

Shumyliak, L., Cibák, L., Yokhna, M., Shterma, T., & Kozlova, I. (2026). Metrics of Management Effectiveness: Decision-Making in Enterprises During Crisis Periods. *Journal of Applied Economic Sciences*, Volume XXI, Special Issue, 1(91), 275 – 289.

**Abstract:**

This study develops a comprehensive system of metrics to evaluate the effectiveness of management decisions during crisis periods, with a specific focus on enterprises in the transitional economy of Ukraine. Under conditions of extreme market volatility and systemic shocks, including wartime challenges, traditional performance indicators often fail to capture the nuances of organizational resilience. Using a structural-analytical approach, this paper identifies key performance indicators (KPIs) that prioritize liquidity maintenance, resource optimization, and strategic flexibility over short-term profit maximization.

The research establishes that the adoption of adaptive management metrics serves as an internal structural reform, allowing firms to navigate the transition from crisis survival to long-term stability. By integrating qualitative and quantitative measures of decision-making efficiency, the proposed framework provides a roadmap for safeguarding an enterprise's financial health during periods of intense uncertainty. The findings demonstrate that effective crisis-period metrics are a prerequisite for maintaining corporate solvency and supporting national economic resilience. The study concludes with practical recommendations for managers to implement these metrics as part of a broader strategy for financial sustainability in transitional and conflict-affected environments.

Keywords: management decisions; crisis management; structural reforms; transitional economies.