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CURRENT CHALLENGES AND FUTURE MANAGEMENT TRENDS: STRATEGIC PRIORITIES AND GLOBAL PERSPECTIVES

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Abstract

The article analyses the current state and prospects of development of domestic and international management. The main trends in management are considered, in particular, the impact of globalisation processes on business operations, the importance of technological innovations for improving the efficiency of management decisions, as well as the challenges of strategic and resource management in a highly competitive environment and limited resources. The main problems of management transformation in Ukraine and the key factors influencing its development are highlighted: the formation of organisational culture, improvement of communications, strategic management and social responsibility of business. Special attention is paid to the importance of flexibility and creativity of managers for successful adaptation to dynamic changes.

Keywords

Management, development trends, future challenges, international business processes, innovation strategies.

Problem statement

In today's environment of rapid globalisation and technological change, management is becoming a crucial factor in the success of any organisation or state. Domestic and international management shape not only economic development but also competitiveness on the world stage. The urgency of the problem lies in the fact that modern society faces constant challenges that require prompt management decisions. Daily changes, such as economic instability, technological breakthroughs and new market requirements, require managers to be flexible, able to predict risks and innovate to maintain business efficiency and sustainability.

Relevance of the chosen topic

Strategic Priorities and Global Prospects is driven by dynamic changes in the economic environment that affect business processes at all levels. Globalisation, digital innovations and changing consumption patterns require managers to adopt new approaches to management, strategic planning and adaptation to unpredictable market changes. In today's environment of increased competition and resource constraints, the success of organisations

depends on their ability to respond quickly to challenges, build an effective organisational culture and implement innovations. Research of key trends and forecasting of future directions of management development allow us to formulate strategies that will ensure the sustainability and competitiveness of the business in the face of constant global change.

Analysis of recent research and publications

The theoretical and methodological basis of this issue is grounded in the works of several scholars focusing on modern management development. O. Plahotnik and M. Kucher in their works tried to integrate different views and identify the factors that determine the development of modern management (Chernykova, Ishchenko, & Bolshaia, 2023). They focused on realistic forecasts based on previous research in the field of 21st century management, emphasising the importance of a value-based approach to managing organisations. M. Nebava drew attention to the key factors influencing the development of management in Ukraine, noting the importance of adapting the national model to the international context (Chernykova, Ishchenko, & Velyka, 2023).

H. Chernikova, I. Ishchenko, and O. Bolshaya focused their research on the transformation of management systems in the context of business digitalisation and innovative development (Lassoued, 2021). They emphasised the importance of adapting enterprises to new digital technologies and identified the main difficulties encountered in implementing such innovations. Y. Kopchak, K. Slyusarenko and K. Chumakov considered the management of enterprises in the international context, especially in martial law, focusing on the effectiveness of management in crisis situations (But-Husaim, 2020).

The authors also explore the importance of introducing crisis management into Ukrainian practice and suggest directions for the development of human resource management in line with global trends. I. Drik and V. Belozertsev analyse the current state and prospects of the global economy in the coming years (Drik & Belozertsev, 2023). In their works, they highlight the main challenges faced by modern management, given the economic environment, and provide examples of successful management decisions that help companies achieve stability in an unstable market. T. Kulinich, Y. Kopchak, and U. Gylka study approaches to management in Ukraine and abroad (Kopchak, Slyusarenko, & Chumakov, 2023). The authors emphasise that each management model has its own unique features, which should be taken into account when adapting foreign practices to Ukrainian conditions.

Purpose of the article

The purpose of the article is to analyse the current state and identify key areas for the development of domestic and international management, with a focus on promising trends and challenges of the future.

Presentation of the main research material and results obtained

Management is one of the main conditions for achieving successful and profitable activities, as it is a system that ensures the effective organisation of teamwork. However, managing people is a complex process that requires a high level of professionalism and efficiency (Babiy, 2017, p. 9). Management, as a social technology that emerged in the last century, has gradually shifted its focus to more socially oriented approaches to management, which are based on several key principles. One of them is to abandon the traditional managerial rationalism inherent in classical management schools and to take into account social aspects and the interaction between employees and the organisation.

Another important principle is innovation, which is a key indicator of a modern manager's professionalism. Modern management is aimed at developing new approaches, methods and tools to achieve effective results, taking into account the constant changes in both the internal and external environment of the organisation. Social responsibility also plays an important role: an organisation must assume responsibility to society and its employees. The social and humanistic approach is gaining key importance in modern management methods. At the same time, management remains focused on achieving high labour productivity and profitability. In the face of constant changes in the external and internal environment, managers implement various management concepts to ensure successful operations.

The key principles of domestic management include the following:

1. Interconnection of the interests of the organisation and its employees. The organisation and its employees should be viewed as a single system, where the success of one party directly depends on the success of the other.
2. The priority of collective labour and cooperation. Particular attention is paid to collective forms of activity that promote close cooperation between employees in small working groups.

3. The principle of equality among employees. All employees of the organisation have equal status, regardless of their positions and functions, which contributes to a democratic approach to management.
4. Maintaining the balance of interests of key stakeholders. It is important to maintain a balance between the interests of managers, investors and employees to ensure the harmonious development of the organisation (Kopchak et al., 2023, p. 47).

It is worth noting that modern management can be characterised by a number of important aspects:

1. Change management. In today's world, change is an important component of successful organisations. Leaders must be able to implement innovations, quickly adapt to new realities and develop strategies for further development.
2. Reduced role of middle managers. Thanks to advances in information technology and automation, organisational structures are being streamlined, which may reduce the number of middle managers. Instead, management is focusing more on strategic planning and setting organisational policy;
3. Strengthening the link between managerial performance and organisational structure and culture. Managers need to take into account the cultural characteristics of the organisation and work in accordance with them. Collaboration between departments becomes critical to achieving common goals;
4. Processing a large amount of information. Modern managers need to be able to work effectively with a large amount of information from various sources, analyse it and use it to make informed decisions;
5. Focus on the external environment. Managers should have a good understanding of external factors, such as market trends, competition, and others that affect the organisation's activities (Chernykova et al., 2023, p. 78).

O. Plahotnik and M. Kucher identify five main modern management concepts (Chernykova et al., 2023, p. 78):

1. Financially-oriented management involves the effective management of financial resources, planning and control of the organisation's financial results.
2. Marketing management aims to meet customer needs and expectations by developing and implementing marketing strategies.
3. Quality management (or process-oriented management) focuses on managing the quality of products or services, with an emphasis on continuous improvement of business processes.
4. Knowledge management ensures the effective transfer of knowledge and information among employees, promoting innovation and increasing the organisation's efficiency.
5. Social and humanistic management emphasises the importance of human capital, supporting employee development, motivation and job satisfaction.

These concepts are aimed at ensuring the effective operation of organisations and achievement of their goals, taking into account the current challenges and peculiarities of the market economy.

The management of the future must meet modern requirements, take into account technological innovations, social institutions and spiritual values of society (Kopchak, Slyusarenko, & Chumakov, 2023).

M. Nebava identifies key aspects of the new management (see Fig. 1), which are interconnected and set the main directions for the development of management systems. These aspects help organisations adapt to rapidly changing business environments and succeed in a competitive market.

Table 1 shows the main priorities of management development in Ukraine. They contribute to the creation of an innovative and productive management environment. However, it is worth noting that domestic enterprises may face certain problems and obstacles (Table 2) that complicate the transformation process and may reduce the effectiveness of new management systems.

Modern management systems require a careful approach, especially taking into account the specifics of domestic enterprises, which often face unique challenges. Some of these problems can be solved by establishing effective communication that ensures clear and timely information flow between all levels of the organisation. Conducting training programmes for employees is critical, as it allows them to acquire the necessary skills and respond to new requirements and technological changes.

Engaging external experts can provide a valuable outside perspective and help identify and resolve issues that may not be seen by internal specialists. In particular, experts can help develop and implement new management strategies, improve processes and increase overall efficiency.

Balanced management of change processes is essential for successful adaptation to new conditions. This includes not only the timely and effective implementation of changes, but also regular monitoring of their impact on the organisation, adjusting plans in accordance with the results obtained and feedback from employees. It is important to ensure that all those involved in the change understand its purpose and role in the process, which helps to increase their motivation and support for innovation.

Aspects.
<p>Quality management in the context of globalisation</p> <p>In the global marketplace, where organisations face competition on a global scale, quality management is becoming crucial. To gain a competitive edge, companies must ensure a high level of quality in their products and services.</p>
<p>Increasing the diversity of the workforce</p> <p>Modern companies face a diverse workforce in terms of gender, cultural background, professional skills and experience. Managing this diversity requires the introduction of new methods and strategies to optimise HR.</p>
<p>Transparent Management</p> <p>Transparent management is about actively engaging with external stakeholders, such as customers, suppliers and partners, in the decision-making process. This includes jointly addressing issues to improve the organisation's performance.</p>
<p>Creation of new types of management and their application outside the organisation. Modern management requires a continuous search for innovative management methods and the development of new forms of management that can operate outside the framework of a conventional firm.</p>
<p>Contrasting leadership and management. Leadership is becoming increasingly important in the management of organisations, as it can be seen as an effective tool for inspiring employees to achieve common goals.</p>

Fig. 1: Key aspects of the new management
 Source: compiled from (Chernykova et al., 2023, p. 3)

In addition, external factors such as economic conditions, technological innovations and changes in legislation that may affect the operation of the enterprise must also be taken into account. Interaction with partners, suppliers and customers is also critical to achieving success in the new environment. Integration of modern information technology, management systems and tools can significantly improve process efficiency and help an organisation remain competitive in the market.

A comprehensive approach is required to successfully implement modern management systems. It includes improving communications, staff development, engaging specialists, managing change and adapting to external conditions. This, in turn, contributes to the overall performance of the organisation.

Table 1: Key priorities for management development in Ukraine

No	Priority.	Characteristics
1.	Formation of organisational culture ("organisational philosophy")	Organisational culture is a key foundation for building cooperation, motivation and loyalty among employees. A positive culture in the team ensures high employee satisfaction and contributes to the achievement of successful results.
2.	Building effective communications	An important aspect is the interaction and communication between management and staff. This helps to develop trust, improve teamwork and ensure mutual understanding during cooperation.
3.	Setting up a management system for each employee	The active participation of employees in achieving the organisation's goals stimulates their interest and involvement, which contributes to the harmonisation of interests between employees and the organisation.
4.	Development of intrapreneurship.	Encouraging creativity and entrepreneurial activity at the organisational level allows for innovation, finding new solutions and increasing competitiveness.
5.	Technologisation of management	The use of modern information technologies in management helps to increase management efficiency and improve the organisation's governance process, as well as stimulate staff development and motivation for self-improvement.
6.	Managerial self-management	Continuous self-analysis and development of the manager increases the efficiency of management activities and contributes to the successful achievement of the organisation's strategic goals.

Source: (Chernykova et al., 2023, p. 79)

To ensure that the implementation of new management systems is successful and without complications, it is important to pay attention to several key aspects:

1. Staff training. Proper training and development of employees is critical to the effective implementation of new management systems. Regular training and educational programmes will help employees acquire the necessary skills and knowledge;
2. Clearly define goals and objectives. Defining clear and understandable goals for the implementation of new systems helps to improve mutual understanding and direct the team's efforts towards achieving specific results.
3. Developing an action strategy and risk assessment. Creating a clear plan that takes into account possible threats will help prevent unexpected obstacles and ensure a streamlined approach to system implementation.
4. Involvement of management and staff. Active involvement of management and employees in the process of implementing new systems will help support the process and increase its chances of success;
5. Funding and investment. Adequate funding and investment in staff skills development will ensure successful implementation of change;
6. Performance evaluation. Establishing clear criteria for assessing the results of the implementation of a new management system will allow to determine its effectiveness and make the necessary changes in a timely manner. (Lassoued, 2021, p. 56).

The application of these aspects will allow the organisation to successfully transition to modern management systems, increasing its competitiveness and stability in the market.

Table 2: Difficulties and problems that complicate the process of management transformation in Ukraine

No	Difficulties and challenges	Description.
1.	Insufficient staff qualifications	Implementing new management systems requires new skills and knowledge from staff. Insufficient preparation can slow down the transformation process and require additional training and support.
2.	Financial constraints	Modern management systems require significant financial

		investments, which can be particularly challenging for small and medium-sized enterprises.
3.	Lack of management support	The successful implementation of new management systems requires active support from management.
4.	Insufficient integration with existing systems	The introduction of new systems requires their integration with the organisation's existing software products and systems. Incompatibilities can create additional challenges.
5.	Employee resistance to change	Innovations can cause dissatisfaction among employees. A low level of awareness of the benefits of new systems can make it difficult to adopt them.
6.	Imperfect organisation of the implementation process	A poorly organised implementation process can lead to problems and disruptions. Careful planning, management and monitoring of the implementation can help avoid these difficulties.

Source: (But-Husaim & Kovtunenکو, 2020)

Table 3 shows the key differences between national and international management.

It is worth emphasising that when formulating global strategies, companies necessarily take into account the specifics of local markets and the cultural context in which the organisation operates.

This may include adapting a product or service to local specific needs, creating marketing strategies that take into account local trends and customs, and taking into account the legal, economic and socio-cultural factors that affect a company's operations in a particular country or region.

The combination of global strategies and local conditions enables the company to operate successfully in international markets, ensuring stability and increasing its competitiveness.

Table 3: The main differences between domestic and international management

Features	Ukrainian management	International management
Cultural context	Significant influence of national traditions, historical features and religious beliefs.	A global perspective with a focus on intercultural integration.
Structure	High level of hierarchy with clearly defined roles and responsibilities...	Adaptive management models with diverse organisational structures.
Relationships	Focus on the interaction between management and subordinates.	The importance of intercultural communication and cooperation.

Source: compiled by the authors

This study identifies general trends and key factors that influence modern management:

1. Globalisation. International managers need to be able to work with diverse teams, understand international standards and develop effective strategies for entering foreign markets.
2. Technological innovations. Advances in artificial intelligence, blockchain and autonomous systems are significantly changing business management processes. Managers must quickly adapt to technological changes and apply innovative solutions to optimise business processes.
3. Strategic management. In today's environment of uncertainty and growing competition, the ability to develop and implement strategies is key. Organisations need to constantly study the market environment and quickly adapt to changes to ensure sustainable development.
4. Resource management. Growing competition and limited resources increase the importance of effective management of human capital and material resources. The application of lean management principles helps to reduce costs, increase productivity and improve quality, which is crucial in a crisis environment (Denysiuk & Sannikova, 2022).
5. Social responsibility of business. Increased attention to sustainability, human rights and the environment requires companies to be more socially responsible. The balance between profit and contribution to society is becoming an important element of modern business.

These factors are crucial for the success of companies in today's environment and influence the development of effective management systems.

Here are some key trends that are likely to influence the development of HR in the near future (But-Husaim & Kovtunenکو, 2020).

1. Reduction of internal HR departments and growth of outsourcing. Industry analyst Brian Sommer, founder of TechVentive, predicts that the introduction of new technologies and more active participation of employees in HR processes will lead to a reduction in HR departments: "many companies will look for additional opportunities through technology and self-service." Experts such as Elizabeth Brashears of HR TriNet's Human Capital Consulting and Barry Hall and Steve Coco of Buck Consultants believe that regulation and globalisation will reduce the role of administration. Buck Consultants anticipate that through benefit-in-a-box models, companies will be able to provide cost-effective solutions for employee health, welfare and retirement. However, the internal HR function will continue to exist.
2. Strengthening the strategic role of HR. Strategic thinking will become one of the key HR competencies that cannot be outsourced. Presser notes: "strategic planning requires in-house expertise". Brashears predicts that the strategic HR function will continue to evolve and new positions will be created. HR professionals will gradually turn into business experts who are able not only to understand HR, but also to manage business processes and develop company development strategies.
3. Changing the role of managers. Luhmann believes that "the traditional role of top management will gradually disappear", and specialised positions will emerge instead.
4. The development of analytics and the use of big data in HR. While HR already uses metrics such as turnover rates and employee engagement, new metrics such as average time to promotion or the percentage of highly qualified candidates will be introduced in the future.
5. The growth of remote work. Remote work - from home or anywhere with Wi-Fi - is becoming increasingly popular. Over the past two decades, the number of employees working remotely has quadrupled to 37%. Luman notes that HR departments will face challenges in effectively managing a remote workforce.
6. HR as marketing. Sommer predicts that recruitment will become similar to marketing. Buck Consultants experts note that HR management will develop internal marketing, including social marketing and brand management to attract "talent".
7. Flexibility. In 2018, flexibility became an important characteristic of companies. The introduction of Agile and the creation of innovative digital solutions in HR help to increase the speed of decision-making.
8. Future employees. Artificial intelligence is replacing humans in routine tasks, and intelligent analytics is influencing management decisions. Companies need to identify talent and determine the best ways to attract it in the face of the changes that will take place by 2025 (Table 4).

Table 4: Changes in employment by 2025

Types of economic activity	Reduction in employment (-)			Employment growth (+)			
Real estate, science and technology							4,5%
Administrative activities, support services							15,8%
Education						9,6%	
Information and communication						9,2%	
Healthcare and social work						8,6%	
Finance and insurance					6,5%		
Provision of accommodation and meals					5,9%		
Trade					4,5%		
Public administration and defence					1,42%		
Transport and storage					0,52%		
Construction		-2,27 %					
Art, recreation		-4,72%					
Industry		-5,12%					
Water supply, sewerage, management		-					

waste		6,4%							
Electricity, gas, air conditioning	-	10,90%							
Agriculture, forestry and fishing -18,04 %									
Coal mining and quarrying -18,56 %									
-20	-15	-10	-5	0	10	15	20	25	

Source: EU forecast (Kravtsov, 2020)

The data presented in Table 4 indicate that certain changes are expected in various sectors of employment between 2015 and 2025. According to EU forecasts, employment is expected to decline by 18% in the coal industry and agriculture, and by 10% in the energy and gas industry. At the same time, employment is expected to increase by 20% in real estate, science and technology, by 15% in administrative services and support, and by 10% in the education sector. No significant changes are expected in the construction and logistics sectors (Kravtsov, 2020).

Moving from automation to productivity. For many years, companies have focused on automating HR processes such as payroll, HR accounting, training, candidate selection and interviewing. Today, however, a successful company must not only automate these processes, but also focus on increasing employee productivity. In the context of Agile, the development of team-oriented structures, professional burnout, distraction, and an excessive flow of information via email and messengers, the key task is to find HR solutions that will increase work efficiency and improve internal communication.

In the current conditions faced by businesses in Ukraine, companies often do not have the ability to spend additional resources on hiring professional crisis managers. As a result, the survival of companies largely depends on managing crisis situations on their own. A striking example of successful amateur crisis management is the experience of the pharmaceutical company Darnitsa. Even before the outbreak of the war, in January 2022, the company's specialists developed a crisis action plan, which began to be implemented immediately after the start of the full-scale invasion, on 24 February 2022, at 6:20 am, almost an hour after the first strike. This plan became the basis for the company's activities during the first weeks of the war. However, at some stages of business processes, problems had to be solved manually due to the unpredictability and complexity of the situation. In the first month of the war, the management and key team members interacted online three times a day, which allowed them to make operational decisions in real time.

Ensuring employee safety was a priority for the company. All office workers were transferred to remote work. Thanks to its many years of experience in automating business processes, the company was well prepared for this format of work. The introduction of martial law turned these approaches into one of the main components of effective enterprise management (But-Husaim, 2020).

On the other hand, the company introduced a new service desk for employees, integrating it with all available communication channels to quickly resolve issues. This allowed the company to provide constant information and technical support, regardless of time or resources. However, no strategy will be successful without a well-organised team. That is why human resources management is of particular importance under martial law.

Managing staff in such circumstances requires a rethinking of the HR strategy, with a focus on retaining employees, maintaining their efficiency and ensuring safe working conditions. The approach to human resources management should be adjusted to optimise workload. In this context, new goals and objectives should be set for employees and, if necessary, employees whose duties have become less relevant should be rotated. It is also important to introduce modern training methods, such as coaching, e-learning and self-study, which are actively used in the US, Japan, the UK, France and Germany. These methods help to improve staff skills, which is especially important in times of crisis (But-Husaim, 2020).

Foreign experience in human resource management shows that the efficiency of employees, regardless of external circumstances, is significantly influenced by the availability of a motivation system. In Ukraine, this approach is also actively used during martial law. According to a study conducted by the European Business Association in cooperation with the magazine "Personnel Management", most companies continue to pay wages in full, despite the challenges of wartime (Chernykova, Ishchenko, & Velyka, 2023).

In the current environment, additional incentives for employees may include flexible working hours, psychological support programmes, one-time financial assistance, corporate housing or reimbursement of rental

costs. In addition, mutual assistance and support through joint participation in volunteer projects, fundraising for the needs of the Armed Forces of Ukraine or assistance to military families can be important motivation tools.

Thus, the foreign practice of introducing the principles of empathy and collective support is increasingly being applied in Ukraine during the war, helping to strengthen corporate culture and employee motivation.

The martial law in Ukraine has posed serious challenges to domestic companies and organisations, forcing them to adapt to the new environment. In addition, there is a need to develop a post-war recovery strategy that takes into account possible development scenarios. Conventional management tools proved to be ineffective in these circumstances, so many businesses began to turn to international experience to stabilise their operations (But-Husaim, 2020).

Now there is a possibility of economic recession and instability in the coming years, which emphasises the importance of the role of management. Under these conditions, managers will face new challenges, such as ensuring the rational use of investments, optimising costs and assessing their impact on the market (Drik & Belozertsev, 2023, p. 244).

These trends can be expected to continue to influence management practices, creating new challenges and opportunities in response to changes in the economic, political, technological and social environment.

Conclusions

Modern management is increasingly focusing on social aspects, in particular on the relationship between employees and the organisation, innovation and social responsibility. Domestic management is focused on improving communications, integrating the latest technologies and strategic management. In addition, management ecosystems, which include separate subsystems to minimise both external and internal risks, are becoming increasingly popular.

Priority areas for the development of management in Ukraine include creating a favourable organisational culture, actively engaging staff in common tasks, stimulating innovation processes in the company and rational use of resources. However, new systems may face challenges such as low levels of staff training, financial constraints, insufficient support from management and employee reluctance to accept change. To overcome these challenges, it is important to provide quality training, set clear goals and action plans, involve all levels of management in the change process, secure funding and regularly evaluate results.

In the context of rapid technological progress and social transformations, domestic management must constantly adapt, developing new tools and approaches to ensure the efficient operation and sustainable development of organisations.

Implementation of an effective HR management system in companies should be based on a long-term approach to staff development. This includes a careful selection of qualified employees based on their age, experience and professional skills, as well as the development of an incentive system that promotes performance. An important element is to involve employees in active participation in the company's activities, which increases their interest and loyalty.

The consistency of HR managers' actions is also crucial in HR management. They must ensure that employees have the right working conditions, appropriate salaries and that the company maintains a good HR policy. This helps not only to maintain productivity, but also to create a stable working environment that contributes to the long-term development of the organisation.

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