitative criteria, enabling assessment beyond static indicators. By merging expert judgment with performance metrics, the framework reveals misalignments, inefficiencies, and areas for improvement. Neural networks are highlighted as tools for proactive scenario modeling, risk forecasting, and strategic optimization. The study notes challenges in adapting legacy methods to big data, cloud computing, and AI automation, while stressing their transformative potential. Recommendations include digital platforms, real-time algorithms, and agile data models. The model's broad applicability across industries enhances coherence, accountability, and sustainable outcomes.

Keywords: Managerial decisions, digital transformation, management effectiveness, results modeling, artificial intelligence, neural networks, forecasting, decision evaluation.

У статті представлено дослідження новітніх методів оцінювання управлінських рішень, адаптованих до реалій цифрової трансформації та динаміки бізнес-середовища. Автор пропонує оригінальну модель, що поєднує якісні та кількісні критерії. Такий гібридний підхід забезпечує багатовимірну оцінку ефективності управлінських дій, виходячи за межі традиційних методик, які часто спираються на статичні показники чи ретроспективний аналіз. Поєднання експертної оцінки з об'єктивними метриками продуктивності створює гнучку рамку для розуміння впливу рішень на різних рівнях організації. Це дозволяє виявляти стратегічні невідповідності, операційні неефективності та зони вдосконалення, сприяючи розвитку адаптивних і стійких практик, здатних реагувати на швидкі зміни ринку, технологій та очікувань стейкхолдерів. Ключовим аспектом є застосування сучасних цифрових технологій – зокрема нейронних мереж – для прогнозування наслідків управлінських рішень. На відміну від традиційних методів, що оцінюють рішення після реалізації, цей підхід дозволяє моделювати потенційні результати до впровадження. У дослідженні також розглянуто виклики цифрової трансформації: труднощі адаптації застарілих методик до нових парадигм – аналітики великих даних, хмарних обчислень та автоматизації на основі ШІ. Водночас підкреслюється потенціал цих технологій для підвищення точності й прозорості оцінювання. Автор пропонує практичні рекомендації: впровадження цифрових платформ для інтеграції даних, використання алгоритмів реального часу та гнучких моделей обробки, здатних враховувати невизначеність. Розроблена концептуальна модель має універсальний характер і може застосовуватися в різних секторах – від промисловості та фінансів до освіти, медицини й державного управління. Її універсальність дозволяє організаціям узгоджувати процес оцінювання з власними стратегічними цілями та нормативним середовищем. Це сприяє стратегічній цілісності, відповідальності та сталим результатам – особливо важливим у непередбачуваному й конкурентному та сучасному бізнес-середовищі.

Ключові слова: управлінські рішення, цифрова трансформація, ефективність управління, моделювання результатів, штучний інтелект, нейронні мережі, прогнозування, оцінювання рішень.

Statement of the problem. In the context of global digital transformation – marked by the exponential acceleration of technological change and the radical complication of business processes – the ability of organizations to make effective managerial decisions has

become a critical determinant of their viability, resilience, and strategic development. As traditional management paradigms, based on static analytical models and linear forecasting algorithms, increasingly fail to reflect the realities of a highly dynamic environment, there arises an urgent need to reconsider the very foundations of managerial decision evaluation.

Modern organizational systems operate within an environment characterized by a high degree of uncertainty, fragmented market signals, rapid technological innovation, and evolving consumer expectations. Under such conditions, even minor errors in managerial decision-making can trigger systemic disruptions, loss of competitive advantage, financial instability, or complete organizational degradation.

Consequently, there is a pressing need to develop innovative methodological approaches to evaluating the effectiveness of managerial decisions – approaches that meet the demands of flexibility, adaptability, and multidimensionality. These approaches must integrate both quantitative indicators – such as profitability, return on investment, and productivity – and qualitative dimensions that reflect the social aspects of management, including customer satisfaction, employee motivation, and the degree of corporate social responsibility. Only through the synthesis of these components can a holistic picture of managerial performance be constructed in response to the challenges of the contemporary landscape.

The evaluation of managerial decision effectiveness remains a focal point of inquiry within the evolving landscape of management science. Over the past decades, this domain has been shaped by the seminal contributions of renowned scholars such as Igor Ansoff, Peter Drucker, and Michael Porter. Their pioneering frameworks laid the intellectual groundwork for understanding strategic decision-making under conditions of uncertainty, complexity, and competitive pressure. These foundational theories continue to influence contemporary approaches to organizational analysis, particularly in the context of dynamic market environments and transformational leadership.

Analysis of recent research and publications. Current methodologies for assessing the effectiveness of managerial actions are largely rooted in classical analytical paradigms. These approaches, while methodologically rigorous, often fail to accommodate the complexities introduced by digital transformation, the intensification of market turbulence, and the proliferation of intelligent technologies. As a result, they offer limited explanatory power in environments characterized by rapid change, nonlinearity, and high uncertainty.

The majority of established models tend to privilege either financial and economic metrics – such as profitability, return on investment, and payback period – or rely on qualitative assessments derived from expert opinions, stakeholder surveys, or interpretive evaluations. While both dimensions offer valuable insights, their isolated application does not capture the full spectrum of managerial effectiveness. Integrative models that synthesize quantitative and qualitative indicators into a cohesive evaluative structure remain underdeveloped and lack sufficient theoretical and empirical substantiation.

Moreover, the potential of advanced algorithmic tools – particularly artificial neural networks and machine learning techniques – to enhance decision evaluation is still underexplored. These technologies possess the capacity to process vast and heterogeneous datasets, identify latent patterns, and simulate complex decision scenarios with high predictive accuracy. Yet, their incorporation into managerial evaluation practices has been sporadic, and the theoretical frameworks necessary to guide their application are still emerging. Systematic investigation into their role could significantly advance the precision, responsiveness, and contextual relevance of decision-making processes.

In addition, the contemporary market landscape – marked by instability, unpredictability, and fragmented competitive dynamics – demands the development of flexible and adaptive evaluation models. Static, linear approaches are ill-suited to crisis conditions and fail to support real-time strategic recalibration. There is a pressing need for dynamic systems capable of adjusting to evolving external variables and organizational priorities.

Equally pressing is the need to broaden the evaluative lens to include social and environmental dimensions. While economic performance remains a central concern, intangible factors such as corporate social responsibility, environmental stewardship, and ethical leadership are increasingly recognized as integral to long-term organizational success. However, standardized methodologies for incorporating these parameters into comprehensive evaluation systems are still lacking. Their integration is essential for aligning managerial decisions with

broader societal expectations and sustainability imperatives.

Taken together, these gaps highlight the necessity for a new generation of evaluation models – ones that are multidimensional, technologically informed, and contextually adaptive. Addressing these underexplored areas will not only enhance the analytical robustness of managerial assessments but also contribute to the development of resilient and ethically grounded decision-making practices across diverse organizational settings.

Highlighting previously unresolved parts of the overall problem Despite the substantial theoretical progress, a number of critical dimensions within this field remain underdeveloped or insufficiently addressed. One persistent challenge is the integration of qualitative and quantitative metrics into a unified and coherent evaluation system. Traditional models tend to prioritize financial indicators – such as profitability, return on investment, and cost-efficiency – while often neglecting intangible factors that significantly affect managerial outcomes. These include employee engagement, organizational culture, stakeholder trust, and long-term social impact, all of which are increasingly recognized as vital components of sustainable management.

Moreover, the rapid advancement of digital technologies has introduced new analytical possibilities that are yet to be fully harnessed in the context of managerial evaluation. Artificial intelligence, machine learning algorithms, and neural network architectures offer unprecedented capabilities for processing vast datasets, uncovering latent patterns, and simulating decision outcomes with high precision. However, the incorporation of these tools into mainstream evaluation methodologies remains fragmented and exploratory. There is a clear need for systematic research that bridges the gap between technological innovation and managerial practice, ensuring that digital instruments are not only technically robust but also contextually relevant and ethically sound.

Another notable gap in the literature concerns the disproportionate focus on large-scale enterprises, particularly multinational corporations and publicly traded firms. While these entities provide valuable case studies for strategic decision-making, the unique challenges faced by small and medium-sized enterprises (SMEs) are often overlooked. SMEs operate under different constraints – limited resources, localized markets, and informal governance structures – which require tailored evaluation frameworks that reflect their specific operational realities. Expanding the empirical base to include diverse organizational forms would enrich the theoretical landscape and enhance the applicability of managerial evaluation models across sectors and scales.

In light of these observations, it becomes evident that the scholarly discourse on managerial decision evaluation is at a pivotal juncture. Future research must strive to develop integrative, adaptive, and multidimensional approaches that reflect the complexity of contemporary organizational life. Such efforts should not only refine existing models but also embrace emerging technologies, contextual diversity, and the evolving expectations of stakeholders in a digitally interconnected world.

Although the body of scholarly literature addressing managerial decision-making and its evaluation is extensive, several critical dimensions of the problem remain insufficiently investigated. Existing research has laid a solid foundation for understanding decision-making processes in organizational contexts; however, many contemporary challenges – particularly those arising from digitalization and systemic volatility – are yet to be fully reflected in prevailing evaluation frameworks.

Formation of the objectives of the article. The central aim of this study is to formulate a novel conceptual framework for assessing the effectiveness of managerial decision-making within the paradigm of digital transformation. In light of the increasing complexity, volatility, and technological saturation of contemporary organizational environments, traditional evaluation models often fall short in capturing the multidimensional nature of decision processes. Therefore, this research seeks to bridge methodological gaps by developing an integrative approach that aligns with the structural and operational realities of digitalized enterprises.

To accomplish this, the study conducts a comprehensive and critical analysis of existing decision evaluation methodologies, examining their theoretical foundations, practical applications, and limitations when applied to dynamic, data-intensive, and innovation-driven contexts. Particular attention is paid to how these models address – or fail to address – issues such as real-time responsiveness, system adaptability, and predictive accuracy in environments shaped by continuous technological disruption.

The proposed framework incorporates principles of systems thinking and computational modeling, with a special emphasis on the use of artificial neural networks (ANNs) as predictive tools. These networks are designed to simulate and forecast the potential outcomes of managerial decisions prior to their execution, thereby enabling decision-makers to anticipate risks, evaluate alternatives, and optimize strategic choices. By embedding ANN-based simulations into the decision evaluation process, the model aims to enhance analytical depth, improve scenario planning, and support evidence-based management in digitally transformed organizations.

Moreover, the research objective extends to validating the proposed framework through empirical testing and comparative analysis, ensuring its applicability across various sectors and organizational scales. Ultimately, the study aspires to contribute to the advancement of managerial science by offering a robust, adaptive, and technologically integrated model for decision evaluation in the digital age.

Summary of the main research material. The contemporary domain of business and organizational management is increasingly shaped by the imperative for rapid, informed, and strategically coherent decision-making. In an environment characterized by volatility, complexity, and technological acceleration, the ability to make timely and effective managerial decisions has become a critical determinant of organizational resilience and competitive advantage. Managerial decision-making, in this context, is understood as a structured cognitive and procedural activity aimed at selecting the most appropriate course of action from a set of viable alternatives, each aligned with the strategic objectives and operational constraints of the organization.

This process is not arbitrary but follows a logically sequenced framework composed of interdependent stages, each contributing to the overall rationality, validity, and implementability of the final decision. The classical decision-making model, widely recognized in management theory and practice, includes the following key stages: identification of the problem, situational analysis, generation of alternative solutions, evaluation of potential consequences, selection of the optimal strategy, and implementation of the chosen decision [1]. Each stage plays a distinct role in shaping the quality and effectiveness of managerial outcomes.

– Problem Identification: This initial phase involves the precise articulation of the issue requiring resolution. The decision-maker must define the scope and nature of the problem, distinguish between symptoms and root causes, and gather relevant empirical data to inform subsequent analysis. The clarity and accuracy of problem definition significantly influence the relevance of the solutions generated.

– Situational Analysis: At this stage, a comprehensive examination of the internal and external environment is conducted. This includes identifying causal relationships, assessing organizational capabilities and limitations, mapping stakeholder interests, and evaluating contextual variables such as market trends, regulatory constraints, and technological dynamics. A robust situational analysis provides the foundation for generating realistic and context-sensitive alternatives.

– Formulation of Alternatives: Drawing on the insights from the situational analysis, the manager develops a set of strategic options that could potentially address the identified problem. These alternatives should be diverse, feasible, and aligned with organizational goals. The creativity and strategic foresight involved in this stage are essential for expanding the decision space and avoiding cognitive biases.

– Evaluation of Alternatives: Each proposed option is subjected to rigorous scrutiny, involving both quantitative and qualitative assessment criteria. This includes analyzing the expected benefits, costs, risks, timeframes, and resource requirements associated with each alternative. Scenario modeling, sensitivity analysis, and risk assessment techniques may be employed to forecast potential outcomes and identify trade-offs.

– Selection of the Optimal Option: Based on the comparative evaluation, the most suitable alternative is selected. This decision should reflect a balance between strategic alignment, operational feasibility, and risk tolerance. The selection process may involve consultation with stakeholders, application of decision-support tools, and consideration of ethical and sustainability implications.

– Implementation of the Decision: The final stage involves translating the chosen strategy into actionable steps. This includes developing a detailed implementation plan, allocating resources, assigning responsibilities, and establishing monitoring and feedback mechanisms. Effective implementation requires coordination, communication, and adaptive

management to ensure that the decision yields the intended outcomes.

By adhering to this structured approach, organizations can enhance the consistency, transparency, and strategic relevance of their decision-making processes. Moreover, this framework serves as a basis for integrating advanced analytical tools–such as artificial intelligence and predictive modeling–into managerial practice, thereby enabling more data-driven and anticipatory forms of decision support in the context of digital transformation.

Evaluation of Managerial Decisions as a Critical Stage in the Management Process.

The assessment of managerial decisions represents a pivotal phase within the broader management cycle, as it enables organizations to determine the effectiveness of the selected strategy and implement necessary adjustments to enhance performance. This evaluative process serves not only as a mechanism for accountability but also as a foundation for continuous improvement and strategic refinement.

Decision evaluation can be conducted across several key dimensions, each reflecting a distinct aspect of organizational impact:

– Technological Effectiveness. This criterion evaluates the extent to which the decision leverages technological capabilities to improve organizational performance. It includes the adoption of digital tools, automation, data analytics, and innovation-driven solutions. Technologically effective decisions enhance operational scalability, reduce manual inefficiencies, and support digital transformation initiatives.

– Strategic Alignment. This dimension assesses how well the decision corresponds with the organization's long-term vision, mission, and strategic priorities. It examines whether the chosen course of action reinforces competitive positioning, supports strategic initiatives, and contributes to sustainable growth. Decisions with strong strategic alignment ensure coherence across departments and long-term consistency in organizational direction.

– Risk Management Effectiveness. This aspect focuses on the decision's ability to anticipate, mitigate, and manage potential risks. It includes financial, operational, reputational, and compliance-related risks. Effective decisions incorporate contingency planning, scenario analysis, and resilience-building measures that safeguard the organization against uncertainty and volatility.

– Innovation Impact. This criterion measures the decision's contribution to fostering a culture of innovation and continuous improvement. It considers whether the decision encourages experimentation, supports creative problem-solving, and leads to the development of new products, services, or processes. Innovation-oriented decisions help organizations

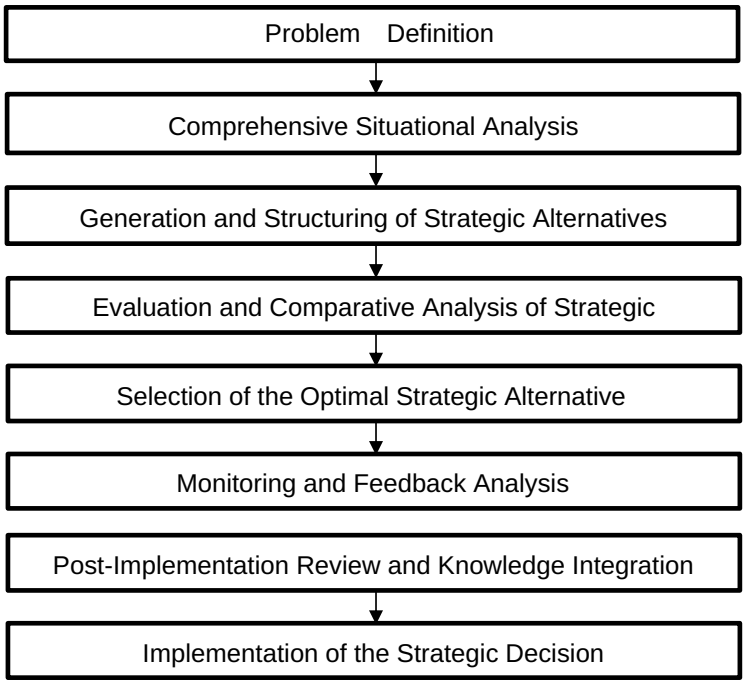

Figure 1. Key Stages of the Decision-Making Process

Source: compiled by the authors based on [5]

remain competitive and responsive to market changes.

– Ethical and Legal Compliance. This dimension evaluates whether the decision adheres to ethical standards, legal regulations, and corporate governance principles. It includes transparency, fairness, accountability, and respect for stakeholder rights. Ethically sound decisions reinforce trust, minimize legal exposure, and uphold the organization's integrity.

– Customer-Centric Value. This criterion assesses the decision's impact on customer experience, satisfaction, and loyalty. It considers responsiveness to customer needs, personalization, service quality, and value delivery. Customer-centric decisions strengthen market relevance and foster long-term relationships.

The contemporary business environment presents a complex array of challenges and opportunities for decision-makers. One of the defining characteristics of this landscape is the accelerated pace of change, which necessitates rapid and well-informed decision-making. Technological advancements, globalization, intensifying competition, and evolving consumer preferences all exert significant influence on managerial choices.

In conditions of heightened uncertainty and market volatility, the ability to remain flexible and adaptive becomes a core competency for effective leadership. Managers must be equipped to make timely decisions that are both analytically sound and contextually responsive. This requires not only technical expertise but also strategic foresight and the capacity to integrate diverse evaluation criteria into a coherent decision-making framework.

Ultimately, a comprehensive and multidimensional approach to decision evaluation enhances organizational resilience, supports strategic alignment, and contributes to sustainable success in a rapidly evolving global economy [3].

In today's volatile business environment, effective decision-making relies on advanced technologies like big data and AI to deliver real-time, evidence-based insights. Managers must combine analytical skill, strategic adaptability, and strong communication to navigate uncertainty and engage employees in the process. Continuous evaluation of decisions ensures strategic alignment, identifies gaps, and supports long-term organizational resilience and improvement [2].

Managerial decision evaluation relies on diverse analytical tools–financial analysis, KPIs, SWOT, risk assessment, and expert reviews–to assess outcomes and refine strategies. It must include both quantitative and qualitative dimensions, considering not only performance metrics but also stakeholder impact and organizational reputation. In dynamic environments, adaptability is key, supported by scenario planning, agile methods, and feedback systems. Effective decision-making today demands strategic foresight, analytical skill, and rapid responsiveness to change [3].

The modern business landscape, shaped by hypercompetition and rapid change, challenges traditional management models. Fractal management and chaos theory offer adaptive, decentralized approaches that enhance flexibility, resilience, and responsiveness in complex, unpredictable environments. [4].

In response to these challenges, fractal management is proposed as an innovative methodological approach that views the organization as a complex adaptive system composed of self-similar units–fractals. Each unit operates autonomously, capable of self-organization, local decision-making, and effective interaction with other parts of the system. This decentralized structure enhances organizational flexibility, accelerates responsiveness, and strengthens resilience to external change [6].

Complementing fractal management is chaos theory, which offers deeper insight into the behavior of managerial systems under conditions of uncertainty. It demonstrates that even minor changes in initial parameters can lead to significant transformations in outcomes. This highlights the importance of sensitivity to initial conditions, systemic thinking, and the ability to adapt throughout the decision-making process [7].

In today's volatile, hypercompetitive environment shaped by digital transformation and global instability, effective management requires flexible, decentralized, and nonlinear approaches. These foster resilience, adaptability, and strategic coherence, enabling rapid learning and response to external challenges.

A conceptual model based on fractal management and chaos theory views organizations as complex adaptive systems. Key components include:

– Fractal Architecture: Autonomous, self-organizing units that support decentralization and responsiveness.

– Dynamic Adaptation: Continuous adjustment of management strategies using chaos-informed forecasting.

– Resilience: The ability to recover and maintain integrity under stress, measured through indicators like fractality, adaptive response, recovery potential, and reaction speed.

Tesla Inc. exemplifies this model through:

1. Decentralized Structure: Empowered teams make autonomous decisions, enhancing responsiveness and scalability.
2. Adaptability: Strategic facility expansions and flexible supply chains respond to global demand and volatility.
3. Resilience: Agile design enables continuity and innovation during crises.
4. Distributed Innovation: Embedded experimentation across operational layers supports rapid development.
5. Chaos-Informed Strategy: Scenario modeling and flexible planning allow quick pivots.
6. Fast Decision Cycles: Real-time feedback loops sustain competitiveness.

Tesla's pandemic-era recovery through automation and digitalization highlights the model's effectiveness, demonstrating how fractal governance and chaos theory can guide decision-making in complex business environments.

Conclusion. This article emphasizes the critical importance of studying managerial decision-making processes within the context of today's complex and rapidly evolving business environment. Contemporary conditions are marked by high levels of uncertainty, accelerated change, and the need for swift and informed responses. The analysis identifies several key factors that significantly influence the effectiveness of managerial decisions, including access to relevant and timely information, time constraints, risk exposure, and the professional competence and experiential background of decision-makers.

The research presented in the article highlights a diverse range of methodological approaches to decision formulation, underscoring the necessity of treating decision-making as a multi-stage process. This process requires the integration of both quantitative metrics and qualitative judgments, reflecting the multifaceted nature of strategic and operational choices. The findings suggest that effective decision-making cannot rely solely on static models but must incorporate dynamic evaluation mechanisms that respond to contextual variability.

Special attention is given to the prospects for further academic inquiry in this domain. Future research directions include the development of advanced tools for organizational adaptation to external change, as well as the refinement of analytical frameworks that leverage available data for evaluating alternative courses of action. These efforts are essential for enhancing the precision, agility, and resilience of managerial decisions in increasingly volatile and competitive markets.

In summary, the article reaffirms the relevance of managerial decision-making as a central theme in modern management science. It advocates for continued exploration of innovative methodologies and practical instruments aimed at improving organizational governance and strategic responsiveness. By advancing theoretical understanding and practical application, such research contributes to the long-term effectiveness and sustainability of management practices across diverse organizational contexts.

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