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**ENTREPRENEURSHIP IN UKRAINE: DEVELOPMENT DYNAMICS
AND THE ROLE OF STANDARDIZED DECISIONS**

The article analyzes the significance of entrepreneurship for economic growth and social development. The entrepreneur is considered a key participant in the economic process, whose decisions and actions influence the dynamics of a country's development, the formation of gross domestic product, and other important economic indicators. In modern conditions, entrepreneurial activity goes beyond mere commercial interest-it also acquires social and psychological dimensions, influencing the structure of social relations and contributing to their transformation. The article also highlights how entrepreneurship contributes to the restructuring of economic mechanisms and how successful businesses should consider not only profitability but also the interests of all stakeholders: investors, employees, consumers, and the state. In the Ukrainian context, modern entrepreneurship is characterized by the expansion of activity areas and the increase in the number of managerial decisions made at different organizational levels. Special attention is given to the need to improve the professional training of personnel and the development of interaction between them to ensure effective decision-making. Among the identified problems is the limitation of traditional forms of professional development, which often do not meet the pace of modern development and changes in management approaches. To address these challenges, the creation of specialized databases of typical managerial decisions is proposed. These would accelerate the process of making effective decisions in typical situations. Such solutions would reduce risks and improve the organization of production and commercial processes. Additionally, the article emphasizes the relevance of integrating such solutions into educational programs, which would help improve the training level of future managers and specialists in the entrepreneurial field.

Keywords: entrepreneurship; entrepreneur; partnership; management system; managerial decisions; solution banks; social impact; business efficiency; innovative approaches.

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**ПІДПРИЄМНИЦТВО В УКРАЇНІ: ДИНАМІКА РОЗВИТКУ
ТА РОЛЬ СТАНДАРТИЗОВАНИХ РІШЕНЬ**

У статті проаналізовано значення підприємництва для економічного зростання та соціального розвитку. Підприємець розглядається як ключовий учасник економічного процесу, від рішень і дій якого залежить динаміка розвитку країни, формування валового внутрішнього продукту та інші важливі економічні показники. У сучасних умовах підприємницька діяльність виходить за межі суто комерційного інтересу – вона набуває соціального та психологічного забарвлення, впливаючи на структуру суспільних відносин та сприяючи їхній трансформації. У статті також звернено увагу на те, як підприємництво сприяє перебудові економічних механізмів, і як успішний бізнес повинен враховувати не лише прибутковість, а й інтереси усіх зацікавлених сторін: інвесторів, працівників, споживачів та держави. В українському контексті сучасне підприємництво вирізняється розширенням напрямів діяльності та зростанням кількості управлінських рішень на різних організаційних рівнях. Особливу увагу приділено потребі в удосконаленні професійної підготовки кадрів та розвитку взаємодії між ними для забезпечення ефективності прийняття управлінських рішень. Серед проблем виокремлено обмеженість традиційних форм підвищення

кваліфікації, які часто не відповідають темпам сучасного розвитку та змін у підходах до управління. Задля розв'язання цих викликів пропонується створення спеціалізованих баз типових управлінських рішень, які дозволять прискорити процес ухвалення ефективних дій у типових ситуаціях. Такі рішення сприятимуть зниженню ризиків та покращенню організації виробничих і торговельних процесів. Крім того в статті робиться акцент на доцільності інтеграції таких рішень до навчальних програм, що допоможе підвищити рівень підготовки майбутніх керівників і фахівців у підприємницькій сфері.

Ключові слова: підприємництво; підприємець; партнерство; система управління; управлінські рішення. банки прийомів; соціальний вплив; управлінські рішення; ефективність бізнесу; інноваційні підходи.

Introduction. One of the key links and the main driver of market economy development is entrepreneurial activity [1]. No state can develop harmoniously without it. Entrepreneurship determines the pace of economic growth, the structure and quality of the national gross product, and the entrepreneur is a dominant figure in the functioning and development of the market economy. Modern entrepreneurship intrudes into subjective, psychological, and social aspects. It is not only a special type of economic activity aimed at profit maximization. Today, it is a form of expressing social relations arising from this activity. Any entrepreneurial structure strives to achieve maximum possible market efficiency, which enables the production of quality products, provision of quality services, payment of dividends to shareholders, salaries to employees, payment of taxes and duties, etc.

One of the most characteristic features of the current stage of enterprise development in Ukraine is the diversification of activities and the corresponding increase in the number of possible options for managerial decisions made by specific specialists [1, 5]. There is a significant increase in the number of professionals involved in the processes of developing and making managerial decisions, which, in turn, raises the problem of imbalance between the complexity of tasks and the professional training of those responsible for solving them. This complicates and slows down the process of justifying and selecting decisions in specific situations and increases the likelihood of errors, which is one of the major factors of low economic efficiency. The current practice of transferring practical management experience from highly qualified specialists to beginners is also insufficiently effective. The traditional system of training and professional development provides basic foundations but cannot interactively meet real-time management knowledge needs. Management literature and business periodicals mainly require specialists to process and systematize relevant solutions independently. The complexity of finding optimal managerial decisions for specific situations reduces the overall effectiveness of entrepreneurial activity.

Given the logic of reasoning, it can be stated that the problem under study is urgent and requires deeper scientific development.

Aims. The goal of solving the problem and activating entrepreneurial activity in the economy is the development and practical application of scientific approaches to the formation of managerial decisions based on comprehensive analysis, classification, standardization, effectiveness evaluation, and the creation of an appropriate information bank that could be used by managers and specialists to select the most effective measures and strategies, as well as in the process of training and upgrading managers' qualifications.

Analysis of literary sources. Analyzing recent scientific studies and publications, one can observe the development of entrepreneurial activity and the presence of information technology development both domestically and globally. These issues are highlighted in the works of: B.Ye. Bilyk, V.V. Bovkun, O.I. Kovalchuk, F. Kotler, Yu.I. Pelekh, V. Rodchenko and others.

Research results. An effective means of supporting decision-making should be the creation of computerized knowledge bases, including sets of rules for generating alternatives and lists of standardized decisions for typical situations that have proven their effectiveness in practice. Abstracting the positive experience of entrepreneurship from specific situations, determining certain standardized solutions for typical situations, identifying classification features of typical tasks, and ways to solve them and creating a systematic list of specific entrepreneurial techniques would significantly accelerate the search for necessary solutions and increase the efficiency of managers and specialists in various economic sectors.

A low level of decision-making in entrepreneurship leads to misidentification of strategies and priorities, areas and methods of activity, target markets, and means of influencing consumers, as well as variants of organizing interaction with partners and internal personnel. As a result, there are many unprofitable and inactive enterprises, and entrepreneurship is insufficiently developed and inefficient.

Sets of standardized decisions should be characterized by clear structure, systematic presentation of decisions of different orientations and levels of specification. Analysis and evaluation from this perspective show that authors often form sets of decisions rather chaotically. Literature on management, marketing, and other entrepreneurial aspects actually contains many solutions that can rightfully be considered standardized. However, due to their insufficient systematization, unclear formulation, and mixing with specific examples, they are mostly perceived as isolated useful recommendations rather than as a coherent code of entrepreneurial practices. The importance of using standardized decisions in enterprise practice is determined by the need to improve not only the quality but also the speed of management. The real feasibility of improving quickly found acceptable decisions is decisively influenced by the time factor. The necessity of conducting research and calculations to find better decisions in short time frames leads to increased costs (V) for this procedure ($V = a/t$, where a is a parameter), and for any expected additional benefit (E) from improving certain basic decisions, there must exist a critical time frame (when $V = E$, then $t_k = a/E$), which determines the advisability ($E > V$) or inadvisability ($E < V$) of searching for better solutions [3]. If the actual time available for decision-making is less than the critical time ($t < t_k$), a quickly made decision becomes better than an optimal one whose search would lead to sharply increased associated costs. In cases where the actual decision-making period may exceed the critical one ($t > t_k$), the possibility and economic feasibility of research for better decisions arise.

The main tool for quickly finding effective decisions and, accordingly, for activating entrepreneurial activity in an enterprise should be the use of standardized decision banks. The development of methodological foundations for the standardization of entrepreneurial decisions is promising, as it enables further expansion and deepening of the functional specialization of such a bank, targeted generation of new decisions, which can find practical application in narrow areas of activity of specific enterprise and organization specialists. The methodology of standardizing decisions in entrepreneurship includes principles of their formation, a set of conceptual provisions regarding the structural model of decisions and their organization in a bank, the functioning and development of this bank based on modern computer technologies, as well as a set of methods and techniques for generating, searching, modifying, and evaluating the effectiveness of selected measures.

To further expand, the solution bank must have a structure oriented toward the real user. Among marketing-oriented techniques, those related to specific marketing areas are identified. General marketing techniques are aimed at creating various types of motives to encourage buyers to make purchases, finding and choosing a company's market position, as well as determining ways of strategic development. Techniques related to communication during buying and selling are based on

known psychological traits and allow combining objective product offerings with purely psychological perception effects. Methods for improving product quality guide producers to enhance functional characteristics of products, introduce additional consumer conveniences, and increase originality and reliability in achieving expected consumer effects. Pricing techniques relate to pricing methods, discount options, buyer perception psychology, means of increasing price adaptability to real conditions, and hidden elements of profitability adjustments. Approaches to naming products and brands, as well as assortment policy, aim to choose names that are easy to perceive, meaningful, trustworthy, and associated with high product quality while ensuring consistency with the enterprise's overall strategy. Advertising techniques should focus on forming promising advertising strategies, determining methods of spreading advertising information, and increasing the intensity of attracting potential buyers' attention to advertising messages.

The second component of the bank includes techniques related to the financial relationships of economic entities. Among such techniques for attracting and investing capital, the most important are those that specify directions and features of investment, ways of partner interaction, borrowing options and ways to increase the effectiveness of borrowed resource use, ways to reduce the risks of borrowing and investment, detail possible tactics of stock market operations, and options for effective use of securities. Techniques related to settlements between business entities ensure convenience, speed of money transfers, and promote better guarantee of interests for both parties. The group of tax-related techniques includes those aimed at creating a rational taxation system and techniques that can be used by enterprises to legally reduce tax payments.

Another part of the bank includes techniques of organizational and managerial activities. Key managerial tools include those aimed at forming the foundation of an effective management system, improving management technologies, including planning and organizational activities, stimulating employee creativity, enhancing moral motivation, and creating conditions for full realization of employee professional potential. Material incentive techniques include those aimed at creating favorable conditions and rational organization of the incentive process, differentiating wage approaches for various categories of employees, and choosing incentive scales based on which incentive values are calculated depending on evaluation indicators. Techniques related to work organization include those concerning the formation of general conditions and internal production organization, as well as the organization of interaction between parties in the course of activity. Techniques to improve individual performance regardless of specialty consist of those improving self-organization of specialists and psychological techniques aimed at establishing productive and conflict-free interpersonal relationships within a team.

Expanding the content of the typical decision-making system may require its structural updating, as an increase in the number of methodologies with similar functionality provides grounds for grouping them into separate categories or subcategories to increase orderliness, consistency, and convenience of practical use. Considering practical use, the most obvious directions for developing the bank are introducing new target areas, distinguishing resources needed to implement specific measures as a separate classification feature. For the possibility of synthesizing new techniques, restructuring the bank based on decision elements and specific values of these elements followed by heuristic generation of techniques through morphological synthesis is promising.

Activating entrepreneurial activity through the application of standardized decision banks requires a certain reorientation of the management training and retraining system in two main directions. The first direction is the use of a centralized management techniques bank or specific local or professionally oriented banks in the educational process, especially those covering the specifics of activity in different economic sectors. Studying the content of solution banks should be recommended to broaden the management course curriculum. At the same time, economic-oriented courses should study those parts of the banks directly related to specific economic activities. For

example, marketing courses should be supplemented with topics aimed at concentrated study of marketing techniques. Similar additions are advisable for courses on advertising, product policy, pricing, investment, finance, innovation, and those detailing specific management functions, such as planning, organization, motivation, and control. Other detail options for solution banks may also be appropriate, such as by industry (manufacturing, trade, services), by stages of production, trade, and other economic processes, by primary activity goals (using different goal tree variants), or depending on available resources and desired methods of achieving useful results.

The second direction involves, within the management course or specialized management training, mastering the methodology and techniques of solution generation that have been successfully tested in management training and professional development. The relevance of this recommendation is due to the fact that both in scientific literature and textbooks on decision-making theory, the generation stage is often underestimated, with emphasis placed on the mathematical tools for evaluating criteria, risks, constraints, and preferences. The least studied stage of the decision-making process is the formation procedure itself, which can be carried out using pre-developed standardized elements and involve assembling the necessary solutions from these elements or shaping them according to the real situation.

Given this, the activities of an entrepreneurial structure have a clearly expressed social component. The strengthening of the social dimension of entrepreneurial activity is driven by the demands and expectations of society in a socially oriented market economy. This is due to the fact that entrepreneurship not only fulfills economic tasks but also significantly influences social processes while depending on public opinion and societal perception. In fulfilling its functions, a socially responsible entrepreneurial structure seeks to coordinate its actions and find ways to effectively partner with other business entities, government, and civil society. As a result of such interaction, the enterprise strengthens its business reputation, reduces risk levels, increases employee productivity, builds consumer trust, and ultimately enhances its market competitiveness. In this context, it is appropriate to distinguish between the functions of entrepreneurship as a specific type of economic activity and as a particular type of economic behavior. Functions related to the implementation of entrepreneurship as a type of activity include ways of executing entrepreneurial actions: mobilization (resource concentration and unification), organizational (organization of production, sales, marketing, advertising), initiative-innovative (active initiative, idea generation, innovation, search and use of best market opportunities, risk-taking), and protective (defending rights and resisting encroachment on gained results).

Functions related to entrepreneurship as a type of economic behavior include ways of interacting with the environment. On the one hand, these are functions related to adapting to the environment, i.e., reactive functions. On the other hand, they reflect the role that entrepreneurship plays in relation to its environment, i.e., transformational functions.

Adaptive or reactive functions involve solving current tasks that arise in adapting to external conditions, as well as demonstrating entrepreneurs' ability to respond quickly to changes in external economic conditions. From this point of view, they should be considered special types of managerial activities, including production, supply and sales management, personnel, and finance. Despite their managerial nature, entrepreneurial functions have their own unique essence. In contrast, transformational functions characterize the influence of entrepreneurship on the economic environment and its outcomes, thus acting as an active subject.

Conclusion. Thus, modern entrepreneurship is an extremely complex and multifaceted phenomenon with a complex socio-economic nature and is associated with performing a wide range of diverse functions. The complication of entrepreneurship functions and the involvement of an increasing number of participants in the entrepreneurial process contribute to democratization of management and ownership relations, shaping entrepreneurship that is no longer guided solely by

selfish enrichment interests, but seeks to consider the interests of all participants in the economic process and society as a whole. This ultimately leads to overcoming socio-class contradictions and achieving social progress. The use of the solution bank should become a common stage of the management process, a widely used form of accumulating effective management experience, open to regular updates and accessible for use through the distribution of constantly updated computer versions. In our view, the implementation of measures aimed at applying standardized managerial decision banks in the practices of enterprises and organizations can significantly contribute to the activation of entrepreneurial activity across various sectors of the economy.

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