
ENTREPRENEURSHIP, TRADE AND EXCHANGE ACTIVITIES

RECEIVED:

07 June 2025

ACCEPTED:

20 September 2025

RELEASED:

20 October 2025

CC BY 4.0

UDC 334:330

DOI [10.26661/2522-1566/2025-3/33-11](https://doi.org/10.26661/2522-1566/2025-3/33-11)

STRATEGIES OF ORGANIZATIONAL DEVELOPMENT OF ENTREPRENEURIAL ACTIVITY IN GLOBAL ENVIRONMENT

Nataliia Parkhomenko*

*Doctor of Science (Economics and Management), Professor
Professor of the Department of International Economic Relations and Business Security
Simon Kuznets Kharkiv National University of Economics
Kharkiv, Ukraine*

ORCID 0000-0001-8776-6970

**Corresponding author email: parkhomenko.na28@gmail.com*

Abstract. The relevance of the topic is due to the fact that in conditions of high uncertainty, increased global competition and rapid transformation, there is a need to form strategies that will ensure long-term sustainability.

The purpose of the research is to theoretically substantiate and practically analyze strategies for organizational development of business activities in the global environment.

The research was carried out on the basis of a comprehensive methodological approach, which involves a combination of theoretical analysis and empirical research. At the theoretical stage of the study, a systematic analysis of scientific literature was conducted that highlight the issues of strategic management of organizational development of business activities. The empirical stage of the study involved the use of questionnaires among business entities, which made it possible to identify practical features of the implementation of organizational development strategies for business activities and assess their effectiveness. SWOT analysis allowed assessing the strengths and weaknesses of the strategic organizational development of business entities. At the final stage, the results of theoretical and empirical analysis were generalized and integrated, which made it possible to formulate practical recommendations for their implementation and assess the impact of strategies on the competitiveness and sustainability of enterprises.

As a result of the research, the role of organizational development of entrepreneurial activity in strategic management was clarified, innovative approaches to the formation of organizational development strategies of entrepreneurial activity and the classification of organizational development strategies were systematized, and practical recommendations for the implementation of organizational development strategies of entrepreneurial activity were provided. The scientific novelty of the research lies in the complex combination of theoretical justification and practical assessment of organizational development strategies of entrepreneurial activity.

Keywords: entrepreneurial activity, organizational development, strategies, strategic management, global environment.

JEL Classification: L29, M21, O20.

INTRODUCTION

In the current conditions of globalization and digitalization, entrepreneurial activity is becoming a key factor in the social and economic development of the state. Krajcsak & Bakacsi (2025) emphasize that the long-term success of an enterprise depends not only on the effective use of resources, but also on the ability to form and implement organizational development strategies. This problem is also actively studied in Ukrainian scientific literature (Parkhomenko, 2020; Plotnikova & Yakovenko, 2024), however, a comprehensive understanding of strategies that take into account the modern challenges of an unstable environment requires further in-depth analysis.

Organizational development of entrepreneurship is considered as a systemic process aimed at improving management structures, developing human resources, increasing innovative capacity and forming an effective corporate culture. According to Khan et al. (2024), it is organizational flexibility that determines the ability of a business to adapt to change, and modern research confirms that enterprises that implement strategic development tools demonstrate a higher level of competitiveness and innovation.

The relevance of the topic is due to the fact that in conditions of high uncertainty, increased global competition and rapid transformation of business systems, there is a need to form strategies that will ensure not only short-term efficiency, but also long-term sustainability. The lack of an adaptive development strategy often leads to the loss of market positions, while a comprehensive strategic approach creates conditions for sustainable growth.

LITERATURE REVIEW

The issue of organizational development of entrepreneurial activity occupies an important place in modern strategic management research. It encompasses classical theories of competitive advantage, approaches to organizational change, and innovative concepts of strategy making.

The classic basis for strategy formation is the Resource-Based View (RBV), which interprets sustainable competitive advantage as the result of the presence of valuable, rare, hard-to-imitate and irreplaceable resources in an enterprise (Barney, 1991). This concept was further developed in works that highlight the role of organizational competencies in ensuring strategic sustainability (Barney, 2001). The logical continuation of the RBV was the concept of dynamic capabilities, which explains the ability of enterprises to sense changes in the environment seize opportunities and transform their own resources for long-term development (Teece et al., 1998).

An important contribution to the understanding of strategy making was the approach of Mintzberg et al., who presented a complex of schools of strategic thinking – from planning to learning and culture. This allowed emphasizing the multiplicity of logics of strategic development, especially in entrepreneurial organizations (Mintzberg et al., 1998).

Organizational development as a transformation process is often studied through change models. The McKinsey 7S model emphasizes the coherence of the hard and soft components of the organization (Waterman et al., 1980). The Burke–Litwin model (1992) reveals the cause-and-effect relationships between the external environment, mission, culture, and performance (Burke & Litwin, 1992). In turn, Kotter's 8-step model provides an applied toolkit for managing organizational change (Kotter, 1996).

In the Ukrainian context, issues of organizational development of entrepreneurial activity are studied in the context of adaptation to institutional instability, digitalization, and integration into global markets. Ukrainian researchers emphasize the need to combine classical models with practices of network interaction and innovative development of small and medium-sized businesses (Korobka, 2021; Gudz & Muzychenko, 2020).

Therefore, modern scientific approaches allow considering strategies for organizational development of entrepreneurial activity as a multidimensional integration: resource-oriented logic,

models of change, entrepreneurial methodologies, and balancing between exploitation and innovative search.

PAPER OBJECTIVE

The purpose of the study is to provide theoretical justification and practical analysis of strategies for organizational development of entrepreneurial activity in the context of modern economic transformations.

To achieve this goal, the following tasks have been identified: to clarify the role of organizational development of entrepreneurial activity in strategic management; to analyze scientific approaches to the classification of strategies for organizational development of entrepreneurial activity; to develop recommendations for improving strategies to increase the competitiveness of entrepreneurial activity.

METHODOLOGY

The study of organizational development strategies of entrepreneurial activity was carried out on the basis of a comprehensive methodological approach, which involves a combination of theoretical analysis and empirical research. This approach provides a holistic assessment of the conceptual foundations of strategic development and practical aspects of their implementation in the conditions of modern entrepreneurship.

At the theoretical stage of the study, a systematic analysis of scientific literature was conducted that highlight the issues of strategic management of organizational development of entrepreneurial activity. In particular, attention was focused on the classification of organizational development strategies of entrepreneurial activity. The results of the theoretical analysis allowed systematizing existing approaches to strategic development of entrepreneurial activity and determining key criteria for assessing the effectiveness of organizational development strategies of entrepreneurial activity. The empirical stage of the study involved the collection and analysis of primary and secondary information using quantitative and qualitative methods. In particular, questionnaires were used among entrepreneurial entities, which made it possible to identify practical features of implementing organizational development strategies of entrepreneurial activity and assess their effectiveness. Both quantitative and qualitative analysis methods were used to process and interpret the data obtained. In particular, SWOT analysis was used to identify the strengths and weaknesses of entrepreneurial entities, as well as opportunities and threats in the process of strategic organizational development. At the final stage, the results of theoretical and empirical analysis were generalized and integrated, which made it possible to identify the most effective strategies for organizational development of entrepreneurial activity, formulate practical recommendations for their implementation, and assess the impact of strategies on the competitiveness and sustainability of enterprises. Thus, the applied methodology provides a holistic and scientifically sound approach to the study of organizational development strategies, combining analytical accuracy with the practical significance of the results obtained.

RESULT AND DISCUSSION

Modern concepts have become widespread in the field of business strategies. The Lean Startup methodology involves iterative testing of business models, the use of MVP (minimum viable product) and validated learning as tools for reducing uncertainty (Blank, 2013). Sarasvathy's effectuation theory offers an alternative logic of action to forecasting, based on the principle of acceptable losses, partnership obligations and the use of chance (Sarasvathy, 2001). At the same time, the concept of organizational ambidexterity emphasizes the need to simultaneously combine

the exploitation of existing opportunities and the exploration of new ones (O'Reilly & Tushman, 2013). Table 1 provides a comparative description of approaches to the formation of strategies for the organizational development of entrepreneurial activity.

Table 1

Comparative characteristics of innovative approaches to the formation of organizational development strategies for entrepreneurial activity

Approach	Key idea	Basic mechanisms	Strengths	Limitation
Resource-Based View	Competitive advantage is based on unique resources and competencies	Identification of VRIN resources (valuable, rare, inimitable, and non-substitutable)	Provides a basic logic for building sustainable advantages; emphasis on internal strengths	Underestimates the dynamics of the environment; risk of staticity
Dynamic capabilities	Ability of an enterprise to change and transform resources according to the environment	Sensing → seizing → transformation	Explains flexibility and adaptability; focused on long-term development	Complexity of operationalization; high management requirements
Lean Startup	Rapid business model iterations to reduce uncertainty	MVP, validated learning, build–measure–learn	Reduces startup risks; speeds up adaptation	Requires readiness for constant change; not always effective in mature firms
Effectuation	Entrepreneur acts not through forecasting, but by using available resources and partnerships	Principle of acceptable losses, network obligations, the use of contingencies	Flexibility in the face of uncertainty; promotes innovation	Can limit scalability; difficulty integrating into large organizations
Organizational ambidexterity	Combining the exploitation of the existing and the exploration of the new	Structural and contextual mechanisms, dual business models	Balance between efficiency and innovation; resilience to turbulence	Complexity of managing dual logics; the need for strong leadership

Source: Compiled by the author after (Blank, 2013; Sarasvathy, 2001; O'Reilly & Tushman, 2013)

Table 2 provides examples of the application of innovative approaches to organizational development strategies by Ukrainian business entities.

Table 2

Examples of application of innovative approaches to the formation of organizational development strategies at Ukrainian enterprises

Approach	Example	Industry, scope of application	Advantage of application
1	2	3	4
Resource-Based View	Using the unique IT competencies of SoftServe and Intellias to enter the international market	IT outsourcing and consulting	Unique human capital and knowledge act as VRIN resources that form sustainable competitive advantages
Dynamic capabilities	Agroholdings Kernel, MHP quickly adapt business models to market changes (logistics, exports, digital platforms)	Agribusiness	Ability to sense change and transform operations in response to military and economic risks

1	2	3	4
Lean Startup	Startups Ajax Systems (security systems) and Reface (AI applications) actively used MVP and rapid iterations	Technical start-ups	Iterative testing allowed to quickly test hypotheses and attract investment
Effectuation	Small businesses in wartime (coffee shops, local producers) rely on available resources and a network of partnerships	Small business, service sector	Focusing on the principle of we work with what we have ensures survival in high uncertainty
Organizational ambidexterity	Rozetka combines the operation of the main e-commerce platform with the development of new areas (marketplace, financial services)	E-commerce	Company maintains efficiency in its core area and simultaneously invests in new products and formats

Source: Compiled by the author

At the theoretical stage of the study, a systematic analysis of scientific literature devoted to the strategic management of organizational development of entrepreneurial activity was conducted. The analysis showed that modern scientific literature offers various approaches to the classification of strategies for organizational development of entrepreneurial activity. Based on the generalization of sources, three main types of organizational development strategies were identified. Each of these strategies has its own specific implementation mechanisms and efficiency criteria, which allows them to be adapted to the specific conditions of the business entity's activity (Table 3).

Table 3

Systematization of classification of organizational development strategies for entrepreneurial activity

Strategy type	Goal	Characteristic features	Terms of use
Growth strategies	Expanding market share and scale of operations	Active investment, innovation, entry into new markets	Enterprises with sufficient resources and high development potential
Stabilization strategies	Maintaining current levels of activity and resources	Process optimization, customer base retention, moderate investment	Organizations in a stable environment or with limited resources
Downsizing and restructuring strategies	Increasing efficiency or survival in crisis conditions	Cost reduction, structure review, risk diversification	Businesses facing significant economic or organizational problems

Source: Compiled by the author after (Parkhomenko, 2020; Korobka, 2021)

The study of methods for assessing the effectiveness of strategic planning showed that quantitative and qualitative indicators are most often used, in particular financial results, the level of innovation, competitiveness and the degree of satisfaction of customer needs. The systematization of such criteria allowed identifying key criteria for assessing the effectiveness of organizational development strategies for entrepreneurial activity, which can be used for a comprehensive assessment of the enterprise's activities (Table 4).

Table 4

Criteria for assessing the effectiveness of organizational development strategies for entrepreneurial activity

<i>Criterion</i>	<i>Evaluation indicators</i>
<i>Financial indicators</i>	Profitability, profit, sales volume
<i>Innovative activity</i>	Number of new products, technological solutions, implementation of innovations
<i>Structural flexibility</i>	Ability to quickly adapt the organizational structure to changes in the external environment
<i>Consumer satisfaction</i>	Customer satisfaction level, customer base retention
<i>Social responsibility</i>	Fulfillment of social and environmental obligations, company image

Source: Compiled by the author

Thus, the results of the theoretical stage of the study allowed to systematize innovative approaches to the formation of strategies for the organizational development of entrepreneurial activity and to systematize the classification of strategies for the organizational development of entrepreneurial entities, as well as to determine key criteria for assessing the effectiveness of strategies for the organizational development of entrepreneurial activity, which creates the basis for the practical application of the results obtained and allows not only to choose the optimal directions for the development of entrepreneurial activity, but also to comprehensively assess the effectiveness of the implemented strategies, taking into account economic, innovative and social aspects.

The empirical stage of the study allowed to obtain comprehensive data on the implementation of strategies for the organizational development of entrepreneurial activity. Analysis of primary information collected through questionnaires of heads and managers of enterprises made it possible to identify key trends, problems and effective approaches in the management of entrepreneurial processes.

The empirical stage of the study involved surveying 37 entrepreneurs from different sectors of the economy. The aim was to identify practical features of implementing organizational development strategies and assess their effectiveness. The collection and analysis of primary information allowed to obtain a comprehensive picture of management practices, identify the main barriers and incentives for implementing strategies, and establish the level of their impact on key indicators of business entities.

Analysis of the data obtained shows that most enterprises actively apply strategies for organizational development of entrepreneurial activity. Thus, 39% of respondents assessed the level of implementation of strategies as high, 34% as average, and 27% of enterprises demonstrated a low level of implementation of strategic initiatives. These results indicate that most enterprises are aware of the importance of strategic management and strive to systematically implement relevant initiatives.

To assess the effectiveness of organizational development strategies, their impact on the main criteria for the effectiveness of strategy implementation was analyzed. It was found that 62% of respondents recorded improved financial results, while 71% noted increased efficiency of organizational processes and structural flexibility. In addition, 55% of respondents reported a positive impact of strategies on innovative activity, and 68% of respondents claimed an increase in customer satisfaction (Table 5).

Table 5

Assessment of effectiveness of implementing strategies for organizational development of entrepreneurial activity at the studied enterprises

Criterion	Noticed improvements	Percentage of respondents, %
Financial indicators	23	62
Innovative activity	20	55
Structural flexibility	26	71
Consumer satisfaction	25	68
Social responsibility	16	44

Source: Compiled by the author

The data obtained indicate a significant impact of strategic initiatives on key areas of business activity, in particular on organizational efficiency, consumer satisfaction, and financial results.

The analysis of qualitative information allowed identifying factors that hinder or contribute to the successful implementation of strategies. Among the main barriers, respondents noted a lack of financial resources (68%) and insufficient adaptation of personnel to changes (33%). The main incentives included the positive influence of corporate culture (48%) and active support from management (67%). These results confirm that the success of organizational development strategies largely depends on organizational support and a favorable corporate culture, while material and personnel limitations remain critical obstacles.

Based on the analysis of the survey results, the following conclusions can be drawn. Most entrepreneurs implement organizational development strategies at a medium or high level, which indicates awareness of the importance of strategic management. Organizational development strategies have a positive impact on organizational, marketing and financial indicators, and the main barriers to strategy implementation are related to limited resources and insufficient staff adaptation, while incentives are provided by management support and a favorable corporate culture. Thus, the results obtained confirm the importance of strategic management for increasing the efficiency of entrepreneurial activity and provide practical recommendations for optimizing the processes of strategy implementation at enterprises in various sectors of the economy.

To determine the strengths and weaknesses in implementing the organizational development strategy of business entities, as well as opportunities and threats in the process of strategic organizational development, SWOT analysis was used (Table 6).

Table 6

SWOT analysis of strengths and weaknesses, as well as opportunities and threats regarding the implementation of organizational development strategies by business entities

Category	Analysis
Strengths	Adaptability to change, innovative activity, effective organizational structure
Weaknesses	Insufficient digitalization, limited resources for scaling, unstable communications
Opportunities	Market expansion, introduction of modern technologies, development of partner networks
Threats	Increased competition, unstable regulatory environment, economic fluctuations

Source: Compiled by the author

At the final stage of the study, the results of theoretical and empirical analysis were summarized and integrated, which allowed us to identify key strategies for the organizational development of entrepreneurial activity.

The most effective are strategies focused on innovative development as the introduction of new products, technologies and processes, which increases the adaptability of enterprises to changing market conditions; optimization of management processes as the introduction of modern management systems, which increases the efficiency of internal operations and reduces costs; expansion of market presence as active attraction of new client segments and expansion of the geography of enterprises' activities; formation of stable partner networks as development of cooperative relations with other enterprises, which increases competitive advantages and reduces risks. Empirical analysis has shown that enterprises that have implemented these strategies demonstrate a significant increase in competitiveness and sustainability.

Based on the integration of the obtained data, practical recommendations were formed for the implementation of strategies for the organizational development of entrepreneurial activity, namely, the consistent implementation of innovative initiatives with parallel control of their effectiveness, the use of modern management techniques and digital tools to optimize internal processes, systematic planning of the expansion of market activities taking into account the competitive environment and potential risks, and the development of strategic alliances and partnerships to increase the enterprise's resilience to external shocks (Table 7).

Table 7

Practical recommendations for implementing organizational development strategies for entrepreneurial activity

Practical recommendations for implementing organizational development strategies	Main implementation measures	Impact on competitiveness	Impact on enterprise sustainability
Innovative development	Introduction of new products, technologies, processes	Increasing attractiveness for customers, expanding the market	Adapting to market changes, reducing the risks of product obsolescence
Optimization of management processes	Use of modern management systems, digital tools	Cost reduction, operational efficiency improvement	Increasing internal stability, reducing dependence on the human factor
Expanding market presence	Actively attracting new customers, geographical expansion	Increase market share, expand customer base	Diversification of income sources, reducing the risk of dependence on one market
Formation of partner networks	Creating strategic partnerships	Increasing competitive advantage through synergy	Increasing resilience to external shocks, stabilizing business processes

Source: Compiled by the author

Thus, an integrated approach to the analysis and implementation of organizational development strategies for entrepreneurial activity allows significantly increasing competitiveness and ensuring the long-term sustainability of enterprises in the modern market.

CONCLUSION

In the course of studying the strategies of organizational development of entrepreneurial activity in the conditions of modern economic transformations, a number of results were obtained that have theoretical and practical significance. The role of organizational development of entrepreneurial activity in strategic management was clarified. The study showed that organizational development is a complex process aimed at increasing the adaptability of enterprises to changes in the external environment, optimizing internal resources and forming competitive advantages. Innovative approaches to the formation of organizational development strategies of entrepreneurial activity and the classification of organizational development strategies were systematized, which allowed identifying the main types of entrepreneurial development strategies. Empirical analysis demonstrated the practical features of the implementation of organizational development strategies by entrepreneurial entities. The use of SWOT analysis methods allowed us to identify the strengths and weaknesses of the implementation of organizational development strategies, as well as to assess the risks and potential opportunities for increasing the effectiveness of managerial decisions.

The scientific novelty of the study lies in the complex combination of theoretical justification and practical assessment of strategies for organizational development of entrepreneurial activity, which allowed us to identify critical factors for the success of strategic development and formulate practical recommendations for increasing the competitiveness and sustainability of entrepreneurial entities in modern economic conditions.

The issues of adapting strategic models to the specifics of specific business entities, as well as the relationship between long-term goals of organizational development and short-term financial results, remain debatable. These aspects require further research, taking into account industry and regional characteristics. Among the limitations of the study, it should be noted a limited sample of enterprises for empirical analysis, which may affect the generalizability of the conclusions, as well as the dynamism of the economic environment, which creates risks of rapid obsolescence of certain practical recommendations.

Prospects for further research are related to improving methods for assessing the effectiveness of organizational development strategies of entrepreneurial activity, developing adaptive models of organizational development, and studying the impact of digitalization and innovative technologies on entrepreneurial activity strategies. In particular, it is relevant to study the relationship between the strategic development of enterprises with sustainable economic growth and social responsibility.

Thus, the conducted research provides a holistic and scientifically sound approach to strategic management of organizational development of entrepreneurial activity and can serve as a methodological basis for the practical improvement of management decisions in modern conditions of economic transformations.

REFERENCES

- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. Doi: <https://doi.org/10.1177/014920639101700108>.
- Barney, J. (2001). Is the resource-based “view” a useful perspective for strategic management research. *Academy of Management Review*, 26(1), 41–56. Doi: <https://doi.org/10.2307/259392>
- Blank, S. (2013). Why the Lean Start-Up Changes Everything. *Harvard Business Review*, 91(5), 63–72. Available at <https://hbr.org/2013/05/why-the-lean-start-up-changes-everything> (last accessed: 03.06.2025).
- Burke, W.W. & Litwin, G.H. (1992). A Causal Model of Organizational Performance and Change, *Journal of Management*, 18(3), 523–545. Doi: <https://doi.org/10.1177/014920639201800306>

- Gudz, O.E. & Muzychenko, A.L. (2020). Organizational development of the enterprise. *Economics. Management. Business*, 4(34), 8-12. Doi: <https://doi.org/10.31673/2415-8089.2020.0400812> [in Ukrainian].
- Khan, S., Fatma, N., Ali, S. S., Dhamija, A. & Naqvi, D. (2024). Analysing the Barriers of Strategic Entrepreneurship: A DEMATEL Approach. *Sustainability*, 16(11), 4599. Doi: <https://doi.org/10.3390/su16114599>
- Korobka, S.V. (2021). Managing the organizational development of a small enterprise. *Scientific perspective: economics and management*, 3(73), 28-32. Doi: <https://doi.org/10.32836/2521-666X/2021-73-4> [in Ukrainian].
- Kotter, J.P. (1996). *Leading Change*. Boston: Harvard Business School Press, 187 p. Available at <https://irp-cdn.multiscreensite.com/6e5efd05/files/uploaded/Leading%20Change.pdf> (last accessed: 03.06.2025).
- Krajcsak, Z. & Bakacsi, G. (2025). The three levels of organizational change to build future potential organizations. *International Journal of Innovation Science*, 17 (3), 630–649. Doi: <https://doi.org/10.1108/IJIS-08-2023-0173>
- Mintzberg, H., Ahlstrand, B. & Lampel, J. (1998). *Strategy Safari: A Guided Tour through the Wilds of Strategic Management*. New York: Free Press, 406 p. Available at https://www.researchgate.net/publication/259760377_Strategy_Safari_A_Guided_Tour_Through_The_Wilds_of_Strategic_Management (last accessed: 05.06.2025).
- O'Reilly, C. A. & Tushman, M. L. (2013). Organizational Ambidexterity: Past, Present and Future. *Academy of Management Perspectives*, 27(4), 324–338. Doi: <https://doi.org/10.2139/ssrn.2285704>
- Parkhomenko, N.O. (2020). Comparative characteristics of organizational development strategies of business systems in a global environment. *Business Inform*, 11, 385–392. Doi: <https://doi.org/10.32983/2222-4459-2020-11-385-392> [in Ukrainian].
- Plotnikova, M.F. & Yakovenko, O.S. (2024). Theoretical aspects of the formation of a strategy for the development of entrepreneurial activity in construction. *Economy and society*, 59. Doi: <https://doi.org/10.32782/2524-0072/2024-59-125> [in Ukrainian].
- Sarasvathy, S.D. (2001). Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency. *Academy of Management Review*, 26(2). 243–263. Doi: <https://doi.org/10.5465/AMR.2001.4378020>
- Teece, D.J., Pisano, G. & Shuen, A. (1998). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509–533. Doi: [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
- Waterman, R.H., Peters, T.J. & Phillips, J.R. (1980). Structure is not organization. *Business Horizons*, 23(3), 14–26. Doi: [https://doi.org/10.1016/0007-6813\(80\)90027-0](https://doi.org/10.1016/0007-6813(80)90027-0)

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. Barney, J. Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 1991, vol. 17, no. 1, pp. 99–120. DOI: <https://doi.org/10.1177/014920639101700108>.
2. Barney, J. Is the resource-based “view” a useful perspective for strategic management research. *Academy of Management Review*, 2001, vol. 26, no. 1, pp. 41–56. DOI: <https://doi.org/10.2307/259392>.
3. Blank, S. Why the Lean Start-Up Changes Everything. *Harvard Business Review*, 2013, vol. 91, no. 5, pp. 63–72. Available at: <https://hbr.org/2013/05/why-the-lean-start-up-changes-everything> (accessed 03 June 2025).
4. Burke, W. W., Litwin, G. H. A Causal Model of Organizational Performance and Change. *Journal of Management*, 1992, vol. 18, no. 3, pp. 523–545. DOI: <https://doi.org/10.1177/014920639201800306>.

Parkhomenko, N. (2025). Strategies of organizational development of entrepreneurial activity in global environment. *Management and Entrepreneurship: Trends of Development*, 3(33), 137-148. <https://doi.org/10.26661/2522-1566/2025-3/33-11>

5. Khan, S., Fatma, N., Ali, S. S., Dhamija, A., Naqvi, D. Analysing the Barriers of Strategic Entrepreneurship: A DEMATEL Approach. *Sustainability*, 2024, vol. 16, no. 11, 4599. DOI: <https://doi.org/10.3390/su16114599>.

6. Kotter, J. P. *Leading Change*. Boston: Harvard Business School Press, 1996. 187 p. Available at: <https://irp-cdn.multiscreensite.com/6e5efd05/files/uploaded/Leading%20Change.pdf> (accessed 03 June 2025).

7. Krajcsak, Z., Bakacsi, G. The three levels of organizational change to build future potential organizations. *International Journal of Innovation Science*, 2025, vol. 17, no. 3, pp. 630–649. DOI: <https://doi.org/10.1108/IJIS-08-2023-0173>.

8. Mintzberg, H., Ahlstrand, B., Lampel, J. *Strategy Safari: A Guided Tour through the Wilds of Strategic Management*. New York: Free Press, 1998. 406 p. Available at: https://www.researchgate.net/publication/259760377_Strategy_Safari_A_Guided_Tour_Through_The_Wilds_of_Strategic_Management (accessed 05 June 2025).

9. O'Reilly, C. A., Tushman, M. L. Organizational Ambidexterity: Past, Present and Future. *Academy of Management Perspectives*, 2013, vol. 27, no. 4, pp. 324–338. DOI: <https://doi.org/10.2139/ssrn.2285704>.

10. Sarasvathy, S. D. Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency. *Academy of Management Review*, 2001, vol. 26, no. 2, pp. 243–263. DOI: <https://doi.org/10.5465/AMR.2001.4378020>.

11. Teece, D. J., Pisano, G., Shuen, A. Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 1998, vol. 18, no. 7, pp. 509–533. DOI: [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z).

12. Waterman, R. H., Peters, T. J., Phillips, J. R. Structure is not organization. *Business Horizons*, 1980, vol. 23, no. 3, pp. 14–26. DOI: [https://doi.org/10.1016/0007-6813\(80\)90027-0](https://doi.org/10.1016/0007-6813(80)90027-0).

13. Гудзь, О. Є., Музиченко, А. Л. Організаційний розвиток підприємства. *Економіка. Менеджмент. Бізнес*, 2020, № 4(34), с. 8–12. DOI: <https://doi.org/10.31673/2415-8089.2020.0400812>.

14. Коробка, С. В. Управління організаційним розвитком малого підприємства. *Науковий погляд: економіка та управління*, 2021, № 3(73), с. 28–32. DOI: <https://doi.org/10.32836/2521-666X/2021-73-4>.

15. Пархоменко, Н. О. Порівняльна характеристика стратегій організаційного розвитку бізнес-систем в умовах глобального середовища. *Бізнес Інформ*, 2020, № 11, с. 385–392. DOI: <https://doi.org/10.32983/2222-4459-2020-11-385-392>.

16. Плотнікова, М. Ф., Яковенко, О. С. Теоретичні аспекти формування стратегії розвитку підприємницької діяльності у будівництві. *Економіка та суспільство*, 2024, № 59. DOI: <https://doi.org/10.32782/2524-0072/2024-59-125>.

СТРАТЕГІЇ ОРГАНІЗАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМНИЦЬКОЇ ДІЯЛЬНОСТІ В ГЛОБАЛЬНОМУ СЕРЕДОВИЩІ

Пархоменко Наталія Олександрівна

*Харківський національний економічний університет імені Семена Кузнеця
м. Харків, Україна*

Актуальність теми зумовлена тим, що в умовах високої невизначеності, посилення глобальної конкуренції та швидкої трансформації виникає потреба у формуванні стратегій, які забезпечать довготривалу стійкість.

Мета дослідження полягає у теоретичному обґрунтуванні та практичному аналізі стратегій організаційного розвитку підприємницької діяльності у глобальному середовищі.

Дослідження здійснювалося на основі комплексного методологічного підходу, що передбачає поєднання теоретичного аналізу та емпіричного дослідження. На теоретичному етапі дослідження проведено систематичний аналіз наукових джерел, що висвітлюють проблематику стратегічного управління організаційним розвитком підприємницької діяльності. Емпіричний етап дослідження передбачав застосування анкетування суб'єктів підприємницької діяльності, що надало можливість виявити практичні особливості реалізації стратегій організаційного розвитку підприємницької діяльності та оцінити їх ефективність. SWOT-аналіз дозволив оцінити сильні і слабкі сторони стратегічного організаційного розвитку підприємницької діяльності. На заключному етапі здійснювалося узагальнення та інтегрування результатів теоретичного та емпіричного аналізу, що дало змогу сформулювати практичні рекомендації щодо їх впровадження та оцінити вплив стратегій на конкурентоспроможність і стійкість підприємств.

В результаті дослідження уточнено роль організаційного розвитку підприємницької діяльності в стратегічному управлінні, здійснено систематизацію інноваційних підходів до формування стратегій організаційного розвитку підприємницької діяльності та до класифікації стратегій організаційного розвитку, надано практичні рекомендації щодо впровадження стратегій організаційного розвитку підприємницької діяльності. Наукова новизна дослідження полягає у комплексному поєднанні теоретичного обґрунтування та практичної оцінки стратегій організаційного розвитку підприємницької діяльності.

Ключові слова: підприємницька діяльність, організаційний розвиток, стратегії, стратегічне управління, глобальне середовище.