

## СЕКЦІЯ 9 ПРОБЛЕМИ І ПЕРСПЕКТИВИ ІННОВАЦІЙНОГО РОЗВИТКУ ЕКОНОМІКИ УКРАЇНИ В СУЧАСНИХ УМОВАХ

*Kubiniy V., PhD, docent of the department of economic and entrepreneurship, Uzhhorod National University, Uzhhorod, Ukraine*

### MODERN TYPES OF MANAGEMENT DECISION MAKING IN INNOVATIVE DEVELOPMENT

Innovative activity is the main way to create competitiveness of the economic system in modern conditions.

In the process of strategic management of innovative development, it is advisable to take into account, which type of decision making is more appropriate in these conditions and for a specific economic system.

There are the following types of management, which are based on the methodological foundations of the analysis and involvement of affiliated subjects in the preparation and adoption of management decisions:

1. Reactive – the adoption of a management decision is based on a retrospective analysis, on the data of time series that have already been formed recently. The important point is that goal-setting is completely based on the extrapolation of the trends that have taken place without taking into account possible situational and strategic changes.

It means:

A) there is no analysis of the results of research and development areas that could bring new radical innovations to the market;

B) there is an underestimation of the human resource potential of the economic system, its long-term development, necessary for working with new innovations;

C) the possibilities of further development of the internal potential of the economic system are ignored;

D) goal-setting is based on past achievements and processes that may not have a life perspective.

2. Inactive type of management involves taking into account the internal potential of the development of the economic system and on the basis of it the formation of strategic decisions.

Inactive type of management has several disadvantages.

First, this method of management considers that the internal current state and the structure of the economic system is not focused on the external environment, which significantly increases the risks of strategic decisions and the possibility of their implementation.

Secondly, the inactive type of management is aimed at identifying the strengths of the internal state of the economic system, which is undoubtedly positive management factors, but there is no connection with the future development of the system and its potential.

Thirdly, with an inactive decision-making method, the patterns of synergetic describing the mechanism of action of an economic entity as an open system are not taken into account. This, in turn, explains ignoring the use of such tools as bifurcation, entropy, fluctuation, etc., which significantly narrows the methodological circle of analysis for making management decisions.

3. The pre-active type of behavior in the process of strategic management is connected with forecasting of future situation. «The very preactive type of behavior of the system of behavior perversion to the analysis of strategic potential experts for Forsyth, SPACE-analysis, SWOT-analysis, PEST-analysis and so on. " [1]

The pre-active type eliminates the disadvantages inherent in the two decision-making methods mentioned above, allowing you to:

- apply a variety of methods of strategic analysis, which contributes not only to the use of data on established trends, but also to anticipate options for the influence of the external environment on the future state of the economic system;
- analyze possible changes in the internal potential depending on the situation (economic, demographic, etc.).

4. The interactive type of management implies the active participation of all internal elements of the economic system, taking into account the potential activities of external actors in socio-economic activities. The advantages of an interactive type of behavior when making strategic decisions that contribute to enhancing the innovation activity of the economic system are as follows:

- this type allows you to consider an economic player as a system object that is connected with the outside world and actively interacts with it;
- interactive management combines synergistic tools for the development of an economic system based on innovation with cybernetic tools for managing innovative development;
- the strategic goal is determined on the basis of the interests of all participants in economic activities and taking into account options for changing interests in the future;
- this method of decision making motivates all participants in economic actions to achieve the set strategic goal;
- interactive type of decision making forms a culture of interaction, which can be called a "Win-Win" culture, when all participants in economic activities receive a prize. This is a culture of cooperation, a culture of joint vision of building the world on an innovative basis;
- interactivity also contributes to creating a synergy effect, that is, a result when joint efforts get more than the sum of individual efforts of economic activities.

The choice of one or another method of making management decisions in the field of innovative development is determined by the professional competencies of strategists, the type of activity (innovative or traditional), market situations

(traditional goods, innovations), the internal potential of the economic system and its environment.

The type of decision making affects the degree of risk, financial situation, personnel development and the overall competitiveness of the economic system.

**Reference**

1. Стратегічне управління конкурентоспроможністю: системний метод та екзистенціальна експозиція: монографія / Мошак С.М., Мікловда В.П., Шандор Ф.Ф., Кубіній Н.Ю., Кубіній В.В. – Мукачево: Карпатська вежа. – 2017. – 240с.