



## STAGES OF FORMING STRATEGIC MANAGEMENT DECISIONS TO INCREASE THE EFFICIENCY OF ENTERPRISE MANAGEMENT

### ETAPAS DA FORMAÇÃO DE DECISÕES DE GESTÃO ESTRATÉGICA PARA AUMENTAR A EFICIÊNCIA DA GESTÃO EMPRESARIAL

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#### ABSTRACT

**Objective:** This study explores the systematic process of forming strategic management decisions within enterprises, focusing on the cascade-analytical and selection blocks and their impact on enhancing management efficiency.

**Methods:** The research employs a mixed-method approach that combines qualitative and quantitative techniques. It includes a detailed literature review, analysis of existing management practices, and an expert survey. The aim is to identify the critical stages and components in the strategic decision-making process that influence the efficiency and effectiveness of enterprise management.

**Results:** The study identifies two main action blocks in the decision-making process: the cascade-analytical block and the selection block. Each block involves specific activities such as goal setting, environmental impact assessment, problem definition, and evaluation of results, which are crucial for making informed and strategic management decisions.

**Conclusions:** The findings emphasize the importance of a structured approach to strategic management decision-making. Effective communication, role distribution among management, and clear methodological guidelines are essential for the successful implementation of strategic decisions and enhancing overall enterprise efficiency.

**Keywords:** Management Technology. Strategic Management Solutions. Communications. Strategy. Management Cycle. Management System. Enterprise.





## RESUMO

**Objetivo:** Este estudo explora o processo sistemático de formação de decisões de gestão estratégica dentro das empresas, focando nos blocos cascata-analítico e de seleção e seu impacto na melhoria da eficiência gerencial.

**Métodos:** A pesquisa emprega uma abordagem de método misto que combina técnicas qualitativas e quantitativas. Inclui uma revisão detalhada da literatura, análise das práticas de gestão existentes e uma pesquisa com especialistas. O objetivo é identificar as etapas e componentes críticos no processo de tomada de decisão estratégica que influenciam a eficiência e eficácia da gestão empresarial.

**Resultados:** O estudo identifica dois blocos de ação principais no processo de tomada de decisão: o bloco cascata-analítico e o bloco de seleção. Cada bloco envolve atividades específicas, como definição de objetivos, avaliação de impacto ambiental, definição de problemas e avaliação de resultados, que são cruciais para tomar decisões de gestão informadas e estratégicas.

**Conclusões:** Os achados enfatizam a importância de uma abordagem estruturada para a tomada de decisões de gestão estratégica. Comunicação eficaz, distribuição de papéis entre a gestão e diretrizes metodológicas claras são essenciais para a implementação bem-sucedida de decisões estratégicas e para melhorar a eficiência empresarial geral.

**Palavras-chave:** Gestão estratégica. Tomada de decisão. Gestão empresarial. Eficiência gerencial. Comunicação na gestão.

## 1 INTRODUCTION

The issues and features of strategic management decision-making in management technology must be localized at the relevant hierarchical level where the need for this procedure arises. Modern technologies significantly influence management development (Katkov et al., 2023), including strategic management decisions. For any organization to function effectively and achieve its goals, decisions must be well-considered, optimal, and rational, regardless of the management area (Zub, 2024; Bagratuni et al., 2023; Khlynin et al., 2023). Thus, examining existing management technologies in strategic management decisions is highly relevant (Vasilev et al., 2018).

The management process includes the functions of data collection and analysis, planning, implementation (organization and motivation), accounting, control, and regulation (Lisetskii, 2018). Each function can be carried out through a set of management procedures supported by appropriate tools (Ustinova, 2021; Akhmetshin, 2017).

According to (Ustinova, 2021), management technology is a purposeful, organized, and coordinated set of management procedures carried out within management functions





and supported with appropriate management tools and methods. Thus, the key factors in management technology are the information environment and the method of obtaining and processing information necessary for performing management functions (Obydenov, 2021; Russkevich, 2023). Management technology reflects the content of management, information flow, and processing (Komarov & Aloyan, 2017) and determines the composition and order of management tasks through which information is transformed to create a basis for influencing the managed object to bring it to the desired state (Kalchenko et al., 2017; Chumakova et al., 2024). It also enables the rational interaction of structural units and individual executors within the management process (Volberda et al., 2014; Gurieva et al., 2016).

In terms of strategic management decisions in management technology, the following requirements can be highlighted. The selection, development, and implementation of a strategic management decision should be localized at the hierarchical level where the necessary information is concentrated for effectively solving the management task (Ivanenko & Stepanova, 2024).

A key aspect of management technology is selecting and adopting strategic management decisions (Dementeva & Olkhovaya, 2021; Vasyukov et al., 2024). The complexity of this process lies in ensuring that strategic management decisions align with the interests and capabilities of the departments responsible for its implementation (Chekaldin, 2017). For example, sales agents and representatives are often the first to observe consumer reactions to a product and can suggest solutions to emerging issues. It is essential to involve the direct executors of these decisions in their development (Ustinova, 2020). In addition, it is critical that problem identification, goal setting, and decision-making occur at the hierarchical level where the decision will be implemented (Kharasova & Blazhenkova, 2015; Mullakhmetov et al., 2018).

The human factor plays a decisive role in strategic management decisions within management technology (Bezmaternykh & Faizrakhmanova, 2018), as does an enterprise's capacity for communication (Dashkova, 2017). Theoretical studies regard communication either as an action (a one-way process of signal transmission without feedback) or as an interaction (a two-way process of information exchange) (Ruzhanskaya & Yashin, 2015). Communication is primarily associated with information exchange and is understood as a joint communicative activity aimed at achieving specific goals. Effective communication requires essential elements (sender, receiver, message, encoding/decoding, channel, medium, etc.) that impact the quality and outcome of information exchange (Volkov & Galuzina, 2016).





Communication processes in management have specific features. According to Bakirov & Anisimov (2024), communication in management is an information exchange between company employees and external entities to solve specific problems. When considering information exchange in a company, the term generally refers to people interacting directly, individually or in groups, their phone calls, correspondence, reports, etc. (Shamrai, 2015; Osadchy et al., 2018). It is also essential to recognize that communication involves establishing various forms of connections between people based on different types of relationships aimed at achieving the company's goals (Obydenov, 2018). The structure of communication processes and the effective transmission and reception of necessary information directly impact the effectiveness of strategic management decisions within the management technology of companies.

The research explores the issues and features of strategic management decision-making in modern management technology.

The research questions are as follows:

1. What are the components of strategic management decision-making?
2. What are the distinctive features of enterprise management in terms of role distribution among participants involved in forming and implementing strategic management decisions?
3. What are the elements of the communication model for strategic management decision-making?

## 2 METHODS

In line with the approaches to strategic management decisions in modern management technology, we used a qualitative-quantitative method.

The research was conducted as a desk study, allowing for an analysis of scientific literature to review and assess existing data, along with conducting an expert survey.

The expert survey aimed to determine the significance of the roles established in the desk study for each participant involved in forming and implementing strategic management decisions. The criterion for selecting experts was at least three publications on the research topic in peer-reviewed journals. 45 individuals agreed to participate in the survey. Based on their responses, ranks were assigned, and the impacts of each participant's role in forming and implementing strategic management decisions were determined, with the final values reflecting their significance from an expert perspective.

To ensure a more objective analysis of the expert survey data, the consistency of



expert opinions was measured using Kendall's concordance coefficient and mathematically processing the results.

### 3 RESULTS AND DISCUSSION

The analysis of scientific literature proved that the process of forming a management system can be divided into two action blocks (Table 1).

**Table 1.** The process of forming strategic management decisions

<b>Block of actions for the formation of strategic management decisions</b>	<b>Stages of forming strategic management decisions</b>
Cascade-analytical block	Goal setting, environmental impact assessment, situation assessment, problem definition
Selection block	Evaluation of the results, selection of the final management decision

It is relevant to consider the features of enterprise management from the perspective of distributing the roles of each participant in forming and implementing strategic management decisions (Table 2).

**Table 2.** The process of enterprise management from the position of distribution of roles of each participant in forming and implementing strategic management decisions

<b>Enterprise management cycles</b>	<b>Types of work</b>	<b>Executors</b>
Information cycle	Search for necessary information, subsequent processing and classification of the information received, and its storage and transfer to the next management cycle	Operational managers (executors) and middle managers
Organizational cycle	Operational planning and organization of work, the coordinated distribution and communication of tasks to performers	Middle managers
Management center	Analysis of information, its processing and classification, calculation, forecasting, and development and adoption of strategic management decisions	Middle and top managers

The communication process holds a special place in enterprise management. Two stages of performing different types of work are distinguished in the communication model for adopting strategic management decisions (Table 3).

**Table 3.** Communication model for the adoption of strategic management decisions

Stage of adopting strategic management decisions	Types of work	Executors
Information-analytical	Synthesis and analysis of the information received from the internal and external environment of the enterprise	Operational managers, direct executors of management decisions
Organizational-executive	Systematization of the information received from operational managers and direct performers, selection of alternative options, and development of the corresponding strategic management decisions	Mid-level managers, specialized managers, top managers

The expert survey results determine that the main role in forming and implementing strategic management decisions is played by the top management of the enterprise and the direct executors of management decisions (operational managers) (Table 4).

**Table 4.** Evaluating the roles of each participant in forming and implementing strategic management decisions

Executors	Ranking	Impact
Operational managers, direct executors of management decisions	2	0.32
Mid-level managers, specialized managers	3	0.24
Top managers	1	0.44

Note: compiled based on the expert survey; the coefficient of concordance  $W = 0.73$  ( $p < 0.01$ ), which indicates a strong agreement of expert opinions

According to the results (Table 1), the process of forming a strategic management decision can be divided into two action blocks: the cascade-analytical and selection blocks. Each block has distinct characteristics. The cascade-analytical block covers stages in strategic management decision-making, including goal-setting, environmental impact, situation assessment, and problem identification.

All these elements are interconnected. Goal-setting includes an appropriate set of actions aligned with the environment that initiated the process, making the influence of environmental factors evident and unavoidable (Chekaldin, 2017). Situation assessment should consider all tasks and issues. There may be one or multiple situations to address, and it is essential to consider their impact on goal-setting.

Thus, the main goal of the cascade-analytical block is to evaluate all system parameters, analyze the analytical and information database of performance indicators



across all departments, and identify the root causes of the problem.

The selection block involves evaluating the results and choosing the final strategic management decision. Assessing these results includes examining the impact of the current problem and clarifying potential consequences within a timeframe (Dementeva & Olkhovaya, 2021).

A unique aspect of this block is the consideration of the opinions of the company's operational staff, meaning the future executors of the decision. Therefore, forming, selecting, and making a strategic management decision is a complex, creative process that must cover all hierarchical levels of management in a company and account for the interests and capabilities of potential executors, including the operational staff (Chumakova et al., 2024).

It is also relevant to examine the communication features in management from the perspective of role distribution among participants involved in forming and implementing strategic management decisions. A company's management technology in strategic management decision-making can be represented as three sequential management cycles: the information cycle, the organizational cycle, and the decision-making center, where strategic management decisions are created and approved (Table 2). For effective strategic management decision-making, all three cycles and their participants must be interconnected and have clear communication channels.

The information cycle involves gathering necessary information (using the internal and external environments of the managed entity), processing and classifying information, and storing and transferring it to the next management cycle. Middle-level managers (department and division heads) and operational managers/executors may be involved in these processes.

To ensure that information reaches its intended recipient, the operational support subsystem, known as the organizational cycle in management technology, is used (Sergeeva et al., 2024). Its purpose is to create conditions and exert influence on the managed object through effective staffing decisions, including selecting personnel who perform operational planning, organize work, coordinate task distribution, relay assignments to executors, and oversee task completion. These functions are typically assigned to top and mid-level managers (heads of HR departments).

The final and primary stage of management technology is the management center involved in adopting strategic management decisions. The main objective of this stage is to thoroughly analyze information, process and classify it, perform calculations, and make forecasts. Based on these findings, strategic management decisions are developed and adopted. This responsibility lies with mid-level and top managers. In the management





technology of strategic management decisions, the main role is assigned to individuals and their intellectual abilities.

The results indicate that two stages of tasks can be distinguished in the communication model for adopting strategic management decisions (Table 3). The first stage (the information-analytical stage) is the most overloaded with diverse information. It involves synthesizing and analyzing the information obtained from the internal and external environments. Operational managers and strategic management decision executors who interact closely with the company's external environment are the main generators of this information and related knowledge. Executors have clear insights into the effectiveness and efficiency of decisions. At the first level, the components of the required information for strategic management decisions are developed. The primary goal is to establish channels for consolidating and transmitting this information to the next level and determine the means of transmission.

The second stage is the organizational-executive stage, which involves organizing the information received from operational managers and direct executors, selecting alternative options, and developing the corresponding strategic management decisions. At this stage, mid-level managers, department heads, and top managers are actively involved. Their main objective is to outline strategic management decisions, communicate them to direct executors, and monitor the fulfillment of assigned tasks. To ensure the effectiveness of a strategic management decision, it is essential to begin forming its components at the lower management levels. This approach, which involves operational personnel, encourages them to mobilize and further develop their skills and competences.

#### 4 CONCLUSIONS

The management technology for making strategic management decisions is a set of operations and procedures assigned to a team of specialists from various fields, which must be carried out in a particular order and according to a methodology (a set of methods, approaches, and technical tools) within set time frames. For optimal results, managers at all levels and cycles must have access to an efficient communication network. The effectiveness of strategic management decisions within management technology depends on the successful combination of analytical methods, technical tools, and the intuition of everyone involved.

In the information cycle of management, which is the most extensive in terms of time and space, a mid-level manager is tasked with leadership responsibilities, particularly in







motivating and mobilizing subordinates and creating conditions for them to fulfill their duties in gathering and collecting information to support the information base for decision-making in the management cycle. This role distribution for mid-level managers is consistent across all three management cycles. The only difference lies in the focus of the role, depending on the cycle. The heaviest load falls on top managers as they are involved in all three management cycles within the technology of strategic management decision-making.

We see the potential for further research in expanding the theory and methodology of strategic management decisions across various application areas within specific management levels.

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