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# **TRANSFORMATIONAL FEATURES OF THE MANAGERIAL DECISION- MAKING PROCESS UNDER DIGITALIZATION**

**Abstract.** The rapid development of digital technologies and the emergence of the digital economy have significantly transformed managerial decision-making processes. Digitalization affects all areas of enterprise activity, including data collection, processing, and analysis, which directly influences the speed, quality, and effectiveness of managerial decisions. Modern managers increasingly rely on digital tools, analytical platforms, decision support systems, artificial intelligence (AI), and large datasets, enabling more informed, timely, and flexible decision-making. These capabilities are essential for maintaining competitiveness in dynamic and uncertain business environments.

This article analyzes the transformational features of managerial decision-making under digitalization, emphasizing theoretical foundations and practical applications. Effective managerial decisions are determined not only by their formulation but also by successful implementation, which ensures achievement of both strategic and operational objectives. Key contemporary aspects include digitalization and automation, real-time data-driven analysis, scenario modeling, AI integration, flexibility, and adaptability. These features enhance optimization, responsiveness, and overall managerial efficiency, particularly in enterprises such as bakeries, where production, financial, marketing, and personnel management must respond to fluctuating markets, regulatory changes, and consumer expectations.

The classification of managerial decisions is considered with respect to management levels, problem complexity, personnel involvement, functional orientation, and decision-making conditions. Digital technologies facilitate process automation, data integration, collective decision-making, and transparency, enabling managers to make well-grounded, efficient, and adaptive choices. The study demonstrates that incorporating digital tools and AI in decision-making improves performance, strengthens competitiveness, and supports sustainable development of modern enterprises.

**Keywords:** managerial decision-making; digitalization; digital transformation; enterprise management; decision support systems; artificial intelligence; data-driven management.

## **INTRODUCTION**

**Problem statement.** In the context of the rapid development of digital technologies and the formation of the digital economy, management processes are undergoing significant changes. Digitalization encompasses all areas of enterprise activity, in particular the methods of data collection, processing, and analysis, which directly affects the managerial decision-making process. Modern managers increasingly rely on digital tools, analytical platforms, decision support systems, artificial intelligence, and large datasets, which transforms traditional management approaches.

At the same time, the growth in information volumes, the dynamism of the external environment, and the increasing level of uncertainty require managers to make fast, well-

grounded, and flexible decisions. Under such conditions, digital technologies become not only a tool for improving management efficiency but also a key factor in enterprise competitiveness. However, the implementation of digital solutions in management practice is accompanied by a number of challenges, including the need to adapt organizational structures, transform managerial thinking, and enhance the digital competencies of personnel.

Despite a substantial body of scientific research in the field of management, the issue of transforming the managerial decision-making process specifically in the context of digitalization requires further comprehensive analysis. This determines the relevance of the study, which aims to generalize theoretical approaches and identify practical aspects of using digital technologies in the managerial decision-making process, an issue that is crucial for ensuring the effective functioning and sustainable development of modern enterprises.

**Analysis of recent research and publications.** The theoretical, methodological, and transformational aspects of management digitalization in the context of managerial decision-making belong to relatively new areas of scientific research characterized by dynamic development. This is due to the fact that the concept of digital transformation of business processes and managerial activity has emerged comparatively recently. Issues related to the impact of digital technologies on various spheres of functioning of modern society and organizations have been reflected in the works of such scholars as Hudz O. Ye., Lihonenko L. O., Melnyk L. H., Karintseva O. I., Kubatko O. V., Sotnyk I. M., Zavdovieva Yu. M., Netudyhata K. L., Pankratova O. M., Pizhuk O. I., Rudenko M. V., Tokmakova I. V., Shatokhina D. A., Melnyk S. V., and other researchers.

At the same time, despite a significant number of scientific publications devoted to the implementation of digital technologies aimed at enhancing the activities of modern organizations and strengthening their competitive positions, a number of issues related to the impact of digital transformation on the mechanisms and tools of the managerial decision-making process remain insufficiently explored. This determines the need for further research in this area and confirms the relevance of the chosen topic.

**The purpose of the article** is to provide a theoretical justification and analysis of transformational changes in the managerial decision-making process under the influence of digitalization, as well as to identify directions for improving their effectiveness.

## **RESEARCH RESULTS**

The managerial decision-making process is a cognitive process of choice carried out by a manager among multiple alternatives. It represents a sequence of actions performed by a manager or a group of managers aimed at identifying, analyzing, and selecting the optimal option for solving a specific problem or achieving a defined goal.

The purpose of a managerial decision is to ensure the implementation of the tasks set before the organization. Thus, the most effective decision is not only the one that is made but also the one that is successfully implemented, contributing as much as possible to the achievement of the final objective. Various authors in the field of management theory interpret the concept of “managerial decisions” from different perspectives; however, at its core lies the process of making responsible and well-grounded decisions aimed at achieving both strategic and tactical objectives of the organization [1], [2], [3]. Let us consider the category of “managerial decision” in management theory in more detail by applying a comparative analysis reflected in the economic literature (Table 1).

Overall, the term “managerial decisions” can be defined as the process of making key choices aimed at implementing an organization’s strategic and operational objectives. The diversity of interpretations and approaches to this category in decision-making theory is determined by its multifaceted nature, in particular by the emergence of new management directions and methods, as well as the use of modern information technologies [3], [6], [11].

This highlights the need for further research in this area and for clarifying the concept of “managerial decisions”.

Table 1

**The essence of the concept of “managerial decision”**

Author	Definition	Key feature
D. Derlou [1]	A managerial decision is the point at which a choice is made between alternative and, as a rule, competing opportunities.	Choice between alternatives and competing opportunities
L. Nechaiuk [4]	A managerial decision is the result of choosing from several alternatives, expressed in written or oral form, and containing an action programme aimed at achieving a goal.	Result of choosing among several alternatives
N. Karnadska [5]	A managerial decision is a social act formed on the basis of alternative analysis and an officially approved evaluation; it has a directive nature, includes goal-setting and justification of ways to achieve them, organizes the practical activities of management subjects and objects, and is aimed at attaining the stated goal.	Social act based on alternative analysis and evaluation
A. Shehda [6]	A managerial decision is the result of choosing an object of management and methods of action aimed at solving a specified task in an existing or forecasted situation.	Result of choosing the object of management
S. Young [7]	A managerial decision is an effective response that produces the desired result in the current or potential state of the organization.	Effective response yielding the desired result
V. Pryimak [8]	A managerial decision is a set of measures for selecting the optimal option from a range of possible alternatives, carried out by a manager or a group of managers within their official authority and competence and aimed at achieving various organizational goals.	Set of measures for selecting the optimal option
A. Ihnatieva [9]	A managerial decision is the choice of an alternative by a manager within the scope of their official authority, aimed at achieving the goals of the organization.	Choice of an alternative aimed at achieving goals
P. Drucker [6]	Managerial decisions are defined choices concerning the goals and resources of an organization that determine its structure and business activity.	Determination of choices regarding organizational goals
H. Simon [5]	Managerial decisions are viewed as a process of choosing an alternative that should solve a specific problem or achieve a particular goal.	Process of choosing an alternative to achieve a goal
M Porter [3]	A managerial decision should be aimed at creating a competitive advantage for the organization in the market.	Creation of competitive advantage
H. Mintzberg [3]	A process that includes goal selection, formulation of alternatives, their evaluation and choice, and the implementation of the selected option.	Process of goal selection and implementation
C. Barnard [10]	A process of selecting from possible alternatives those that ensure the best result for the organization.	Selection of alternatives to ensure the best result

Source: generalized by authors based on [1], [3] – [10].

A managerial decision can be regarded both as the result of the creative activity of a manager or decision-maker within the scope of their official authority and as the outcome of collective actions. This process involves selecting a specific course of action or an alternative from among available options in order to achieve the organization’s stated goals. In addition, a managerial decision includes the application of methods for monitoring implementation and assessing the consequences of the implemented choice [3], [4], [12]. Thus, the synergy of individual efforts and collective work is directed toward the optimal solution of tasks and the achievement of the organization’s strategic goals.

Let us consider in more detail the main stages of the managerial decision-making process, which are presented in Fig. 1.

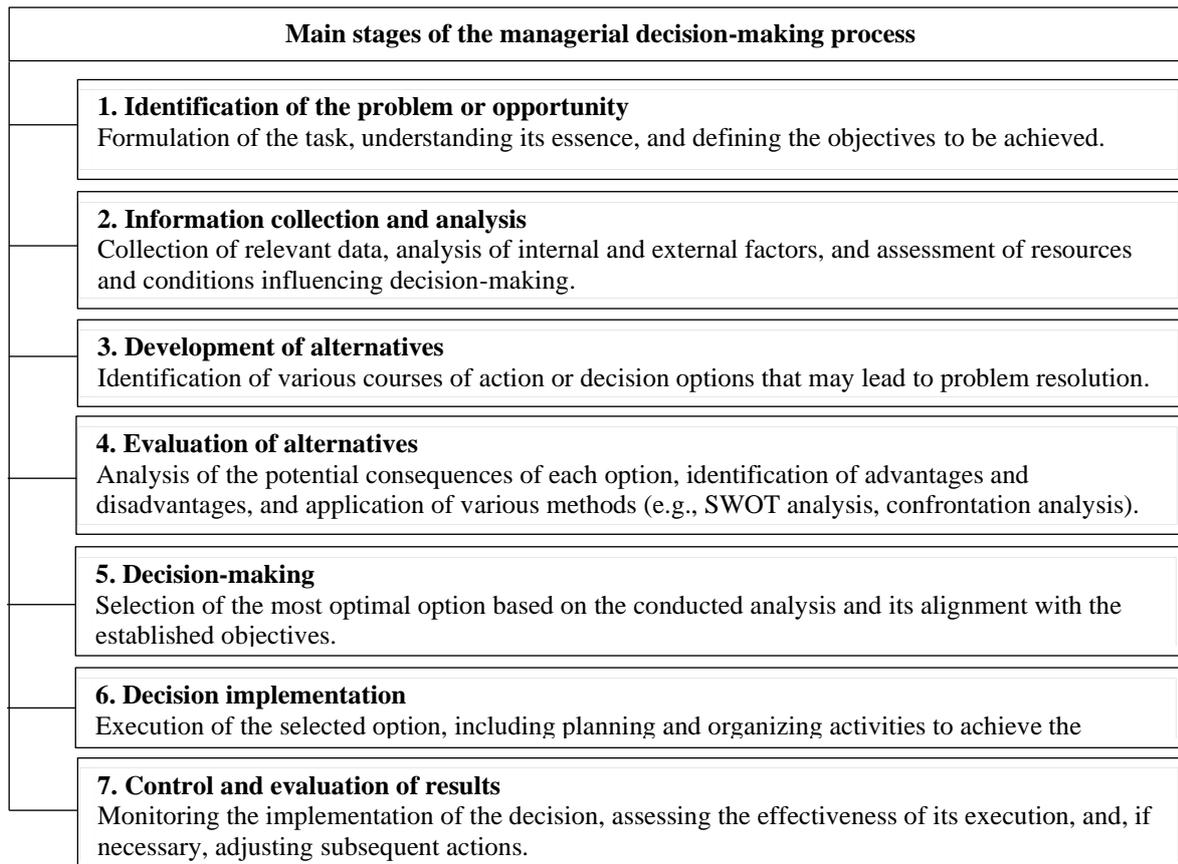


Fig. 1. Main stages of the managerial decision-making process

*Source: summarized by authors based on [1], [7], [13].*

Thus, as shown in Fig. 1, according to the outlined stages, the managerial decision-making process is crucial for the effective functioning of an enterprise, as it enables adaptation to changes in the internal and external environment, optimization of resource use, and the maintenance of the organization's strategic orientation.

The core of decision-making lies in analyzing a set of alternatives based on established criteria. These criteria usually include the assessment of costs and benefits, identification of advantages and disadvantages, as well as the degree of compliance with defined requirements. For example, when selecting a location for opening a new business, the criteria may include rental costs and the availability of a qualified workforce.

In current realities, the managerial decision-making process at Ukrainian enterprises, particularly those operating in the agricultural and grain-processing sector, is of significant relevance and can be characterized by several key features; some of them are considered below [8], [10], [14].

One of the main factors is economic instability and cost fluctuations. The Ukrainian market is often influenced by exchange rate volatility, changes in the cost of raw materials, and energy resources. An adequate managerial decision under such conditions aims at cost optimization, revision of production processes, and the search for alternative sources of raw materials. This contributes to the stabilization of the enterprise's financial indicators and reduces risks associated with economic instability.

Equally important is the implementation of innovations and modern technologies in the enterprise's operational activities. Technological development in production, process automation, management digitalization, and the use of modern marketing methods (both electronic and traditional) are essential components of success in the bakery industry. The

managerial decision-making process should include an assessment of opportunities for introducing new technologies, which will enhance production efficiency, product quality, and cost reduction [13], [15], [16].

A persistent challenge is also posed by changes in legislation and the regulatory framework, which hinder the stable and sustainable functioning of enterprises. Regulations in the food industry, requirements for product quality and safety, as well as environmental standards, are constantly evolving. Managerial decisions must take these factors into account by adapting production processes and internal enterprise policies to new conditions. This helps to avoid legal risks and ensures compliance with market requirements.

Another ongoing challenge in recent years has been adaptation to changes in the consumer environment. Modern consumers are becoming increasingly demanding in terms of quality, product range, and innovativeness. To meet consumer expectations, enterprises must promptly analyze market trends and implement innovations. Effective management based on analytical data and systematic decision-making enables timely adaptation of production to market demands [1], [12], [11], [13].

Strategic planning and risk management are also essential for the decision-making process [17]. Conditions of high competition and uncertainty require managers of bakery enterprises to make not only operational but also strategic decisions. Planning aimed at long-term stability includes risk assessment, forecasting future market trends, and developing strategies to address them. Such an approach contributes to the sustainable development of the enterprise.

Let us consider the main general characteristics of managerial decisions presented in Fig. 2.

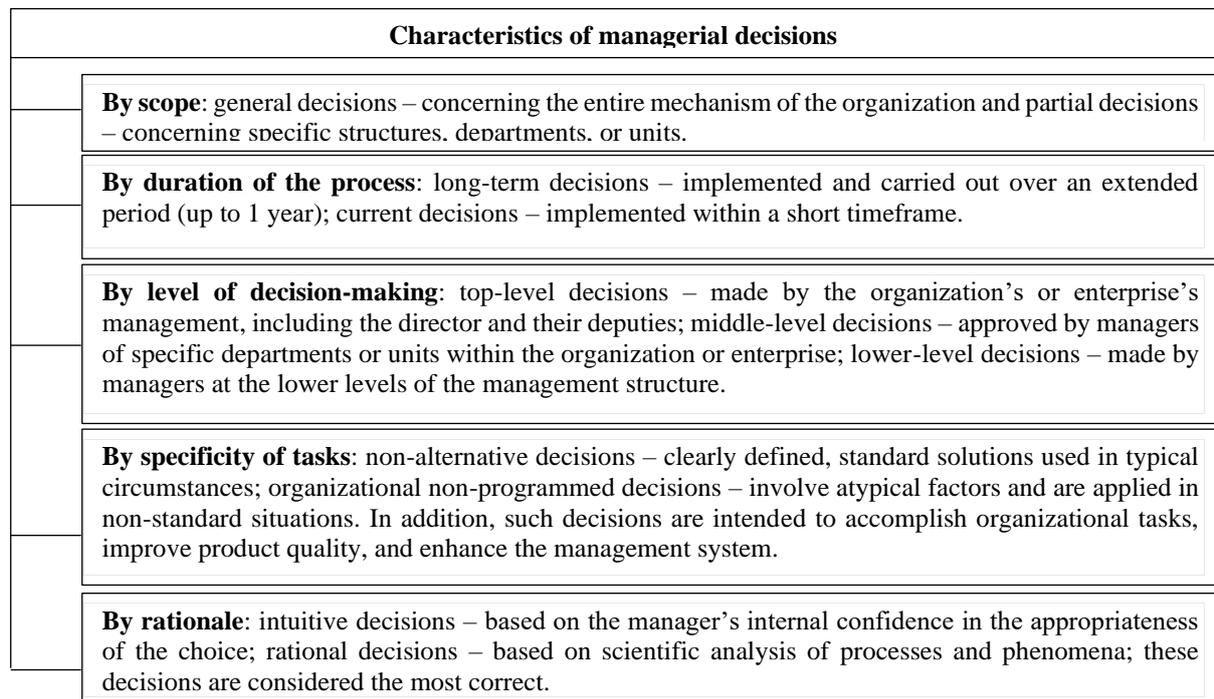


Fig. 2. Main characteristics of managerial decisions

Source: summarized by authors based on [2], [9], [18].

The quality of a managerial decision largely depends on the professional skills of the manager, who must clearly understand the possible consequences of their choice and its impact on the future activities and development of the company. Modern business conditions, especially under martial law, require managers to take into account specific challenges that

create additional difficulties for managerial decision-making technologies within enterprises [6], [11].

The relevance of the managerial decision-making process in the bakery industry of Ukraine is determined by the need to adapt to rapidly changing market conditions, economic instability, the implementation of innovations, compliance with new regulatory requirements, and the satisfaction of growing consumer expectations. Effective management based on sound decision-making enables enterprises to maintain competitiveness, optimize production processes, and ensure sustainable development in the face of contemporary challenges.

Thus, the managerial decision-making process has always been and remains a highly relevant and complex process, requiring managers not only to have a high-quality education but also considerable experience in management activities, as well as an understanding of the current economic development of the country in which the enterprise operates and its main consumers [1], [9], [12].

Modern features of the managerial decision-making process demand rapid responses to all changes occurring in society, as well as consideration of numerous factors influencing management in order to select the optimal option from the wide range of alternatives available to the manager.

Contemporary decision-making technologies have become particularly relevant because, in a dynamic business environment, solving complex problems requires high speed, accuracy, and efficiency.

Current characteristics of managerial decision-making include the integration of cutting-edge technologies, increased flexibility, and a data-driven orientation [17]. In management, the decision-making process is far more systematic than in everyday life. While personal decisions primarily affect the individual and their immediate circle, a manager makes decisions that have consequences not only for themselves but also for the organization and its employees.

For instance, managers of large companies may make decisions involving substantial financial resources, often amounting to millions of dollars. Even more importantly, these decisions can significantly impact the lives of many people – from direct colleagues to all employees of the organization. For example, one manager may impose fines for coffee breaks exceeding ten minutes or for participation in community activities during working hours. Another manager, however, may consider that excessive strictness in these matters could reduce motivation, increase absenteeism, elevate staff turnover, and worsen customer service quality and productivity.

Let us examine in more detail the main aspects of the managerial decision-making process, summarized in Table 2.

In such situations, a manager may decide that it is more effective to have an open but constructive conversation with an employee rather than imposing administrative penalties. However, if the violations persist – for example, if the employee is systematically late or devotes too much attention to community activities to the detriment of work – management may be forced to make a decision regarding their dismissal.

If an organization is large and influential, the decisions of its managers can significantly alter the situation even at the regional level. For example, once-thriving cities in New England nearly emptied after textile and footwear enterprises, which formed the backbone of the local economy, relocated their production to the South or abroad.

These features indicate that the modern managerial decision-making process is multifaceted, focused on leveraging innovative technologies, and aimed at achieving maximum efficiency in constantly changing conditions.

Making important managerial decisions carries serious moral responsibility, which is particularly pronounced at higher levels of management. However, regardless of position, every

manager works with resources that belong to others, and, accordingly, their decisions affect the lives of these people [7], [10], [12].

Table 2

**Main contemporary aspects of the managerial decision-making process**

Aspect	Essence of the aspect
Digitalization and automation	The modern decision-making process is closely linked with the implementation of digital technologies. Automated systems for data collection and analysis (e.g., ERP, CRM, BI platforms) allow managers to promptly obtain up-to-date information, significantly reducing response time to changing market conditions.
Data-driven decision-making	With the large amount of available data, managers can conduct in-depth situation analyses, use analytical tools, statistical methods, and forecasting to justify the selection of alternatives. This enables more accurate and effective managerial decisions.
Flexibility and adaptability	In a dynamic business environment, it is crucial to respond quickly to changes. A flexible management approach, including the use of Agile methodologies, allows strategies and decisions to be adjusted promptly, ensuring the organization's competitiveness.
Use of artificial intelligence and machine learning	Integrating AI technologies allows not only the analysis of large volumes of data but also the prediction of future trends and modeling of various scenarios. This contributes to more informed alternative selection and optimization of decision-making under uncertainty.
Scenario planning and simulation models	The use of modern modeling tools enables evaluation of the outcomes of different decision scenarios, helping managers anticipate potential risks and adapt strategies according to market conditions.
Integration of information systems	Through integration platforms and cloud technologies, organizations can combine data from various sources to obtain a comprehensive view of the situation. This facilitates more thorough analysis and coordination among different departments.
Collective approach and transparency	Modern decision-making often involves not only the manager but also collective teams, providing broader expertise and improved internal communication. Transparency of information fosters trust and enhances the effectiveness of collaborative actions.

Source: summarized by authors based on [4], [8], [13].

Therefore, a manager has no right to make hasty or ill-considered decisions. To act more rationally and systematically, it is necessary to examine the decision-making process more deeply, its inseparable connection with managerial activity, as well as the key characteristics of managerial decisions. Next, we will analyze the key aspects and features of the managerial decision-making process in the context of digitalization (Table 3).

As seen in Table 3, digitalization influences the managerial decision-making process by promoting optimization, responsiveness, and increased efficiency of managerial actions within the organization [19]. The use of modern methods for managerial decision-making in contemporary conditions is highly relevant today, as it helps managers adapt more quickly to current market requirements and make more effective decisions within the organization.

For example, if a manager decides to terminate an employee, it may cause significant harm to that individual. At the same time, if an ineffective employee is not addressed, both the organization and its owners and staff may suffer.

Let us examine in more detail the features of the classification of managerial decisions that exist today in the operations of bakery enterprises. The decision-making process in bakeries is a critical component of effective management across production, marketing, finance, and personnel.

Table 3

**Features of the managerial decision-making process in the context of digitalization**

Feature	Description	Tools
Process automation	Use of digital technologies for automatic data collection, processing, and analysis, which reduces decision-making time.	ERP systems, CRM systems, Business Intelligence (BI) systems
Data-driven decision-making	Managerial decisions are based on the analysis of large volumes of information, ensuring high accuracy and well-founded choices.	Big Data, Data Mining, analytical platforms
Real-time decision-making	Ability to respond promptly to changing market conditions through continuous information updates.	Monitoring systems, Internet of Things (IoT), cloud technologies
Integration of information systems	Combining data from various sources to obtain a unified view of the situation, facilitating more informed decision-making.	APIs, integration platforms, Data Warehousing
Increased transparency	Ensuring data accessibility and openness for all stakeholders, improving communication and trust in the decision-making process.	Data visualization systems (dashboards), interactive reports
Use of artificial intelligence	Employing AI algorithms for forecasting, simulation, and optimization of decisions, allowing consideration of complex scenarios.	Machine learning, predictive analytics, simulation models
Flexibility and adaptability	Ability to quickly adjust managerial decisions through dynamic data analysis and the use of modern technologies to support adaptive management.	Cloud platforms, Agile approaches, flexible management systems

Source: summarized by authors based on [3], [4], [5].

Decisions can be classified according to various criteria, summarized in Fig. 3.

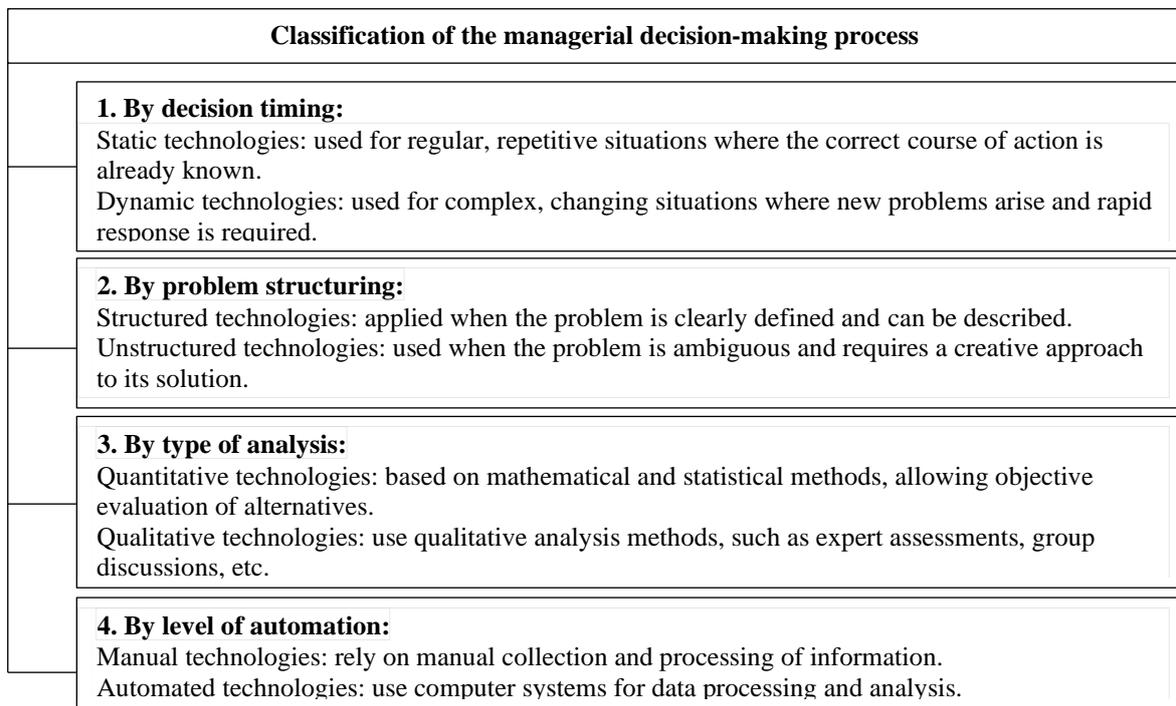


Fig. 3. Key features of managerial decision-making technology classification

Source: summarized by authors based on [3], [6].

The classification of the managerial decision-making process is quite extensive. Aspects not shown in the figure will also be discussed in more detail to highlight the features of decision classification.

1. By management level, all decisions are divided into:

Strategic decisions – long-term decisions that determine the development direction of the enterprise (e.g., expanding the product range, entering new markets).

Tactical decisions – medium-term decisions that ensure the implementation of strategic goals (for example, the introduction of new baking technologies, changing raw material suppliers).

Operational decisions – short-term decisions concerning current activities (for example, regulating production shifts, resolving supply issues).

2. By the nature of the problem, managerial decisions can be:

Programmed decisions – standard decisions made based on rules and algorithms (for example, controlling oven temperature, managing flour inventory).

Non-programmed decisions – unique decisions requiring analysis and a creative approach (for example, developing a new type of bakery product, implementing anti-crisis measures).

3. By the level of personnel involvement in the decision-making process:

Autocratic decisions – made by the manager without consultation with personnel (for example, changing production standards).

Collegial decisions – made through discussion with managers of various departments (for example, selecting new equipment).

Delegated decisions – made by subordinates within the scope of their authority (for example, adjusting staff shift schedules).

4. By decision-making conditions:

Decisions under certainty – based on reliable data (for example, planning raw material purchases based on demand analysis).

Decisions under risk – based on forecasts and probabilities (for example, introducing a new recipe based on market research).

Decisions under uncertainty – made in situations where sufficient information is not available (for example, actions in force majeure situations, such as flour supply interruptions).

5. By functional orientation, managerial decisions can be divided into:

Production decisions – related to organizing the technological process (for example, production baking schedule).

Financial decisions – concerning cost management, profitability, and investments (for example, evaluating the profitability of a new product line).

Marketing decisions – include sales strategies, advertising, market research (for example, choosing an advertising campaign to promote a new product).

Personnel decisions – related to staff management, motivation, and training (for example, hiring and employee certification).

6. By the method of decision-making:

Individual decisions – made by a single manager (for example, changing pricing policy).

Group decisions – made by a commission or council (for example, developing an innovative production strategy).

The classification of the managerial decision-making process in enterprises allows managers to effectively manage resources, optimize production processes, and minimize risks. The choice of an appropriate approach depends on the nature of the problem, the management level, and the conditions under which decisions are made.

## **CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH**

Thus, the essence and types of managerial decisions have been analyzed in detail. The main stages of the managerial decision-making process and their role in the development of modern enterprises have been highlighted. Key characteristics of managerial decisions relevant to contemporary organizations have also been identified. The quality of a decision largely

depends on the professional skills of the manager, who must clearly understand the potential consequences of their choice and its impact on the company's future operations and development.

A detailed analysis of the modern features of the managerial decision-making process has been conducted, emphasizing the integration of cutting-edge technologies, increased flexibility, and data orientation. The main contemporary aspects of the decision-making process have been identified, including digitalization and automation, flexibility and adaptability, as well as other modern aspects that should be implemented within enterprise activities. A key role in managerial decision-making is played by the consideration of digitalization aspects, which are highly relevant in today's globalized environment.

The classification of managerial decisions in bakery enterprises has been thoroughly examined. Digitalization affects the decision-making process, contributing to optimization, responsiveness, and increased efficiency of managerial actions within the organization. The use of modern methods for decision-making is particularly relevant today, as it helps managers adapt more quickly to current market requirements and make more effective organizational decisions.

Future research is expected to involve a more detailed analysis of the impact of digital transformation on managerial decision-making. This includes determining the influence and interconnection of digital transformation factors on decision-making, as well as their impact on leadership development among managers and enterprise personnel. Further studies should also examine the application of artificial intelligence systems, machine learning, and expert systems for risk forecasting, automation of managerial decisions, and the formation of strategic enterprise development scenarios.

It is advisable to investigate changes in managerial competencies, adaptation to digital tools, development of digital literacy, and the formation of new managerial roles. Research into the transition from traditional hierarchical models to flexible structures and their effect on the speed and efficiency of managerial decision-making is promising.

An important area of study is the examination of risks related to information security, cyber threats, data leaks, and the impact of these factors on managerial decisions and enterprise strategy. Future research could focus on improving decision support systems through the integration of digital platforms, analytical tools, and automated algorithms. The impact of digital communication tools (Zoom, Teams, corporate messengers, internal platforms) on collective decision-making, alignment speed, and team interaction quality is another promising area.

It is also important to analyze the effects of information overload, digital stress, cognitive biases, algorithm dependency, and decreased critical thinking on the decision-making process. Further research should explore how digital technologies transform approaches to strategic management, the creation of competitive advantages, and innovation management. The development of a system for measuring digital maturity and its impact on managerial processes, including responsiveness to change and decision-making effectiveness, also requires attention.

Research on the differences between classical decision-making models and digital models – based on analytical systems, forecasting, and automation – is particularly relevant. Studies should examine how digital conditions influence personnel management, leadership style, collective decision-making processes, and the effect of communication barriers. In summary, further research in the field of transforming managerial decision-making under digitalization should focus on a comprehensive study of technological, organizational, and behavioral aspects of management, particularly the impact of digital systems on decision quality, the transformation of managerial functions, and the formation of new strategic development models for enterprises in a digital environment.

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## **ТРАНСФОРМАЦІЙНІ ОСОБЛИВОСТІ ПРОЦЕСУ ПРИЙНЯТТЯ УПРАВЛІНСЬКИХ РІШЕНЬ В УМОВАХ ЦИФРОВІЗАЦІЇ**

**Анотація.** Стрімкий розвиток цифрових технологій і становлення цифрової економіки суттєво трансформували процеси ухвалення управлінських рішень. Цифровізація впливає на всі сфери діяльності підприємства, зокрема на збирання, обробку та аналіз даних, що безпосередньо визначає швидкість, якість і результативність управлінських рішень. Сучасні менеджери дедалі більше покладаються на цифрові інструменти, аналітичні платформи, системи підтримки прийняття рішень, штучний інтелект (ШІ) та великі масиви даних, що забезпечує більш обґрунтоване, своєчасне й гнучке ухвалення рішень. Зазначені можливості є критично важливими для збереження конкурентоспроможності в динамічному та невизначеному бізнес-середовищі.

У статті проаналізовано трансформаційні особливості ухвалення управлінських рішень в умовах цифровізації з акцентом на теоретичні засади та практичні аспекти їх застосування. Ефективність управлінських рішень визначається не лише якістю їх формулювання, а й успішністю реалізації, що забезпечує досягнення як стратегічних, так і оперативних цілей. До ключових сучасних аспектів належать цифровізація й автоматизація, аналіз даних у режимі реального часу, сценарне моделювання, інтеграція ШІ, гнучкість та адаптивність. Зазначені характеристики сприяють оптимізації, підвищенню оперативності та загальної ефективності управління, зокрема на підприємствах хлібопекарської галузі, де виробничі, фінансові, маркетингові та кадрові процеси мають оперативно реагувати на коливання ринку, регуляторні зміни та очікування споживачів.

Розглянуто класифікацію управлінських рішень за рівнями управління, складністю проблем, залученням персоналу, функціональною спрямованістю та умовами прийняття рішень. Цифрові технології сприяють автоматизації процесів, інтеграції даних, колективному ухваленню рішень і підвищенню прозорості, що дає змогу менеджерам приймати обґрунтовані, ефективні та адаптивні управлінські рішення. Доведено, що впровадження цифрових інструментів і штучного інтелекту в процес ухвалення рішень підвищує результативність діяльності, посилює конкурентні позиції та сприяє сталому розвитку сучасних підприємств.

**Ключові слова:** управлінські рішення; цифровізація; цифрова трансформація; управління підприємством; системи підтримки прийняття рішень; штучний інтелект; управління на основі даних.