



ГРИЩЕНКО І.В.

канд. екон. наук,

с.н.с. відділу розвитку підприємництва

Інститут проблем ринку та економіко-екологічних досліджень НАН України

Французький бульвар, 29, м. Одеса, Україна, 65044

E-mail: irina.v.info@gmail.com

ORCID: 0000-0001-8801-3217

ПРОКОПЕНКО О.В.

д-р екон. наук, професор

професор кафедри економіки

Інноваційний університет Колегіум Мазовія

вул. Соколовська 161, Седльце, Республіка Польща, 08-110

E-mail: prokopenko.olha.w@gmail.com

ORCID: 0000-0003-1362-478X

ДЕСТАБІЛІЗУЮЧИЙ ВПЛИВ ПОМИЛКОВИХ ТА НЕСВОЄЧАСНИХ УПРАВЛІНСЬКИХ РІШЕНЬ НА РОЗВИТОК ПІДПРИЄМНИЦТВА В УКРАЇНІ

Актуальність. Існує необхідність дослідження впливу прийняття помилкових та несвоєчасних управлінських рішень на розвиток підприємництва в Україні з поєднанням інтересів бізнесу, суспільства та довкілля, як основи удосконалення інструментів організаційно-економічного механізму прийняття управлінських рішень у сфері розвитку підприємництва з урахуванням вимог економічної безпеки України.

Мета та завдання. Метою цього дослідження є побудова концептуальної моделі впливу помилкових та несвоєчасних управлінських рішень на розвиток підприємництва в Україні. Відповідно до мети дослідження було визначено такі завдання: 1) визначення економічної сутності помилкового та несвоєчасного прийняття рішень у сфері управління підприємницькою діяльністю; 2) дослідити вплив помилкових та несвоєчасних управлінських рішень на розвиток підприємництва в Україні; 3) запропонувати науково-методичний підхід для подолання негативного впливу помилкових та несвоєчасних управлінських рішень на розвиток підприємництва в Україні.

Результати. Встановлена економічна сутність помилкового та несвоєчасного прийняття управлінських рішень у сфері підприємництва. Ми вважаємо, що помилкові та несвоєчасні управлінські рішення - це рішення, які приймаються з порушенням принципів конкретності в часі та економічної ефективності. В статті досліджено вплив помилкового та несвоєчасного прийняття управлінських рішень у сфері підприємництва. Глибина та тривалість дестабілізуючого впливу помилкових та несвоєчасних управлінських рішень у сфері підприємництва визначається головним чином тим, що вони значно прискорюють основні процеси, що лежать в основі загальної нестабільності сучасної економічної системи. Розглядаючи помилкове та несвоєчасне прийняття рішень у сфері управління підприємницькою діяльністю, ми можемо виділити вісім основних сфер їх впливу: інституційний напрям, фінансово-економічний напрям, соціальний напрям, криміналізація економічних відносин, пригнічення інновацій, зовнішні геополітичні впливи, внутрішні геополітичні впливи та структурні економічні дисбаланси розвитку підприємництва. Наявність цих напрямків впливу помилкового та несвоєчасного прийняття рішень у сфері управління підприємством призводить до руйнування існуючих та унеможливає побудову ефективних механізмів інноваційного розвитку підприємства, викликає деградацію існуючих ресурсів та економічного потенціалу України. У статті розроблена концептуальна модель впливу несвоєчасного прийняття рішень у сфері управління національною економікою. У цьому документі запропоновано науково-методичний підхід до подолання негативного впливу помилкового та несвоєчасного прийняття управлінських рішень на збалансований розвиток підприємства. Цей підхід може ґрунтуватися на: по-перше, на правильній декомпозиції проблеми – розкладанні проблеми помилкового та несвоєчасного прийняття рішення на кілька основних питань із визначенням їх значущості; по-друге, на систематичному опитуванні експертів у цій темі для отримання найбільш точної конкретизації управлінського рішення, яке може складатися із переліку сторін з їх інтересами та можливостями; крім того – на комп'ютерному моделюванні процесів, що відбуваються в соціально-економічних системах. Слід зазначити, що одним із найактуальніших питань сьогодні є реалізація такого підходу до прийняття управлінських рішень, який би забезпечив достатньо високий рівень інноваційного розвитку підприємства, поєднуючи економічні інтереси бізнесу з інтересами суспільства та навколишнього середовища.

Висновки. Результати нашого дослідження дозволили зробити висновок, що помилкове та несвоєчасне прийняття управлінських рішень у сфері підприємництва може призвести не лише до прямого та постійного

зниження виробничих потужностей, що може бути безпосередньо виражено у реальній втраті трудового потенціалу. Подолання проблеми помилкового та несвоєчасного прийняття рішень у сфері управління підприємством може сприяти формуванню раціональної та збалансованої просторової структури економіки України; до розвитку ефективного конкурентного бізнесу; до раціонального використання трудових ресурсів, вирівнювання соціально-економічного розвитку України; покращення демографічної ситуації та збільшення тривалості життя населення України; до збільшення валового внутрішнього продукту. Успішна практична реалізація запропонованого науково-методичного підходу щодо подолання негативного впливу помилкового та несвоєчасного прийняття управлінських рішень можлива лише за умови належного врахування цілей інноваційного розвитку підприємництва та економічної безпеки України.

Ключові слова: підприємство, управлінське рішення, дестабілізуючий вплив, економічна криза, організаційно-економічний механізм, збалансований розвиток.

GRYSHCHENKO I.V.

PhD (Economics), Senior Researcher

Institute of Market Problems and Economic & Ecological Research of the

National Academy of Sciences of Ukraine

Frantsuzskiy Boulevard, 29, Odesa, Ukraine

E-mail: irina.v.info@gmail.com

ORCID: 0000-0001-8801-3217

PROKOPENKO O.V.

Doctor of Economics, Full Professor.

Adjunct Professor at Economics Department

Collegium Mazovia Innovative University

ul. Sokolowska 161, 08-110 Siedlce, Republic of Poland, 08-110

E-mail: prokopenko.olha.w@gmail.com

ORCID: 0000-0003-1362-478X

DESTABILIZING EFFECTS OF ERRONEOUS AND UNTIMELY MANAGERIAL DECISIONS ON ENTREPRENEURSHIP DEVELOPMENT IN UKRAINE

Topicality. *There is a requirement to study erroneous and untimely adoption of managerial decisions in the field of entrepreneurship in Ukraine combining economic interests of the businesses with the interests of the society and environment as a base to improve the specific tools of the organizational and economic mechanism of managerial decision-making in the field of entrepreneurship development, taking into account the requirements of economic security of Ukraine.*

Aim and tasks. *The purpose of this research is to build a conceptual model of the impact of erroneous and untimely managerial decisions on entrepreneurship development in Ukraine. Under the purpose of the research, the following tasks were identified: 1) to determine the economic essence of erroneous and untimely decision-making in the field of entrepreneurship management; 2) to investigate the impact of erroneous and untimely managerial decisions on entrepreneurship development in Ukraine; 3) to propose a scientific and methodological approach to overcome the negative impact of erroneous and untimely managerial decisions on entrepreneurship development in Ukraine.*

Research results. *The economic essence of erroneous and untimely adoption of managerial decisions in the field of entrepreneurship is been established. We consider that erroneous and untimely managerial decisions are decisions which made in violation of the principles of specificity in time and economic efficiency. The impact of erroneous and untimely adoption of managerial decisions in the field of entrepreneurship is investigated in the article. The depth and duration of the destabilizing impact of erroneous and untimely managerial decisions in the sphere of entrepreneurship are determined mainly by the fact that they significantly accelerate the main processes that underlie the general instability of the modern economic system. Considering the erroneous and untimely decision-making in the field of entrepreneurship management, we can identify eight main areas of their impact: the institutional direction, the financial and economic direction, the social direction, the criminalization of economic relations, inhibition of innovation, external geopolitical impacts, internal geopolitical impacts, and structural economic imbalances of entrepreneurship development. The existence of these impact directions of erroneous and untimely decision-making in the field of entrepreneurship management leads to the destruction of existing and makes it impossible to build effective mechanisms for innovative development of the entrepreneurship, causes the degradation of existing resources and economic potential of Ukraine. A conceptual model for the impact of untimely decision-making in a field of national economy management is designed in the article. Scientific and methodical approaches to overcoming the negative impact of erroneous and untimely adoption of managerial decisions on the balanced development of entrepreneurship are been proposed in this document. This approach can be based on: firstly, on the correct decomposition of the problem – decomposition of the problem of erroneous and untimely decision-making into several main issues with the definition of their significance;*

secondly, on a systematic survey of experts in this subject to obtain the most accurate specification of the managerial decision, which may consist of a list of parties with their interests and capabilities; besides – on computer modeling of processes occurring in socio-economic systems. It should be noted, that one of the most pressing issues today is the implementation of such an approach to managerial decision-making, which would ensure a sufficiently high level of innovative development of entrepreneurship, combining economic interests of the businesses with the interests of the society and environment.

Conclusion. The results of our research allowed us to conclude that erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship can lead not only to a direct and continuous decline in production capacity, which can be directly expressed in the real waste of labor potential. Overcoming the problem of erroneous and untimely decision-making in the field of entrepreneurship management can contribute to the formation of a rational and balanced spatial structure of the Ukrainian economy; to the development of effective competitive businesses; to the rational use of labor resources, equalization of socio-economic development of Ukraine; to the improving the demographic situation and increasing the life expectancy of Ukrainian population; to the increasing of gross domestic product. Successful practical implementation of the proposed scientific and methodological approach to overcoming the negative impact of erroneous and untimely adoption of managerial decisions is possible only if the objectives of innovative development of entrepreneurship and economic security of Ukraine are properly taken into account.

Keywords: entrepreneurship, managerial decision, destabilizing effect, economic crisis, organizational and economic mechanism, balanced development.

Problem statement and its connection with important scientific and practical tasks. The current condition of entrepreneurship management in Ukraine is characterized by disproportion and instability, which are constantly increasing. This phenomenon was especially evident during the recent cyclical crises of the world economy. The aggravation of the economic and socio-political crisis in Ukraine and the World, the intensification of the negative impact on entrepreneurship by both external and internal factors entails the need to rethink and reassess economic efficiency and timeliness of decision-making in the field of entrepreneurship management. Erroneous and untimely economic decisions in the field of entrepreneurship management can cause both immediate acute consequences and consequences that may affect the economic and social development of Ukraine in the long run. In our opinion, the problem of short- and long-term impact of erroneous and untimely economic decision-making in the field of entrepreneurship management is essential for assessing the economic and social prospects of balanced economic development of Ukraine, both now and in the future. Our research, aimed at solving the problem of erroneous and untimely decision-making in the field of entrepreneurship management, can contribute to "the development of scientific and technical, socio-economic, socio-political, human potential to ensure Ukraine's competitiveness in the world and sustainable development of society and the state as a whole". This paper is performed in the context of paragraph 1, Art. 3 of the Law of Ukraine of 11.07.2001 № 2623-III "On priority areas of development of science and technology" (Edition of January 16, 2016) [1], "The list of priority thematic areas of research and scientific and technical developments for the period up to 2020", approved by the resolution of the Cabinet of Ministers of Ukraine dated 07.09.2011 № 942 (Edition of September 06, 2016) [2], pp.2, paragraph 3, art. 3 of the Law of Ukraine of June 21, 2018 № 2469-VIII "On National Security of Ukraine" (Edition of March 15, 2020) [3].

Analysis of recent publications on the problem. In studying the problems of managerial decision-making in the field of the sphere of entrepreneurship development, was analyzed the scientific results presented in the works of such scientists as Yu. Barabash [4, p. 19-23], who say that "the scientific and methodological foundations of the problem of managerial decisions adoption"; B. Burkynskyi, N. Khumarova, H. Shevchenko et al. [5; 6], study entrepreneurship management in the context of organizational development, in particular, in the field of wellness and recreation; V. Voloshin and O. Deinega [7, p. 185-188], which believe that "emphasize the determination of the optimal volume and quality of information, as well as the usefulness of its additional amount"; V. Gavva, and L. Kharikh [8, p. 92-101], which "offer an algorithm for purposeful search for an acceptable option for a business solution using a computer"; V. Dubovoy, and O. Kovaliuk [9, p. 64-68], which "developed a mathematical model that describes the dependence of the state of a linear dynamic system on control solutions and the criterion of stability of the dynamic system in the implementation of the found solution"; O. Oliynychenko [10, p. 79-80], where "analyzed the interpretation of different authors to define the concept of managerial decision" and [11, p. 38-42], where "information support is considered as an important component of the process of preparation, adoption and control of managerial decisions" in the sphere of entrepreneurship; N. Mala [12, p. 20-24], where "proposed classification of managerial decisions"; E. Mazur [13, 18-28], where "the pathologies of the state system of regulation by entrepreneurship are determined"; M. Petrusenko, L. Voroshylo et al. [14; 15],

explore the complex management issues in the context of resolving environmental-economic conflicts; I. Siryk [16], where "methodological approaches to substantiation of managerial decisions are considered", etc.

For example, according to some experts [17, p.22-23] at the center of structural disparities in the entrepreneurship development are primarily "attempts to reform within the old paradigm without a radical change in models of economic development and public administration". In this regard, increasingly erroneous and untimely managerial decisions in the sphere of entrepreneurship can be seen as one of the main factors of the instability of economic relations and management of the national economy in Ukraine.

In this regard, D. Gongalskiy [18, p. 9] says that "whatever reformist zeal, which the government demonstrates, total corruption multiplies the efficiency of all their actions by zero... Economic reforms have proved to be as fake as the fight against corruption. The government continues to solve economic problems by external loans – if given, and if not – by strengthening the fiscal press on the entrepreneurship. Statements about tax cuts and salary increases are nothing more than election rhetoric ..."

At the same time, the author of the work [19, p. 30] convinced that "real GDP ... has declined about 6.7% ... this pushes our economy back to 2004-2005 level. The prospects for entrepreneurship development have never been so sad. The industrial production index ... fell by 10.7%, and in December 2014 - even by 17.9%, approaching the index value of 2009. At the same time, first of all, the damage was inflicted on sectors with a high level of added value".

Some experts [18, p. 10] emphasize that "poor countries are highly politically turbulent. Ukraine has already long been among them. And there is no doubt that at the current pace of transformation, both reforms levels and the levels of the reformers themselves, social explosions are only a matter of time".

According to M. Babenko [20, p. 16] "...most experts predict an acceleration of economic growth in Ukraine to only 2.5-3% ... Against the background of a deep economic downturn in 2014–2015, such a modest dynamic is not enough to ... move from decrease trend to the recovery and further increase in economic indicators..." "... If we create jobs, invest in improving product quality, gain a share of the European market, we will be able to afford growth in wages and prosperity ... we have no choice but to survive all the temporary difficulties and get out of this situation stronger" [21, p.16].

At the same time, M. Zgurovskiy [22, p. 41] notes that "significant changes in this and other pessimistic scenarios can be made by factors that are very difficult to take into account and formalize. This is civil society and system entrepreneurship of Ukraine. Throughout the millennial history of Ukraine, at a time when the nation was under threat, the people organized themselves "from below", took the initiative in their hands, and made radical changes in the course of events that could not be predicted and described by any scenarios".

D. Schneckenberg, V. K. Velamuri, C. Comberg, and P. Spieth [23, p. 405] highlighted that "independent of context, business model innovation creates ambiguity and risks for decision making. Potentially misleading decisions in business model innovation can occur because of cognitive and structural constraints". This seems to confirm the idea that erroneous and untimely managerial decisions may have some destabilizing effects on entrepreneurship development.

Such experts, as I. Constantiou, A. Shollo, M. T. Vendelø [24, p. 51] proposed to "investigated organizational decision making in an organization using state-of-the-art information technologies" and "focused on prioritization meetings where senior managers make decisions regarding project portfolio investments, which are important as they contribute to the organization's innovation strategy". They said, that the findings of their study [24, p. 59] "have important managerial implications. Given the complex and unstructured problems faced by many organizations, intuitive judgement is an unavoidable property of organizational decision making, making up for the shortcomings of analytical tools...".

On the other hand, we can observe that C. Wang, G. Flamini, K. Wang, R. Pei, and C. Chen [25] "study the entrepreneurial decision-making processes and empirically analyze the ways in which social relationships between family members can shape their collective entrepreneurial decision-making behavior".

K. M. Eisenhardt and M. J. Zbaracki [26] suggest "a more realistic view of strategic decision-makers and decision making, and greater attention to normative implications, especially among profit-seeking firms in global contexts".

We can observe that a group of experts, such as Frans N. Stokman, Marcel A.L.M. van Assen, Jelle van der Knoop, Reinier C.H. van Oosten [27] introduce "a methodology for strategic intervention in collective decision making". Their "methodology is based on a decomposition of the problem into a few main controversial issues; systematic interviews of subject area specialists to obtain a specification

of the decision setting, consisting of a list of stakeholders with their capabilities, positions, and salience on each of the issues; computer simulation”.

At the same time, M. J. Haddad and D. A. Sanders [28, p. 180-195] devoted their work to the development of "a new artificial neural network approach to making a business decision". We believe, that such an approach can be used for overcoming the problem of erroneous and untimely decision-making in the field of entrepreneurship management.

Allocation of previously unsolved parts general problem. We believe that from a scientific and practical point of view, the issues of erroneousness and untimeliness of managerial decision-making, and the analysis of their impact on the entrepreneurship development in Ukraine remain insufficiently researched. In our opinion, approaches to the formation of an integrated system of effective and timely decision-making in the field of entrepreneurship management in the context of Ukraine's integration into the European Economic Area are needed further improvement.

Formulation of research objectives (problem statement). The purpose of this research is to build a conceptual model of the impact of erroneous and untimely managerial decisions on entrepreneurship development in Ukraine. Under the purpose of the research, the following tasks were identified: 1) to determine the economic essence of erroneous and untimely decision-making in the field of entrepreneurship management; 2) to investigate the impact of erroneous and untimely managerial decisions on entrepreneurship development in Ukraine; 3) to propose a scientific and methodological approach to overcome the negative impact of erroneous and untimely managerial decisions on entrepreneurship development in Ukraine.

An outline of the main results and their justification. According to the results of our research, we consider that erroneous and untimely managerial decisions are decisions which made in violation of the principles of specificity in time and economic efficiency. Such decisions do not reflect the current state of economic conditions. It can also be decisions that are made without taking into account the socio-economic situation, the operational environment in the country, and without specifying the time of their implementation. The economically efficient managerial decision must be made at the very moment when the operational situation requires it. Thus, the erroneous and untimely adoption of managerial decisions in the field of entrepreneurship we mean the adoption of decisions in this area, which do not meet the principles of economic efficiency and specificity in time. These can be economically inefficient decisions, decisions without specifying a concrete deadline, premature and delayed decisions. Decisions that precede the current needs and objectives of the balance of the socio-economic system usually do not find a basis for their implementation and can lead to the negative trends in entrepreneurship development. Erroneous and delayed decisions can usually contribute to the deepening of negative trends and exacerbate all existing disproportions in entrepreneurship development, exacerbate the course of crisis processes (Fig. 1). The results of our research show that the erroneous and untimely adoption of economic and managerial decisions in the sphere of entrepreneurship is almost always political and cannot be explained only by the internal economic conditions of the reproductive process of the economic system. Significant external debt (Fig. 2), the budget deficit (Fig. 3), and negative foreign trade balance (Fig. 4) in Ukraine are financed by loans in the international debt capital market, which puts strong pressure on the entrepreneurship development.

The long-term impact of erroneous and untimely managerial decisions in the sphere of entrepreneurship is determined by the fact that the results of such decisions can affect over time a large number of reproduction cycles and processes, and thus the economic and social conditions of the entrepreneurship development. The total economic effect that occurs, in this case, leads to long-term changes in the structure of the national economy, and through the mechanism of public debt, part of the negative effect is carried forward to the prospects of the entrepreneurship development.

Diversion of vital raw materials and energy resources for the implementation of erroneous and untimely managerial decisions in the sphere of entrepreneurship is not only extravagance but also a significant economic burden for the entrepreneurship development in Ukraine. The growing shortage of non-renewable resources is already one of the main problems for our country on the path to balanced entrepreneurship development.

The short-term impact of erroneous and untimely managerial decisions in the sphere of entrepreneurship may be due primarily to such factors as the scale and pace of erroneous and untimely managerial decisions; the volume of parts of income and expenditures directly redistributed as a result of erroneous and untimely managerial decisions to the detriment of the balanced entrepreneurship development; the prevailing, depending on the circumstances, the general socio-economic conditions.

The depth and duration of the destabilizing impact of erroneous and untimely managerial decisions in the sphere of entrepreneurship are determined mainly by the fact that they significantly accelerate the main processes that underlie the general instability of the modern economic system. These processes are characterized by the following moments.

Firstly, the erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship reinforces the process of monopolization of the economy and changes the capital structure in favor of oligarchic clans. The erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship is a crucial cause of inflation, long-term crisis processes in the field of money circulation, and the monetary and financial system. It contributes to the high centralization of money capital in the hands of oligarchic clans, as a result of which the instability of financial and economic relations in Ukraine is deepening.

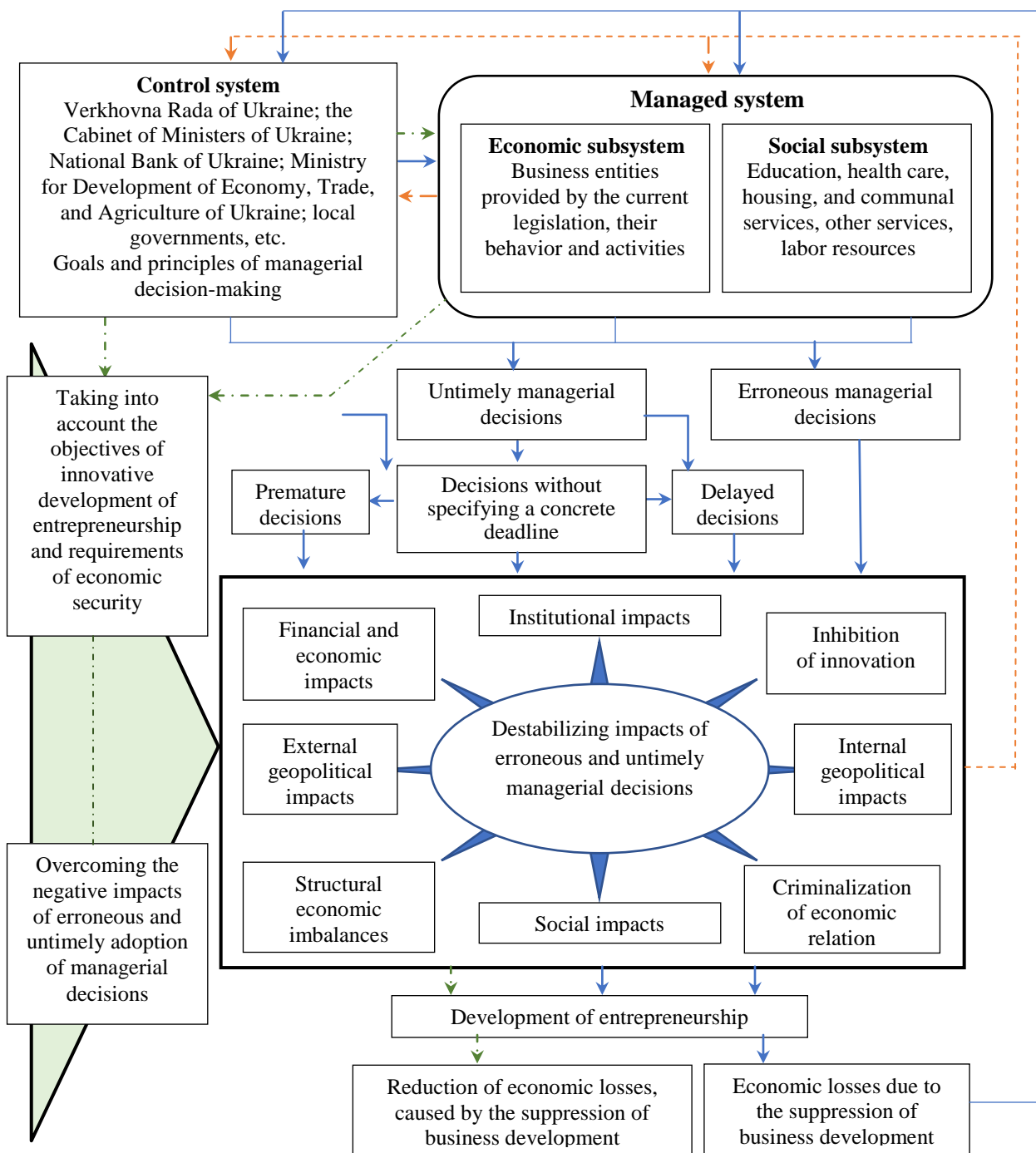


Fig. 1. Destabilizing impact of erroneous and untimely managerial decisions and its overcoming
Source: constructed by the authors based on [29–34]

Secondly, the erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship and the resulting instability of economic relations are characterized by the growth of a complex of contradictions in the field of oligarchic and state regulation of the economy. This is most manifested in the exacerbation of contradictions between the various economic functions of the state and between certain areas of state regulation of the entrepreneurship. In particular, between the government budget policy of Ukraine, the related problem of public debt and the monetary policy of the National Bank of Ukraine, one of the functions of which should be to control the development of inflation.

Finally, the growing instability of Ukraine's entrepreneurship development as a result of fluctuations and changes in political courses.

Considering the erroneous and untimely decision-making in the field of entrepreneurship management, we can identify eight main areas of their impact: the institutional direction, the financial and economic direction, the social direction, the criminalization of economic relations, inhibition of innovation, external geopolitical impacts, internal geopolitical impacts, and structural economic imbalances of entrepreneurship development.

The institutional direction is the threats that lie in the inefficiency of state management of entrepreneurship and economic relations and processes, the imperfection of national economic legislation, a high level of monopolization of the economy.

The financial and economic direction can consist of such threats, as the import dependence of Ukraine, the irrational structure of exports, the uncontrolled outflow of intellectual and labor resources abroad, high costs of production of goods and services, low quality of domestic products, mass concealment of income and tax evasion.

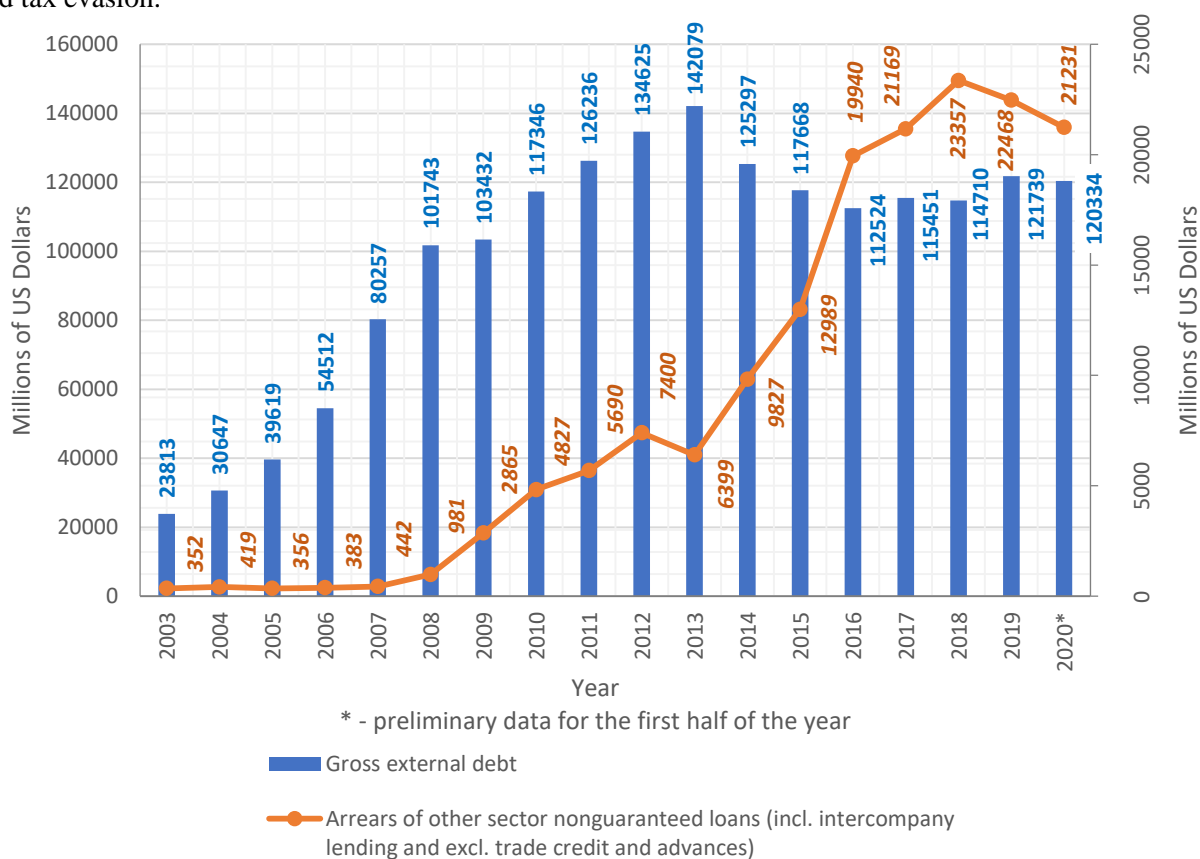


Fig. 2. External debt in Ukraine

Source: constructed by the authors based on [35]

Social direction. First of all, in this area we can distinguish ultra-low labor costs, the constantly increasing level of property stratification of the population, and reducing the solvency of demand for goods and services, increasing poverty and unemployment. This slows down economic development, leads to additional costs in the health care system, deterioration of the quality of human capital, and causes the outflow of labor resources and intellectual capital from Ukraine, leads to the loss of a significant part of scientific and technological potential.

Criminalization of economic relations. This area includes increasing the level of shadowing of the business and corruption, increasing the scale of organized crime, and its penetration into the basic areas of entrepreneurship, which forms a negative image of the country on the world stage.

The inhibition of innovation. To this area can be assigned loss of a significant part of scientific and technical potential, loss of positions in important areas of scientific and technological progress, low investment activity, and investment mainly in intermediary and financial activities instead of production.

External geopolitical impacts may include military and political instability, regional and local conflicts, interference into the internal affairs from other states, encroachment on state sovereignty and territorial integrity from other states, etc.

To internal geopolitical impacts, we can attribute violation of current legislation by public authorities and local governments, manifestations of separatism, interfaith and interethnic conflicts, imbalance of the political system of society, etc.

Structural economic imbalances of entrepreneurship development, which include the low competitiveness of the national business due to low technological level of domestic products; destruction of the system of reproduction of production potential, reduction of the production sphere, strengthening the focus of raw materials, weak development of transport infrastructure, the deformed structure of production and consumption, as well as the energy crisis.

In periods of favorable economic conditions, the negative impact of erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship may be hidden, but it still has a negative impact and hinders the balanced development of the entrepreneurship and social sphere.

Particularly clear economic and social consequences of erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship can be manifested in times of economic crises, as they exacerbate all existing disparities in the country's economy.

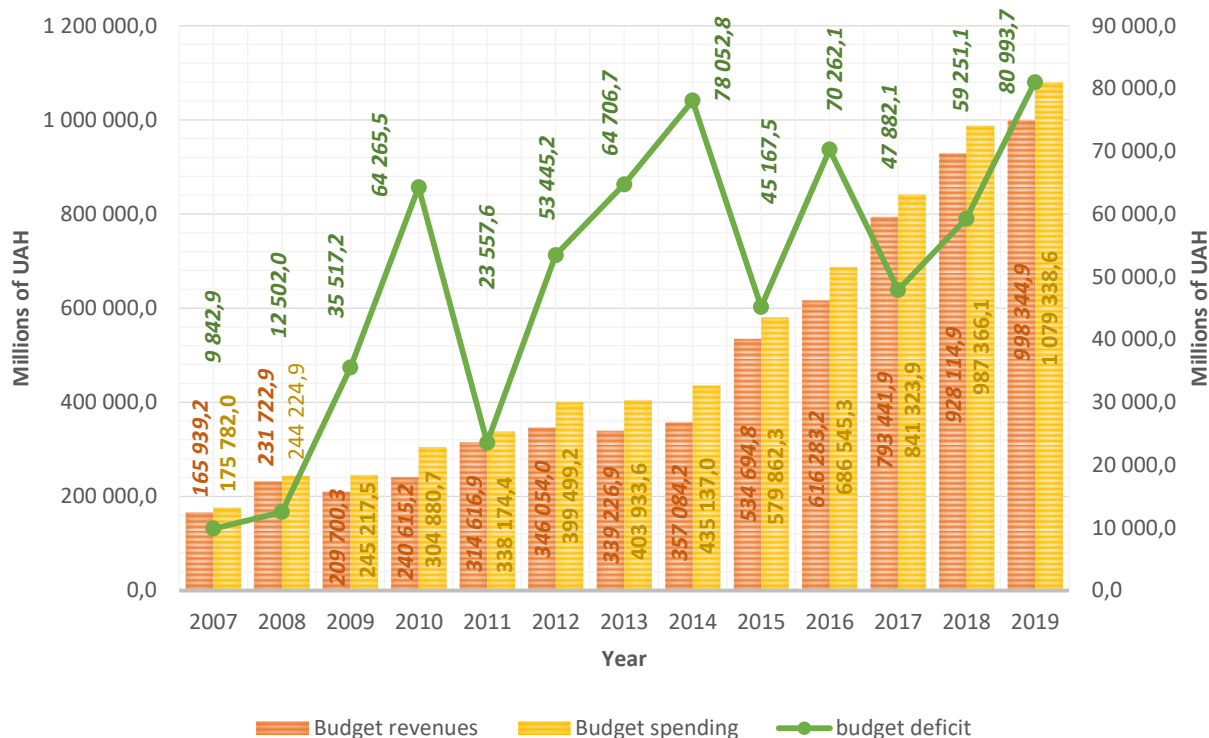


Fig. 3. Budget deficit in Ukraine

Source: constructed by the authors based on [36]

The severity of conflicts caused by erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship largely depends on the pace of crisis processes in the socio-economic system of the country, their qualitative and quantitative characteristics.

Reducing erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship could create the preconditions for weakening crisis processes, balanced economic growth, and improving the economic and social well-being of citizens on this basis. But erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship, which is due mainly to political priorities, exacerbate the crisis.

The disparities caused by them hinder the balanced development of entrepreneurship and can have a serious negative impact on the well-being of citizens.

The existence of these impact directions of erroneous and untimely decision-making in the field of entrepreneurship management leads to the destruction of existing and makes it impossible to build effective mechanisms for innovative development of the entrepreneurship, causes the degradation of existing resources and economic potential of Ukraine.

These factors are the root cause of additional costs for businesses. They cause the loss of gross domestic product and gross regional product. This necessitates the development of a system of effective economic tools for the innovative development of entrepreneurship.

According to the analysis of research results [26; 27] it can be argued that the scientific and methodological approach to overcoming the negative impact of erroneous and untimely adoption of managerial decisions on the balanced development of entrepreneurship can be based on: firstly, on the correct decomposition of the problem – decomposition of the problem of erroneous and untimely decision-making into several main issues with the definition of their significance; secondly, on a systematic survey of experts in this subject to obtain the most accurate specification of the managerial decision, which may consist of a list of parties with their interests and capabilities; besides – on computer modeling of processes occurring in socio-economic systems. The computer modeling of processes occurring in socio-economic systems should include all the basic elements by which the managerial decision-making and implementation of managerial decisions in the field of entrepreneurship take into account the interests and differences in positions of the parties, their significance and existing time limits.

It should be noted, that one of the most pressing issues today is the implementation of such an approach to managerial decision-making, which would ensure a sufficiently high level of the innovative development of entrepreneurship, combining economic interests of the businesses with the interests of the society and environment.

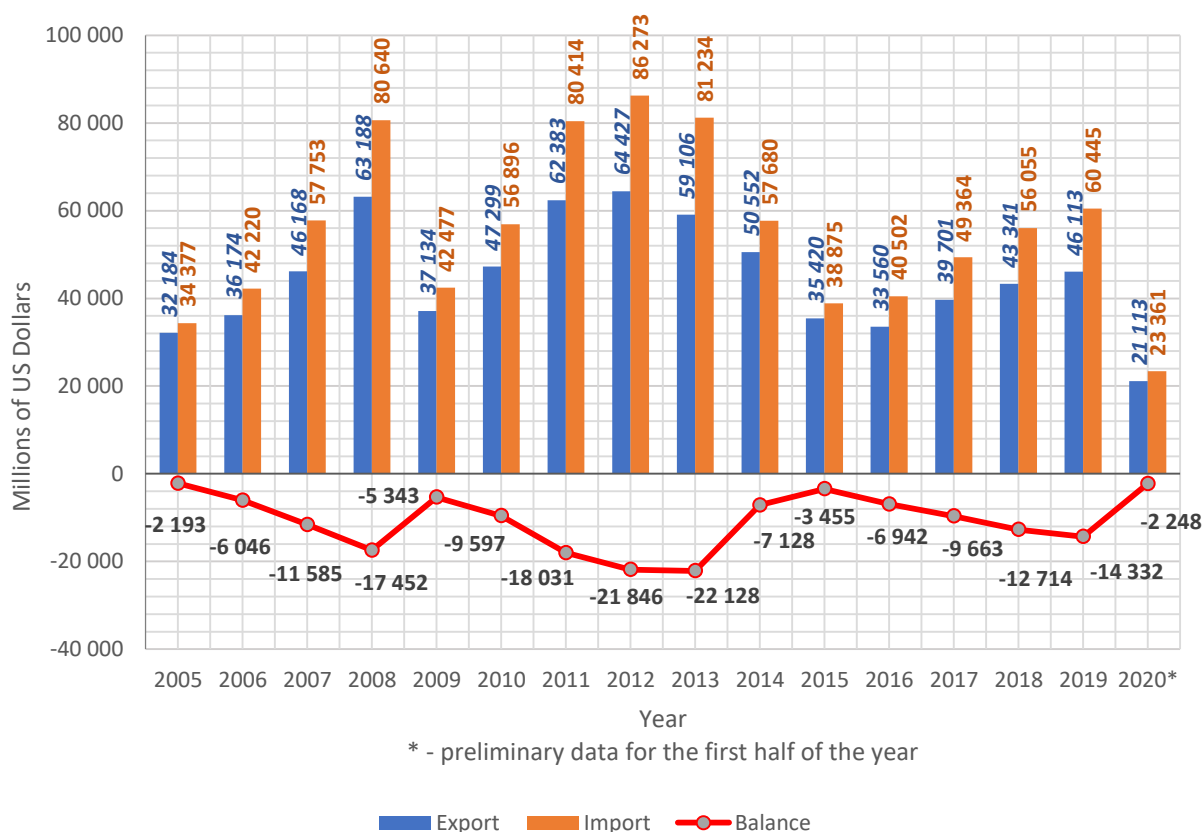


Fig. 4. Foreign trade balance in Ukraine

Source: constructed by the authors based on [37]

Conclusion and perspectives of further research. The results of our research allowed us to conclude that erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship can lead not only to a direct and continuous decline in production capacity, which can be directly expressed in the real

waste of labor potential. It should be borne in mind that the negative impact of erroneous and untimely adoption of managerial decisions on the balanced development of entrepreneurship is exacerbated by the fact that the annual deduction of production potential is accompanied by the inefficient use of previously used production capacity.

We believe that the erroneous and untimely adoption of managerial decisions in the sphere of entrepreneurship in Ukraine is becoming a long-term trend and can only lead to further intensification of economic and political instability. The proposed scientific and methodological approach to overcoming the negative impact of erroneous and untimely adoption of managerial decisions on the entrepreneurship development in Ukraine can give an idea of the likely results of overcoming the negative impact of erroneous and untimely decision-making in the sphere of entrepreneurship, the number of parties involved in socio-economic conflict and stability of the results of the implementation of decisions. Overcoming the problem of erroneous and untimely decision-making in the field of entrepreneurship management can contribute to the formation of a rational and balanced spatial structure of the Ukrainian economy; to the development of effective competitive businesses; to the rational use of labor resources, equalization of socio-economic development of Ukraine; to the improving the demographic situation and increasing the life expectancy of Ukrainian population; to the increasing of gross domestic product.

Successful practical implementation of the proposed scientific and methodological approach to overcoming the negative impact of erroneous and untimely adoption of managerial decisions is possible only if the objectives of innovative development of entrepreneurship and economic security of Ukraine are properly taken into account. This is likely to lead to strategic benefits and overcome the negative impact of erroneous and untimely managerial decision-making, to create the broader political and social support that underpins managerial decision-making in the field of entrepreneurship development, and, as indicated in source [1] to "ensure the competitiveness of Ukraine in the world and sustainable development of society and the state."

Further research in this area will allow improving the specific tools of the organizational and economic mechanism of managerial decision-making in the field of entrepreneurship development, taking into account the requirements of economic security of Ukraine.

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