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FORMATION OF A MODERN MANAGEMENT MODEL AS A GUARANTEE OF ADAPTATION OF UKRAINIAN BUSINESS TO THE CONDITIONS OF GLOBALIZATION

Ganna Gurina, Oksana Kyrylenko, Valentina Novak, Kateryna Razumova, Maksym Lukianenko.
"Formation of a modern management model as a guarantee of the adaptation of Ukrainian business to the conditions of globalization". The article examines the peculiarities of the formation of the modern management model in Ukraine, considers the peculiarities of the national business culture and the characteristic features of modern management, defines the basis of modern concepts that should be the basis of the Ukrainian management model. The main directions of further management development in the 21st century to ensure the competitiveness of Ukrainian business and its adaptation to the conditions of globalization are scientifically based. The basic principles of building the Ukrainian management model, which are in line with global development trends, are proposed and substantiated. It was concluded that a balanced approach to the formation of the management team, taking into account the peculiarities of the Ukrainian mentality and the situation in which Ukraine found itself, is one of the most important strategic tasks for society in today's conditions. The transition to a market economy and the position of Ukrainian business in the international community largely depend on this.

Keywords: management model, management concepts, Ukrainian business, adaptation, globalization, business development, strategic tasks, international community

Ганна Гуріна, Оксана Кириленко, Валентина Новак, Катерина Разумова, Максим Лук'яненко. «Формування сучасної моделі менеджменту як запорука адаптації українського бізнесу до умов глобалізації». У статті досліджено особливості формування сучасної моделі менеджменту в Україні, розглянуті особливості національної ділової культури та характерні риси сучасного менеджменту, визначені основні сучасні концепції, які повинні бути підґрунтям української моделі менеджменту. Науково обґрунтовані основні напрямки подальшого розвитку менеджменту у XXI столітті для забезпечення конкурентоспроможності українського бізнесу та його адаптації до умов глобалізації. Запропоновані і обґрунтовані базові принципи побудови української моделі менеджменту, що перебувають у руслі загальносвітових тенденцій розвитку. Зроблені висновки, що виважений підхід до формування управлінської команди з урахуванням особливостей українського менталітету та ситуації, в якій опинилася Україна, в умовах сьогодення є одним з найважливіших стратегічних завдань для суспільства. Від цього в значній мірі залежить і перехід до ринкової економіки, і позиція українського бізнесу в міжнародному співтоваристві.

Ключові слова: модель менеджменту, концепції менеджменту, український бізнес, адаптація, глобалізація, розвиток бізнесу, стратегічні завдання, міжнародне співтовариство.

Introduction. Ukrainian management today is still far from the parameters of globalization at all levels - from individual enterprises to society as a whole. Nevertheless, the years of market reforms have created a favorable framework for developing market-based governance principles and forming a new generation of managers with a new vision and mindset. They care about their reputation and image.

Many of them studied at prestigious universities abroad and have interned in successful companies. They have their own associations, unions, associations and even political organizations through which they aim to solve important local, regional and national problems. The state should take into account this new trend in Ukrainian life. It is the powerful intellectual abilities, high level of professional education, patriotism and a high

sense of responsibility for the country's fate - the key to the high competitiveness of Ukrainian business and its rapid adaptation to the conditions of globalization.

Analysis of the latest studies. Many scientists are devoted to optimization of development of global management at the present stage [2, 3, 4, 5].

Despite the existence of deep and solid studies of modern management models in foreign countries, questions of formation of Ukrainian management model are practically not worked out by economic science and require detailed study.

Purpose of the study. The article is aimed at studying the peculiarities of formation of a modern management model as a key to high competitiveness of Ukrainian business and its rapid adaptation to globalization.

Based on the main objective, the article has the following objectives:

- The features of national business culture and characteristics of modern management are considered;
- Defined the basis of modern concepts, which should be the basis of the Ukrainian management model;
- The main directions of further development of management in the 21st century to ensure competitiveness of Ukrainian business and its adaptation to the conditions of globalization are justified.

Presentation of the main material of the study. Deep, very complex, in many ways contradictory, but historically inevitable transformation of the economic environment of Ukraine caused increased interest in management. Business globalization demonstrates that its efficiency is influenced not only by hard factors such as location, climate and equipment, but also by soft factors which cannot be measured but whose influence is very significant [1].

One of these factors is the formation of work attitude and work culture. The combination of soft factors forms a culture that is inherent to the inhabitants of the country, which can be understood as a set of

behavioral models and habits developed over centuries.

Managers are primarily interested in business culture. There are almost no studies studying the specifics of the Ukrainian business culture, its strengths and weaknesses. Knowledge of the characteristics of the business culture of a country can help managers to understand the reasons and possible consequences of their own decisions, decisions of their colleagues and subordinates, decisions of management and shareholders. It is necessary to understand what features are characteristic of the Ukrainian business culture. Once you understand this, it will be easier to assess the real possibilities of implementing different management models in Ukraine [2].

There are three levels of culture in business: the first is national culture, the second is organizational culture, that is, the culture of a particular business organization, and the third is the culture of management at the lowest level. We still call it a management style. That's how managers perceive themselves in their behavior.

The national culture has a great influence on organizational culture, which in turn influences the culture of management. Only with strong leadership can a management culture determine an organizational culture, and organizational systems can change a national culture

Entrepreneurship in our country cannot develop without a contract culture, which is an important element. If the contract is concluded, it must be fulfilled. It can become part of the national culture. Currently, contract culture in our country is at a very low level [3].

In most business organizations in Ukraine, power is structured as a grape cluster. First, from top to bottom; secondly, in the form of clusters (closed groups). Although there are connections between them, for example, the transfer of information, the isolation of each group is obvious. Each organization should check whether it is worth

maintaining such a situation and whether it is effective for the entrepreneurial economy.

Participation in management is impossible without individual employees taking on specific tasks and responsibilities. This means that employees should work primarily for the benefit of the system, not for themselves. In Ukraine, however, participation in management is understood differently. A person tries to climb the career ladder to declare himself and make some proposals, but is not responsible for the implementation of the proposal or at least part of it [4].

It is very important to create an environment in the system in which irresponsible people will feel uncomfortable. Entrepreneurs, that is, people who have

created a company (and you cannot create a company if you do not take responsibility for it), know how to do it and have practical experience. Therefore, they must help their employees learn to create. Training takes place primarily in the workplace. A typical manager spends 40 percent of his time training subordinates. After all, responsibility is possible only with those who are educated, competent and not afraid to make decisions.

To answer the question of what motivates people in the Ukrainian context, it is necessary to understand what motivates the population.

The main types of motivation that are characteristic of national and cultural groups are presented in Table 1.

Table 1 – The main types of motivation that are characteristic of national and cultural groups

No	Types of motivation	Characteristics
1.	Achieving goals	Money plays an important role. They encourage a businessman to be a market leader or the first to release a new product
2.	Defensive motivation	Maximum interest in stability. Characterized by the desire of a businessman not to allow others to interfere in their business and create their own world
3.	Motivation for alignment	The approach of equalizing a socially motivated group of people who value the quality of life, but prefer not to change anything so as not to aggravate the situation, is used.
4.	Risk for the sake of improving the quality of life	The most socially motivated activity for the sake of improving the quality of life

Source: Developed by authors

Now they say that there is a Ukrainian specificity in business. This is facilitated by a new level of culture - the so-called institutional culture: business and entrepreneurship is one of the institutions of society that is engaged in creating additional consumer value, developing its culture. And in this culture there is a certain amount of internationality. Since the policy of protectionism is widespread in the world, it has to be used in the management system.

Experience shows that their way is not always the best, and the institutional culture of business, brought from the West, proves its effectiveness always, including in Ukraine.

The creation of enterprises with the participation of foreign capital shows that it is possible to instill a foreign business culture in the country [5].

However, studies show that there is a certain age limit for assimilating people into different cultures, and that after crossing this line it is much more difficult to change something.

Therefore, the current generation of businessmen should not expect significant changes in the behavior of their domestic partners. A new generation of Ukrainian entrepreneurs and managers should learn behavioral patterns from childhood.

For business, the moral environment is important, and for the company, the morality of employees. Morality is shaped by religion, and humanity has not yet invented another system. Therefore, low morality means that religious and secular education has a low impact on the education of people [6].

The hardest thing for business is to change people, not institutions, but good institutions can make people change their habits.

Knowledge about the history of national culture, its values and models of human behavior in various business situations will enable professional education and training of future managers. Without knowledge of the peculiarities of the business culture of a country, it is impossible to solve complex and complex problems at a high professional

level, especially in the systems of companies receiving foreign investment.

In today's conditions, there is a special need to develop a Ukrainian management model that can adapt to the market and cope with crisis situations.

Today, domestic business is still mostly turned inside itself, in general, not very inclined to growth and development. It copies civilized business, but not its fundamental foundations, but only external features [4].

The Ukrainian management model, in our opinion, should be built on the basis of modern management concepts, as presented in Fig. 1.

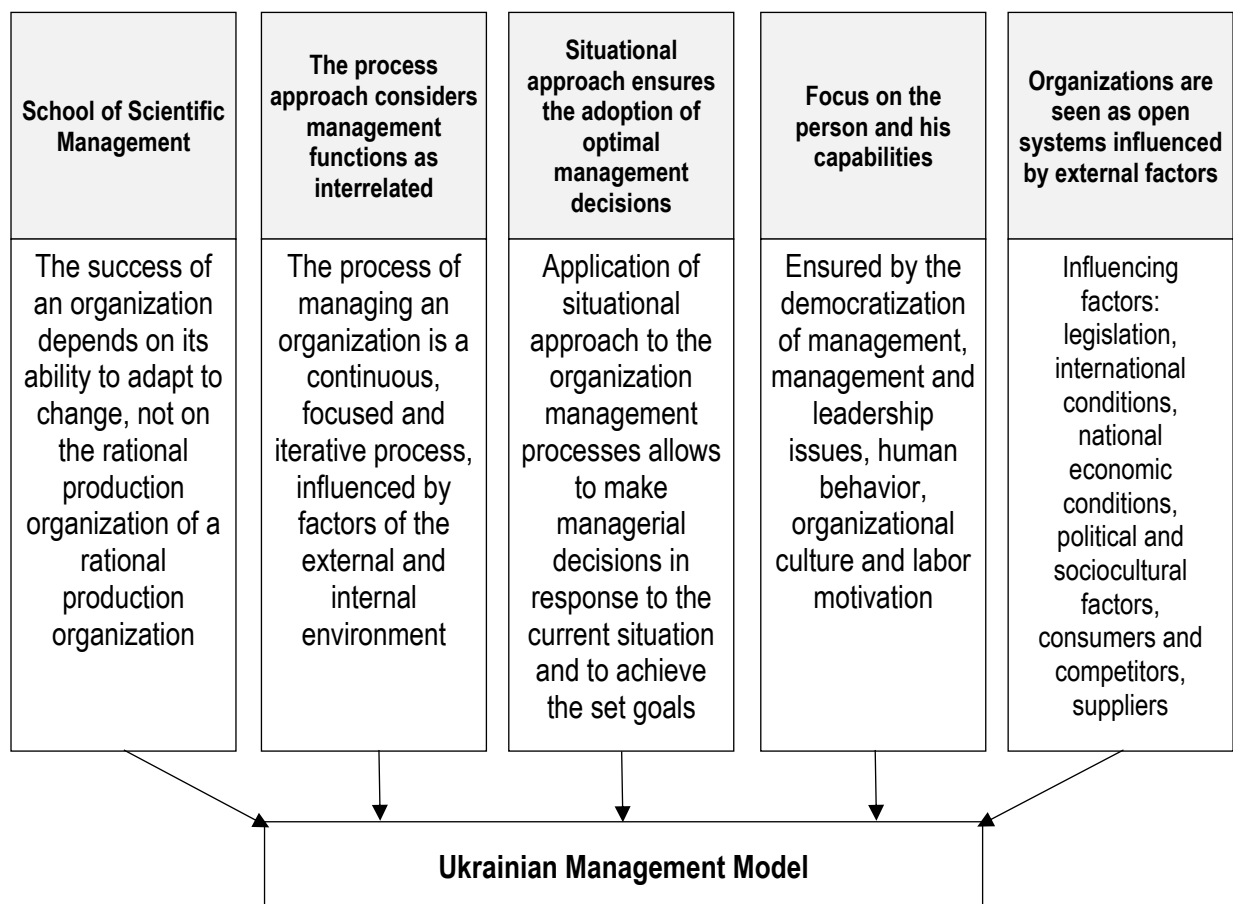


Figure 1 – Influence of modern concepts on the formation of the Ukrainian management model

Source: Developed by authors

In our opinion, these basic provisions of management will not only remain, but will also be further developed in the 21st century.

The main directions of further development of management in the XXI century should be considered as those presented in Fig. 2.

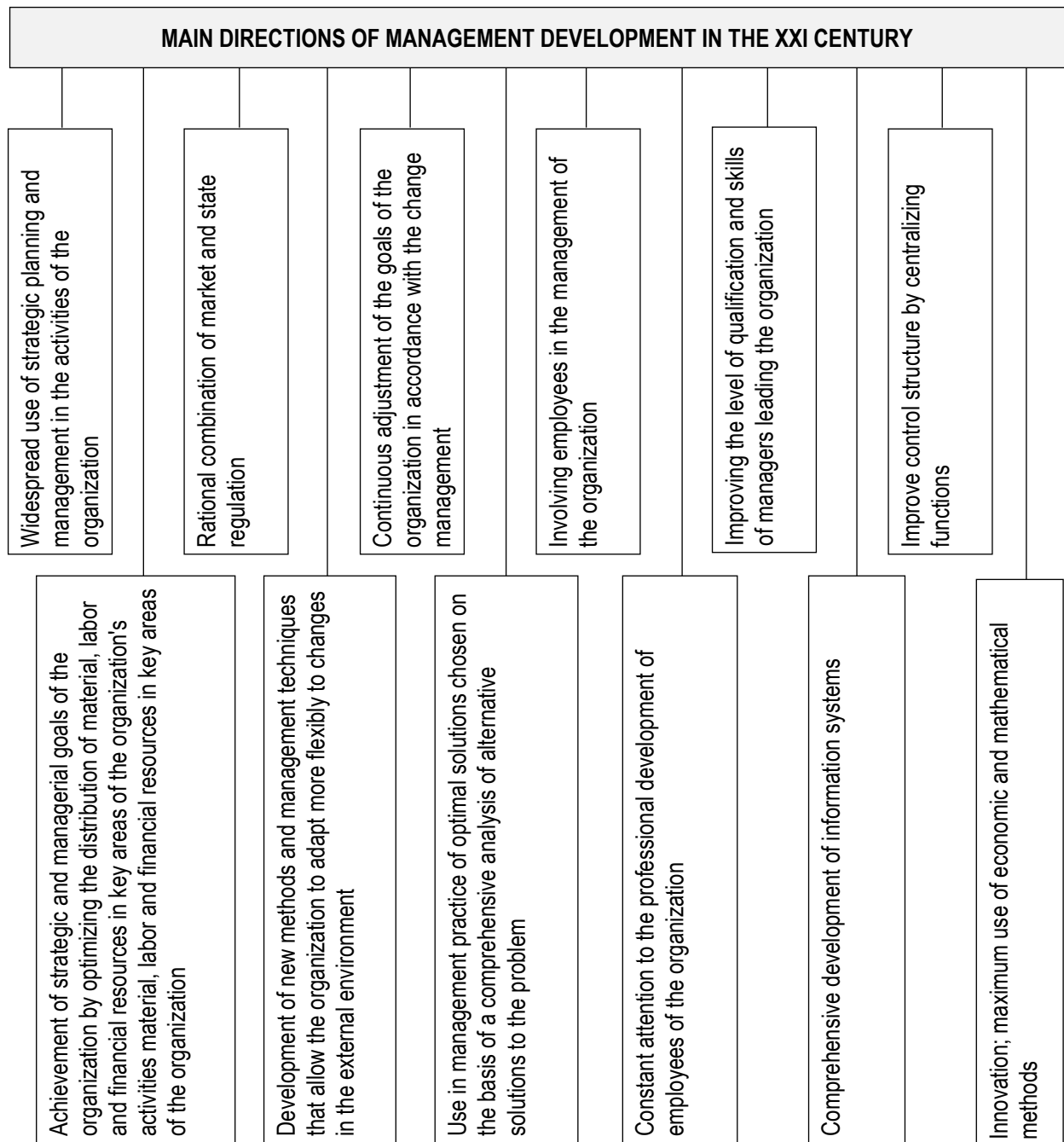


Figure 2 – Main directions of further management development in the 21st century
 Source: Developed by authors.

Throughout the history of management development, many other countries have accumulated considerable experience in the field of management theory and practice and have developed their own management models, taking into account the specific

features of their countries. After all, the competitiveness of the company at the world level is ensured primarily by the competitiveness of its products in the domestic market.

The basic principles of building the Ukrainian management model are those that are presented in Fig. 3 and are in line with global development trends.

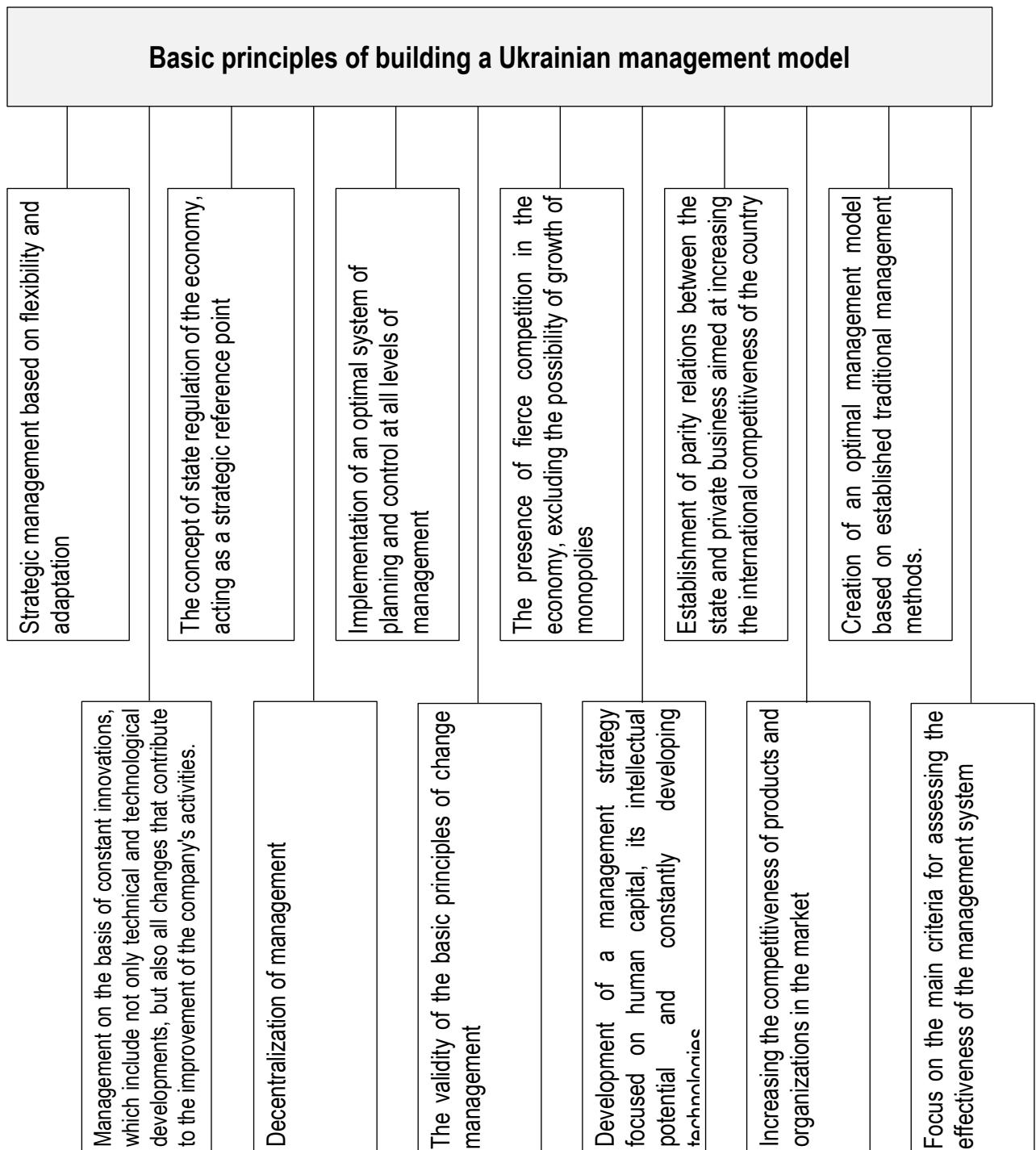


Figure 3 – Basic principles of building a Ukrainian management model
 Source: Developed by authors

Conclusions. Sustainable development requires a strategic perspective, that is, business planning for the long term. In Ukraine, project management begins to enter new promising sectors and companies

specializing in project management services appear on the market.

The future effectiveness of our markets depends on intellectual capital, in particular on the quality and experience of managers of organizations, the level of their competence,

the ability to anticipate situations and correctly assess the market environment, as well as on how timely and effective management decisions are made and how they are implemented in practice.

Ukrainian management is characterized by diligence, diligence and punctuality of its employees. These natural national qualities should be encouraged in every possible way. By encouraging these qualities, the process of building a national management system can gradually move from rigid to flexible management decisions. Today, rigidity is a necessary but complex tool.

A balanced and long-term approach to the formation of the management team of Ukraine, taking into account the peculiarities of the Ukrainian mentality and the diversity and breadth of the situation in which Ukraine finds itself, is the most important strategic task for society. This largely affects not only the transition to a market economy, but also the position of Ukraine in the international community. This is a transition to modern forms and methods of management, and not blindly, but on the basis of scientifically based tools.

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