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STAGES OF DEVELOPMENT AND ADOPTION OF MANAGERIAL DECISIONS IN BUSINESS STRUCTURES

ЕТАПИ РОЗРОБКИ ТА ПРИЙНЯТТЯ УПРАВЛІНСЬКИХ РІШЕНЬ У ПІДПРИЄМНИЦЬКИХ СТРУКТУРАХ

Summary. *The article considers the stages of development and adoption of managerial decisions in business structures. A variant of the stages of the management decision development and adoption process, consisting of ten consecutive stages, is presented. This algorithm makes it possible to increase the efficiency of developed management decisions in the business structure, thanks to the introduction of the stage "determining the life cycle of the business structure". This stage will reduce uncertainty in the development and adoption of a management decision, as it will be able to determine the main conditions in which the management decision will be made, as well as more correctly formulate the goals and objectives of the management decision.*

Key words: *management decisions, management decision-making, entrepreneurship, business structures, classification.*

One of the main reasons for the increased interest in the concept of managing financial and economic indicators of an entrepreneurial structure is the demand for the development of a theoretical and methodological apparatus that allows us to adequately assess the effectiveness of Strategic and tactical actions of an organization and the impact of management decisions on its indicators.

Algorithms for developing and making managerial decisions have been studied from different points of view and approaches, some authors use the word "process", others "main stages". We have chosen the category "stages", by this we mean certain actions – stages that must be performed by the performer, in a strictly defined sequence, in order to achieve maximum results.

Next, we considered the approaches of various researchers to the stages of development and management decision-making. There are various variants of the stages of the process of developing and making a managerial decision [1, p. 30].

After analyzing the proposed approaches to the stages of development and decision-making, we came to the conclusion that the number of stages in the algorithm for developing and making managerial decisions varies from 4 to 17. in our opinion, regardless of the names, the authors distinguish the main stages of the management decision process from the moment of the need for it to the moment of its implementation, and in some cases even control over its implementation. We believe that the stages of developing and making a management decision represent a more specific sequence of actions for developing and implementing a management decision with possible alternatives.

Summarizing the experience of researchers, we presented a variant of the stages of development and decision-making in business structures.

Let's stop and explain each of the stages in more detail.

Stage I: a problem or management task.

The first stage of the process of developing and making a managerial decision is characterized by the emergence of the need for the managerial decision itself. Thus, some authors put a problem situation as the reason for the emergence

of a management decision, while some authors believe that a management decision begins with setting a problem. The third part of the authors represent the first stage as collecting and processing the necessary information or receiving it. In our opinion, management decisions arise in the event of a problem in the business structure or in the case of a management goal (task), and these stages already a priori include the collection and processing of necessary information.

Stage II: determination of the stage of the life cycle of the business structure.

We believe that after determining the cause of a management decision, it is necessary to determine the stage of the life cycle of an entrepreneurial structure. This is necessary for the following reasons:

- determining the stage at which business structures are currently located will allow you to correctly formulate the goals and objectives of a management decision, because depending on the stage of the life cycle of business structures, the goal and tasks will be different;
- the further process of developing and making a managerial decision will also depend on the stage of the life cycle of the business structure. In the second paragraph of this chapter of the thesis, the specifics of developing and making managerial decisions at each stage of the life cycle of an entrepreneurial structure were revealed.

Stage III: formation of management decision goals and objectives.

At the second stage, in our opinion, what we want and can achieve with this management decision should affect. Therefore, at this stage, a goal and objectives are developed, or a system of goals and objectives is formed depending on the specific management situation.

We agree with the opinion, that goals are determined on the basis of a comprehensive analysis of the problem situation, the study of its internal structure and significant connections with the external environment. Depending on the complexity and versatility of the problem being solved, the goal of the solution is

a more or less complex system of ideas about the desired result of activity. In this sense, the author suggests talking not about the goal, but about a system of goals in which it is necessary to ensure mutual consistency of individual goals arising from real reality [2, p. 25].

Stage IV: determining the conditions for developing and making a management decision.

At this stage the conditions for making a decision are established and determined:

- external factors influencing the development and adoption of management decisions are determined;
- internal restrictions are set;
- criteria for a management decision are being developed.
- clarity (formalization);
- possibility of evaluation (availability of evaluation methodology, ease of evaluation, etc.
- complexity (a set of criteria should reflect all the key aspects of the solution that allow us to conclude that it is satisfactory in comparison with others) [3, p. 35].

Stage V: development of alternatives to the management solution.

Based on the developed limitations of the internal and external environment of the business structure, as well as on the basis of the developed criteria for a management decision, many alternatives to a management decision are formed at the preliminary stage.

The main difficulty in managing business activities lies precisely in identifying a complete set of alternatives that contains all acceptable options for achieving the goal. You can choose effectively only if the best option is contained in the list of alternatives to action [4, p. 21].

The development of many alternatives can be carried out using brainstorming techniques; the creation of automated search systems and the

development of alternative options in complex cases.

Stage VI: analysis and evaluation of developed alternatives.

At this stage, all the alternatives developed are directly analyzed and evaluated. This analysis and evaluation can be performed by both an expert group and a decision maker, i.e. both individually and collectively.

When evaluating alternatives, different types of assessments can be used, most often expert assessment and comparative assessment are used.

Stage VII: choosing a single solution from a variety of alternatives.

At this stage, based on the previous stage, the most suitable alternative is selected. The choice can also take place both individually and collectively. This will depend on the organizational culture of the business structure, on the current order of decision-making, as well as on the complexity of the management decision.

Stage VIII: decision - making.

At this stage, a direct decision is made, that is, the final approval of the chosen alternative. Also at this stage, the form of decision-making is selected, whether it will be fixed in official documents or not. In addition, at this stage, it is determined how the implementation of the management decision will proceed, and who will be its executor.

Stage IX: implementation of the solution and monitoring its implementation.

At this stage, the management decision should be implemented, as well as control over the implementation of the management decision should be carried out in parallel.

In the process of implementing a management decision, various organizational structures of the company (services, departments, etc.) are engaged. In order for their activities to succeed, it is necessary to coordinate their efforts to achieve the goal when implementing the solution [4, p. 25].

Control over implementation is carried out by the direct head of the

division, who is responsible for the implementation of the decision.

Stage X: analysis and evaluation of the results of the implemented management decision.

At this stage, they check data about what happens before and after the solution is implemented, determine whether the solution was effective and how effective it is. In the event of a failure, an analysis and identification of the causes of the failure is carried out, on the basis of which conclusions are drawn that can be useful in New decision-making practices.

Each management decision has its own specific result, so the goal of management activity is to find such forms, methods, tools and tools that could contribute to achieving an optimal result in specific conditions and circumstances.

Thus, we present a variant of the stages of the process of developing and making a management decision, consisting of ten consecutive stages. This algorithm makes it possible to increase the efficiency of developed management decisions in the business structure, thanks to the introduction of the stage "determining the life cycle of the business structure". This stage will reduce uncertainty in the development and adoption of a management decision, as it will be able to determine the main conditions in which the management decision will be made, as well as more correctly formulate the goals and objectives of the management decision.

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