

Thus, a cross-cultural approach allows you to create a personnel development program that will be effective, inclusive, and promote the development of all employees.

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FORMATION OF AN EFFECTIVE SYSTEM OF INFORMATION SUPPORT FOR MANAGEMENT AT AN ENTERPRISE

High-quality information support is essential for effective enterprise management in dynamic economic development and high competition. Information becomes a strategic resource that determines the success of management decisions and an organization's competitiveness. That is why building an effective management information system (MIS) is a priority for any enterprise.

Management information support is a set of processes for collecting, processing, storing, transmitting, and using information required for making management decisions.

Management information support can also be defined as a set of all actions that help to collect, effectively deliver, and articulate essential information to the managerial authorities of the organization. For example, profit and loss statements, sales data, information about the work of departments, news about competitors, or changes in legislation. However, the most crucial aspect is ensuring this information is correct, up-to-date, and available at the right time [1].

The main goal of the MIS is to provide managers with complete, reliable, and timely information for effective planning, organisation, motivation, and control of the company's activities.

Without adequate information support, even the best strategy risks being left unimplemented on paper.

Therefore, an effective MIS helps to reduce managerial uncertainty, increase the speed and quality of decision-making, ensure transparency of the enterprise's activities, and maintain flexibility in adapting to market changes [2].

In addition, the information system plays a crucial role in enhancing both communication and collaboration across the enterprise, ensuring the rapid exchange of information between departments and employees of the organization, and benefiting from enhanced communication strategies and coordination of work. This is especially important in modern organisations where effective communication and teamwork are key success factors.

An enterprise management information system comprises four key elements: information resources, technological tools, personnel, and the channels through which information is communicated [3].

Information resources are all data relevant to management: internal reporting, market analytics, financial documentation, statistics, etc.

Technology base includes software and hardware enabling you to work with information: ERP systems, CRM, BI platforms, and electronic document management.

Organisational structure refers to the distribution of responsibility for collecting, processing, and disseminating information between departments and employees.

Information flows are the channels through which information flows within an enterprise and between the enterprise and its external environment, and are vital for effective communication and operations [4].

An effective management information system must meet the criteria of reliability, speed, convenience, and security.

An effective MIS should ensure the formation of basic principles (tab. 1).

Table 1 – Basic principles of an effective management information system

The MIS principle	The essence of the principle
Relevance and reliability of information	Data must be accurate and updated on time.
Systematic approach	All elements should work in a single logical structure.
User orientation	The system must meet the needs of managers across various tiers of management.
Continuation	The MIS should work smoothly in real time.
Confidentiality	Access to information should be clearly regulated.

The authors believe that the process of organising the MIS within an enterprise should encompass the following stages:

1) analysis of information needs (it's essential to identify what data is needed to make management decisions);

2) evaluation of the current infrastructure (audit of IT systems, communication channels, and technical support);

3) system design (developing structure, selecting the appropriate software, and defining user roles);

4) implementation (installing the system, training staff, and setting up business processes);

5) monitoring and improvement (evaluating the effectiveness of the MIS regularly and adapting to changes).

The main challenges in implementing the MIS include staff resistance to change, the high cost of innovative solutions, cyber threats, and the lack of digital culture [5].

At the same time, digital transformation, artificial intelligence, big data analytics, and cloud services are opening up new horizons for improving management efficiency.

To conclude, information support of management is the basis for meeting the requirements of the business in the necessary information to substantiate management decisions, as well as the strategic development of the business entity. An effective management information support system is the basis for the strategic development of an enterprise. It allows for responding to market challenges, reducing risks, making informed decisions, and building competitive advantages. Successful implementation of the MIS requires a strategic vision, teamwork, and continuous improvement.

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