

Вважаємо, що охоплення вказаних сайтів у процесі пошуку необхідної інформації сприятиме більш якісному вирішенню питання забезпечення економічної безпеки суб'єктів господарювання вітчизняного ринку.

Використана література:

1. Сумець О.М. Стратегії сучасного підприємства та його економічна безпека / О.М. Сумець, М.Б. Тумар. – Київ: Хай-Тек прес, 2008. – 400 с.
2. Schwab K. The Global Competitiveness Report 2017–2018 [Електрон. ресурс] / Klaus Schwab. – 2017. – Режим доступу до ресурсу: <http://www3.weforum.org/docs/GCR20172018/05FullReport/TheGlobalCompetitivenessReport2017%E2%80%932018.pdf>.
3. Baller S. The Global Information Technology Report 2016 [Електрон. ресурс] / S. Baller, S. Dutta, B. Lanvin. – 2016. – Режим доступу до ресурсу: [http://www3.weforum.org/docs/GITR2016/WEF\\_GITR\\_Full\\_Report.pdf](http://www3.weforum.org/docs/GITR2016/WEF_GITR_Full_Report.pdf).
4. Measuring the Information Society Report 2016 [Електрон. ресурс]. – 2016. – Режим доступу: <http://www.itu.int/en/ITU-D/Statistics/Documents/publications/misr2016/MISR2016-w4.pdf>.

### **Theoretical basis and content of management solutions**

*Radchenko D. L., 2nd year student, specialty "Administrative Management"  
National University of Pharmacy*

*Scientific adviser: Demchenko N.V., Ph.D., Associate Professor, Department of  
Management and Administration of the National University of Pharmacy  
demchenata@ukr.net*

Each organization for the purpose of effective activity determines the goals, the achievement of which is possible only as a result of actions that are performed in a certain sequence and is a way of solving individual, partial tasks. So, when planning future activities of the organization, managers determine their goals, ways of their implementation and the resources needed to achieve them. In the process of organizing activities, decisions are taken on the organizational structure, the organization of the production process, the distribution of works and the provision of them with the necessary means, etc. Control involves making decisions on the choice of a control system (scale, periodicity, forms of control), analysis of the information received and corrective actions. The success or failure of an organization, its prosperity, or decline will depend on how well these decisions are justified.

The need for a decision is due to external and internal circumstances. The solution is an appropriate response to internal and external influences aimed at solving problems and maximizing the approach to a given goal. The realization of the goals of any organization is ensured through the adoption and implementation of many decisions.

The term "managerial decision" in the management and management literature has different definitions. The managerial decision may include the provisions of both the general theory of decision-making and certain aspects of organizational, social and psychological nature, and have such definitions as:

- product of managerial work, organizational reaction to the problem;
- choosing a course of action from possible options;
- choice of a meaningful purpose, means and methods of its achievement;
- choice of way of action, which guarantees a positive result of a particular operation.

Most often, the term "managerial decision" is used in two main meanings: In one case, it implies a fixed result of management activity, an action plan, resolutions, etc. adopted. Otherwise, it is the process of developing and adopting the best option for an action plan to solve a problem or problem that has arisen.

Under managerial decision they understand the choice of alternative; an act aimed at solving a problem situation. In the end, the managerial decision is presented as a result of management activity. In a broader sense, management decisions are viewed as the main (kind) type of managerial work, a set of interrelated, purposeful and logical-sequential management actions that ensure the implementation of managerial tasks.

Management decisions are aimed at solving specific managerial tasks that are characterized by:

- uncertainty, and in some cases contradictory conditions;
- lack of information on possible solutions and clear algorithms for resolution;
- the need to solve in a limited time.

Managerial tasks:

- 1) conceptual (strategic tasks related to long-term planning, forecasting);
- 2) connected with the technical and technological aspect of the functioning of production (creation and introduction of new technology, technology, etc.);
- 3) that arise as a result of the human factor (personnel issues, socio-psychological climate in collectives, etc.).

Hence, the management process appears as a set of interrelated operations that are executed in a certain sequence and aimed at solving specific tasks and achieving goals.

A number of requirements are put forward to the management decision, among which one can include: comprehensive substantiation of the decision; timeliness; the necessary completeness of the content; powers; consensus with previous decisions.

The comprehensive reasonableness of the solution means, first of all, the need for its adoption on the basis of the maximum full and reliable information. However, this is not enough. It should cover the entire range of issues, the fullness of the needs of the managed system. To do this, you need knowledge of the features, ways of developing managed, management systems and the environment. Careful analysis of resource provision, scientific and technical capabilities, target developmental functions, economic and social perspectives of the enterprise, region, industry, national and world economy is required. Comprehensive reasonableness of solutions requires the search for new forms and ways of processing scientific and technical and socio-economic information, that is, the formation of advanced professional thinking, the development of its analytical and synthetic functions.

The timeliness of a management decision means that the decision taken must neither lag behind nor outstrip the needs and tasks of the socio-economic system. The premature decision does not find the prepared ground for its implementation and development, and can give impetus to the development of negative trends. Decent decisions are no less harmful to society. They do not contribute to the solution of already "over-ripe" tasks and even further increase the already painful processes.

The necessary completeness of the content of the decisions means that the decision should cover the entire controlled object, all its fields of activity, all directions of development. In the most general form, the managerial decision should include: the purpose (set of goals) of the functioning and development of the system; the means and resources used to achieve these goals; main ways and means of achieving goals; timing of goals; the order of interaction between subdivisions and performers; organization of work execution at all stages of implementation of the solution.

An important requirement of managerial decision is the authority (authority) decision - strict compliance with the subject of management of the rights and powers that he provided to a higher level of management. The balance of rights and responsibilities of each body, each level and each level of management is a constant problem, due to the inevitable emergence of new tasks of development and the lagging behind them of the system of regulation and regulation.

Consistency with earlier decisions also means the need to adhere to a clear causal link of social development. It is necessary to adhere to the traditions of respect for the law, regulations and order. At the level of a separate firm, it is necessary for the implementation of a consistent scientific-technical, market and social policy, the precise functioning of the production apparatus.

Adoption of managerial decision requires a high level of professionalism and the presence of certain socio-psychological qualities of the personality, which not all specialists with vocational education possess, but only 5-10% of them.

The main factors influencing the quality of management decisions are: application to the system of management of scientific approaches and principles, methods of modeling, automation of management, motivation of a quality decision, etc. Of course, in accepting any decision, there are three different moments in varying degrees: intuition, judgment, and rationality.

When making a purely intuitive decision, people are based on their own feelings that their choice is correct. Here is the "sixth sense", a sort of insight, visited, as a rule, representatives of the highest echelons of power. Mid-level managers rely heavily on information and assistance they receive.

Despite the fact that intuition is exacerbated with the acquisition of experience, the continuation of which is a high position, the manager oriented only to it, becomes a hostage to chance, and from the standpoint of statistics, the chances of him on the right choice are not very high.

Solutions based on judgment are largely intuitive, probably because their logic seems to be poorly perceived at first glance. But nevertheless, in their basis are knowledge and meaningful, in contrast to the previous case, the experience of the past. Using them and relying on common sense, with the correction to date, chooses the option that brought the greatest success in a similar situation in the old days.

However, common sense in people is rare, so this decision-making method is also not very reliable, although it bounces its speed and cheapness.

A powerful factor that activates the decision-making process is the modern means of office equipment, including computing networks. This requires a high level of culture in the field of mathematics and programming, technology use of technical means. However, the decision-making process, choosing a specific option will always be creative and dependent on a particular person.

#### References:

1. Bloomberg Risk Indicators Matrix. Available at <https://www.bloomberg.com/graphics/global-risk-briefing>
2. Morelli, Vincent L., Ukraine: Current Issues and U.S. Policy. Congressional Research Service. – 2016, August). – 34 p. Available at <https://fas.org/sgp/crs/row/RL33460.pdf>
3. Global Economic Prospects 2015. / International Bank for Reconstruction and Development. – 2015. – 216 p. [Electronic resource]. – Access mode: <http://www.worldbank.org/en/publication/global-economic-prospects>
4. Planning for Brexit Operational impacts on wholesale banking and capital markets in Europe [https](https://www.afme.eu/globalassets/downloads/publications/afme-pwc-planning-for-brexit.pdf) (January,2017). Available at <https://www.afme.eu/globalassets/downloads/publications/afme-pwc-planning-for-brexit.pdf>
5. RIA Novosti Ukraine. Available at <http://rian.com.ua/abroad/20170109/1020328812.html>
6. Financial integration in Europe, Financial Stability Review: European Central Bank. – 2017. Available at <https://www.ecb.europa.eu/pub/pdf/other/financialstabilityreview201705.en.pdf>