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**MANAGEMENT DECISION AS A RESULT OF MANAGEMENT ACTIVITY
OF ENTERPRISES**

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The article is devoted to covering issues of management activity and making promising and current decisions. The essence and meaning of the concept of managerial decision are analyzed. The classification of decision making according to the main four approaches is determined. The definition of characteristic features of management decisions is also considered. The factors that influence the management decision-making process are analyzed.

Keywords: management activities, management decisions, perspective and current decisions, decision making approaches, objective and subjective factors.

Formulation of the problem. In the current conditions of globalization of the economy in the world, the sharp increase in the competition to the leading productive force of society – human – has changed significantly. Today, we can observe transformations in the conditions of functioning of enterprises and organizational structures, which is influenced by management decisions. The effectiveness of management activities is greatly influenced by the manager's ability to solve atypical problems and tasks. Achieving a purposeful impact on a system under control provides the necessary results to achieve the intended purpose.

The ability and skills to make informed decisions confirm the competence of the manager of a particular level of management. Decision-making is an integral part of any management activity, that is, decision-making can be compared to the "center" or "foundation", which is the basis, base of life of the organization. Any control system

consists of two required and interdependent elements, that is, a control object and the entity. Managerial decision-making requires that the manager be prepared to take responsibility, as their implementation requires effective work and a coherent organizational climate. The influence of many factors on the performance of the management system and its development is reflected in the many relationships and relationships that arise during the formation and decision-making of management. It is worth noting that managerial decision making is pervading this area.

Analysis of recent research and publications. The theoretical and methodological basis of the research is the results of scientific works A. Kuzmin, A. Melnik, M. Vinogradsky, A. Vinogradskaya, O. Shkanova, L. Nechayuk, N. Telesh etc. The writings of the aforementioned researchers reflect variations, requirements for decisions of the management industry, their development and adoption, characteristics of various classifications, methods of the preparatory process, decision making and implementation. It should also be noted that the analysis of scientific sources indicates that there is a diversity of views on the decision-making process.

However, many years of experience and research of scientists do not sufficiently reveal the psychological peculiarities of the development and decision-making of the management of management bodies, enterprises, organizations.

Setting objectives. The purpose of the research is theoretical and applied substantiation of the content, determination of a clear characteristic of psychological essential features and classification of management decisions as a result of professional management activity; getting acquainted with current approaches to the process of developing and making rational decisions.

Outline of the main research material. It should be noted that the term "decision" is a product of mental activity, which leads to a clear conclusion or to the introduction of certain human actions.

The classification of decisions can be determined by the following features:

- terms of implementation (strategic, tactical, operational);
- functional area (analytical, organizational, regulatory; motivational, etc.);
- method of decision making (programmed, not programmed);

- situation, environment of acceptance (certainty, uncertainty);
- the degree of importance;
- level of subordination;
- percentage of risk (cautious or risky);
- possibility of structuring the way information is processed (algorithmic, heuristic);
- adoption procedure (intimate, balanced, impulsive), etc.

In their works, L. Nechayuk and N. Telesh explain that a solution is the result of a choice of several alternatives, which is written or orally and contains a program of action to achieve the goal. The decision is one of the kinds of rational activity and is the expression of the will of the person [2, c.115].

Below we consider what constitutes a management decision. According to A. Shegdy, the management decision is the result of the choice of the subject of management of the method of action aimed at solving the task in the existing or projected situation [7, c. 352].

Y. Miroshnichenko also believes that making a management decision is a creative, volitional action of a management entity based on knowledge of the objective laws of the operation of the managed system and analysis of information about it, which is to choose the purpose, program and methods of activity to achieve it or in a change of purpose [1, c. 28].

An effective answer that gives the desired result in an existing or possible state of an organization according to S. Young is a management decision [7, c. 21].

Therefore, on the basis of the analyzed materials of scientists, it can be noted that the management decision is a product of alternative formalization of economic, technological, social and psychological principles of management, on the basis of which the management of the enterprise or organization has a direct influence on the managed mechanism. As a rule, management methods undergo some transformation into managerial decisions, go from management to a managed mechanism, extending the necessary managerial influence that ensures the execution of production / business operations, the provision of services and the achievement of certain production, financial, economic goals.

Making a sound management decision is only possible through a comprehensive analysis of the processes and problems of manufacturing / economic, financial and other industries.

It should also be noted that taking into account some factors relating to the savings of material, financial and labor resources, have a significant impact on profit.

Of course, both external and internal circumstances necessitate the development and decision making. The impetus for making the right optimal decision is the need to resolve problems in the management and management system of an enterprise or organization. Imperfect working principles and incorrect criteria for evaluating the activities of an organization, unit or individual employee, obstructing the process of achieving a particular goal for a wrong or conscious reason, unforeseen circumstances are the most common causes of problems.

In general, management decisions can be classified in different ways, based on general and specific specific approaches to their formation, implementation, evaluation. Management decisions are characterized by:

- *by scope*: general decisions regarding the whole mechanism of the organization and partial decisions relating to specific structures, services, units, etc .;
- *by process duration*: promising solutions are implemented and are being implemented over a long time (up to 1 year); current decisions are accordingly implemented over a short period;
- *by decision-making level*: decisions can be made at the top (adopted by the management of the organization or enterprise, in particular, the director and his deputies), the middle (adopted by the heads of certain departments, divisions of the organization or enterprise) and lower (adopted by the leaders of the lower level) management structures;
- *by the specific nature of certain tasks* clearly decided by the organizational mechanism of the decision are distinguished without alternative (this type of decision is a standard template in typical circumstances); organizational unprogrammed decisions cause atypical factors (this type of decisions is used in atypical situations).

In addition, such decisions are intended to fulfill the tasks set by the organization, to improve the quality of products and the management system.

– *by way of justification*: intuitive - decisions based on the internal confidence of the manager in the expediency of choice; rational - decisions based on scientifically researched processes and phenomena; such decisions are considered the most objective.

It should be noted that the rationality of such decisions is influenced by the professional skills of the manager.

It should be noted that the manager must clearly distinguish and understand the characteristics of the decision to which it belongs, because it determines the requirements for decision making.

According to the classification of decision-making methods, the methodology presents four main approaches:

- *comparison*, the essence of which is to determine the differences and similarities of current problems or alternatives, etc.;
- *analysis*, which consists in the conditional division of the common into parts;
- *synthesis* conditionally combines certain elements into a single integrity;
- *abstraction* shows the most important details of the object

The management decision methodology employs the approaches outlined above to develop specific decision-making techniques. The result of the decision is a kind of "layout" of the future object (new status, quality, etc.)

The technological stage of developing a management decision also greatly influences its feasibility and optimality. There are various statements about the specifics of this process.

In particular, the American scientist S. Young believes that the process of making the right and optimal solution consists of the following stages:

- setting tasks for a particular structure or organization;
- identification of deficiencies in the performance of the tasks;
- identifying the source of the shortcomings;
- creating alternatives to address problems;

- analysis of the whole set of options for elimination of shortcomings;
- choosing the most suitable alternative; harmonization of management decisions with a managed mechanism;
- approval of the decision;
- preparatory stage of implementation of the decision;
- implementation of the decision in life;
- evaluation of results.

A. Szegda believes that the management process consists of the number of consecutive or parallel operations and procedures defined in the process of division of labor that generally constitute the management technology. Repeatability inherent in management processes is a prerequisite for pre-designing them based on a comprehensive analysis of production conditions and the development of the most rational solutions [7, c. 258]

Based on the materials considered, can determine that the system of each stage has certain links, passing through the process of decision making. This method of developing and implementing a solution is a logical part of management. Managerial decisions are an extremely important tool in influencing a managed system of an organization or business.

Analyzing current research, it should be noted that the following factors influence the decision-making process:

- individual and personal qualities of the manager;
- style of behavior of the manager;
- the environment in which the decision is made;
- the ability to take risks (the manager's ability to calculate and predict the results and effectiveness of each decision);
- limited access to information sources;
- interdependence of decisions;
- the likelihood of negative results and consequences of the decision;
- access to modern technologies;

– the presence of communication relationships.

Mind, feelings, courage, a large stock of knowledge, experience, behavior are factors for success in decision making. Management decision is defined not only as a mental act, but also as a holistic procedure, during which the leader may or may not show the best qualities of the leader, his professionalism. By temporal characteristics, it is a procedural, time-honored act with characteristic psychological stages.

When making a decision, the manager must take into account the requirements that are made to the managerial decisions: legality, scientific, competence, uniqueness, efficiency, directivity, accuracy, consistency, complexity, targeting performance.

In management, determination is seen as the ability to make a decision and put it into practice [7, c. 272; 11. c. 48-49].

In general, the process of formation and decision-making consists of ten stages: establishing the tasks of a certain structure or organization, identifying deficiencies in the performance of the tasks; identification of the source of deficiencies, creation of alternatives for elimination of problems, analysis of the whole set of options for elimination of deficiencies, selection of the most feasible alternative, coordination of management decisions with a controlled mechanism, approval of the decision, preparatory stage of bringing the decision into action, implementation of the decision, evaluation of results.

It is worth noting that the decision making process is also influenced by *objective* and *subjective factors*. *Objective factors* include availability of certain forces and means, technical equipment, quantity and quality of available information, material resources. *Subjective factors* include: the experience of a decision-maker, his or her ability and ability to navigate quickly and correctly in the circumstances and situations, professional skill, knowledge.

E. Wilcox emphasizes that the individual-psychological characteristics of the manager certainly influence the decisions that are made [9, p. 22].

Therefore, when making a decision, the entity should strive to minimize the negative impact of the subjective element or factor.

Conclusions from the study. Thus, management decision-making is the result of the choice of the subject of management of the method of action aimed at solving the task in an existing or projected situation, and decision-making is the process during which the product is created. Development of rational decisions is an integral part of management art. Describing the nature and features of management decisions, we should note:

first, the decision always contains certain reasons which determine its necessity and expediency;

secondly, decision-making is a complex, responsible and formalized process that requires professional training (not every manager, but only one who has professional knowledge and skills can make really informed decisions);

third, the decision-making process, the choice of a particular alternative, will always require creative and extraordinary thinking and will depend on the particular leader and his / her personality.

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