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Kralia Viktoriia
Candidate of Economic Sciences,
Associate Professor Department of Management, Business and Administration
State Biotechnological University
Краля Вікторія Григорівна
кандидат економічних наук, доцент,
доцент кафедри менеджменту, бізнесу і адміністрування
Державний біотехнологічний університет
ORCID: 0000-0003-0990-0788

Podolska Olha
Candidate of Economic Sciences,
Associate Professor Department of Management, Business and Administration
Simon Kuznets Kharkiv National University of Economics
Подольська Ольга Василівна
кандидат економічних наук, доцент,
доцент кафедри менеджменту, бізнесу і адміністрування
Харківський національний економічний університет імені Семена Кузнеця
ORCID: 0000-0001-9768-6173

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IMPACT OF MODERN MANAGEMENT TOOLS ON THE EFFECTIVENESS OF ORGANIZATIONAL MANAGEMENT

ВПЛИВ СУЧАСНИХ ІНСТРУМЕНТІВ МЕНЕДЖМЕНТУ НА ЕФЕКТИВНІСТЬ ОРГАНІЗАЦІЙНОГО УПРАВЛІННЯ

Summary. *Introduction. Modern conditions, characterized by the acceleration of scientific and technological progress and the onset of the "era of digital transformation", are causing significant changes in all areas of activity, including the formation of new models of social relations and forms of governance. This requires domestic organizations to quickly adapt to the external environment, focus on continuous development and improvement of management processes. Effective management is a key factor for the success and competitiveness of an enterprise, as it allows you to optimize resources, increase productivity, and reduce costs. Competitiveness in modern conditions is determined by the ability to quickly adapt to changes, and the quality of management is the foundation on which sustainable and prosperous organizations are built. In 2025, key factors influencing management effectiveness include accelerating digital transformation, changing work models (hybrid/remote), the growing role of data and analytics, and a focus on sustainability.*

Purpose. The purpose of the article is to study the impact of modern management tools on the effectiveness of organizational management, analyze the essence and features of the implementation of digital technologies, strategic and analytical tools, as well as identify barriers to their application and ways to overcome them.

Materials and methods. The materials of the study are scientific works of domestic and foreign scientists devoted to the issues of using modern management tools, digital transformation, strategic planning and analytics in organizational management systems. In the process of conducting the research, methods of theoretical generalization, analysis, and synthesis were used to study the essence and role of modern management tools. The experience of other companies was analyzed and an approach to choosing management tools was determined. Internal and external factors affecting management effectiveness were considered. The functions performed by management tools, such as planning, organization, control, and management, were investigated. The classification of modern management tools and their impact on key performance indicators, including productivity, quality, financial performance, and adaptability to change, was studied.

Results. The scientific article reveals that the implementation of modern management tools is a crucial factor for organizations seeking to increase operational efficiency and maintain competitive advantage. Modern tools, such as digital platforms, integrated information systems (ERP, CRM) and innovative HR management technologies (gamification, coaching), allow you to automate processes, create competitive advantages through rapid data analysis and resource optimization. Effective use of innovative management tools contributes to the formation of competitive advantages and ensures sustainable development of the organization in a dynamic environment. Key barriers to implementation were identified, such as the high cost of integration, insufficient staff readiness and problems integrating new tools with existing systems. Ways to overcome barriers are proposed, including investing in staff training, phased implementation and the formation of a culture focused on innovation and flexibility.

Further research in this area. Further scientific research is proposed to focus on the integration of new digital solutions and studying their impact on long-term management effectiveness. It is also important to explore rational ways to incorporate tools into decision-making models and structural transformations within organizations and entire ecosystems. This will allow you to understand the advantages and disadvantages of using tools from a change management perspective.

Key words: *management, organizational management, modern management tools, efficiency, strategic planning, digital technologies, productivity, competitiveness.*

Анотація. *Вступ. Сучасні умови, що характеризуються прискоренням науково-технічного прогресу та настанням "ери цифрової трансформації", зумовлюють суттєві зміни в усіх сферах діяльності, включаючи формування нових моделей суспільних відносин та форм управління. Це вимагає від вітчизняних організацій швидкої адаптації до зовнішнього середовища, орієнтації на постійний розвиток та удосконалення процесів управління. Ефективне управління є ключовим фактором для успіху та конкурентоспроможності підприємства, оскільки воно дозволяє оптимізувати ресурси, підвищити продуктивність праці та знизити витрати. Конкурентоспроможність у сучасних умовах визначається здатністю швидко адаптуватися до змін, а якість управління виступає фундаментом, на якому будуються стійкі та процвітаючі організації. У 2025 році на ефективність управління впливають такі ключові фактори, як прискорення цифрової трансформації, зміна моделей роботи (гібридний/віддалений формат), зростаюча роль даних та аналітики, а також фокус на сталий розвиток.*

Мета. Метою статті є дослідження впливу сучасних інструментів менеджменту на ефективність організаційного управління, аналіз сутності та особливостей впровадження цифрових технологій, стратегічних та аналітичних інструментів, а також визначення бар'єрів їх застосування та шляхів подолання.

Матеріали і методи. Матеріалами дослідження є наукові праці вітчизняних та зарубіжних учених, присвячені питанням використання сучасних інструментів менеджменту, цифрової трансформації, стратегічного планування та аналітики в системах управління організаціями. В процесі здійснення дослідження було використано методи теоретичного узагальнення, аналізу та синтезу для дослідження сутності та ролі сучасних інструментів менеджменту. Проаналізовано досвід інших компаній та визначено підхід до вибору управлінських інструментів. Були розглянуті внутрішні та зовнішні фактори, що впливають на ефективність управління. Досліджено функції, які виконують інструменти управління, такі як планування, організація, контроль та управління. Вивчено класифікацію сучасних інструментів менеджменту та їхній вплив на ключові показники ефективності, включаючи продуктивність, якість, фінансову результативність та адаптивність до змін.

Результати. У науковій статті розкрито, що впровадження сучасних інструментів менеджменту є вирішальним фактором для організацій, які прагнуть підвищити операційну ефективність та підтримувати конкурентну перевагу. Сучасні інструменти, такі як цифрові платформи, інтегровані інформаційні системи (ERP, CRM) та інноваційні технології управління персоналом (гейміфікація, коучинг), дозволяють автоматизувати процеси, формувати конкурентні переваги через швидкий аналіз даних та оптимізацію ресурсів. Ефективне використання інноваційних інструментів менеджменту сприяє формуванню конкурентних переваг та забезпечує стійкий розвиток організації в умовах динамічного середовища. Було ідентифіковано ключові бар'єри впровадження, такі як висока вартість інтеграції, недостатня готовність персоналу та проблеми інтеграції нових інструментів з існуючими системами. Запропоновано шляхи подолання бар'єрів, включаючи інвестування у навчання персоналу, поетапне впровадження та формування культури, орієнтованої на інновації та гнучкість.

Перспективи. В подальших наукових дослідженнях пропонується зосереджуватися на інтеграції нових цифрових рішень та вивченні їх впливу на довгострокову результативність управління. Важливо також досліджувати раціональні способи включення інструментів у моделі прийняття рішень та структурні перетворення в межах організації та цілих екосистем. Це надасть змогу зрозуміти переваги та недоліки у використанні інструментів з позицій управління змінами.

Ключові слова: *менеджмент, організаційне управління, сучасні інструменти менеджменту, ефективність, стратегічне планування, цифрові технології, продуктивність, конкурентоспроможність.*

Problem statement. In modern conditions, the acceleration of scientific and technological progress and the application of digital management technologies have led to significant changes in all spheres of activity: new value systems, models of social relations, forms of management, organizations and institutions are rapidly forming. The so-called era of digital transformation has come, where digitalization processes are taking on a special role, causing the acceleration of the organization's business processes. Domestic organizations are faced with the issues of rapid adaptation to the constantly changing external environment, orienta-

tion of activities towards constant development and improvement of management processes.

Thus, in the conditions of digital transformation, the development of a management system that will allow taking into account the continuous change of business models and factors of competitive advantage becomes particularly relevant. To achieve long-term development goals, it is necessary to choose the most rational management models, methods and tools. The competitiveness of enterprises in modern conditions is determined by the ability to quickly adapt to environmental changes, and effective management is a key factor for success and competitiveness.

Literature review. The impact of modern management tools on the effectiveness of organizational management is a subject of research for many scholars and institutions. The experience of foreign management classics, such as M.E. Porter [10], emphasizes the importance of competitive advantage, while P.M. Senge [12] highlights the need to form a "learning organization" to achieve sustainable development.

In general, management tools and trends are thoroughly discussed in the works of American authors [1, 9]. Research by the renowned American analytical and consulting company Gallup [13] consistently shows that effective management goes beyond simple task delegation, representing the art and science of inspiring teams, fostering innovation, and ensuring sustainable, long-term growth.

An analysis of management theory and practice indicates that, in modern conditions, the spectrum of management tools is constantly expanding due to the need to improve management efficiency in a competitive environment. According to A.M. Herasymovych [2], new tools for accounting and analytical support for modern enterprise management need to be developed. The importance of using modern management tools to improve decision-making, optimize resource use, and achieve the organization's strategic goals is emphasized by M.V. Kondratiuk, O.A. Moskova, and D.S. Shevtsov [7].

Ukrainian scholars consistently and actively study this issue. In particular, O.V. Rudynska and N.I. Lenska [11] have examined the current structure and effectiveness of management methods. O. Kyrychenko [6] draws attention to modern aspects and technologies of enterprise development management. In the context of the modern digital economy, I.O. Hryhorenko and V.O. Zaychenko [3] analyze organizational development management in enterprises. S.V. Zaitsev [5] explores the challenges and opportunities of management in the era of digital transformation. The issue of innovative management tools within the enterprise management system is addressed by O.M. Desiatniuk and O.P. Lukianchuk [4]. Among specific innovative tools, N.P. Kuzyk [8] examines Agile project management methodologies as a means of improving enterprise performance.

Despite the significant number of studies, an unresolved part of the overall issue remains the comprehensive examination of the relationship between different groups of modern tools (strategic, operational, communication, innovative) and specific key performance indicators (productivity, financial performance, adaptability) in the context of accelerated digital transformation. Moreover, there is a need to systematize the barriers to the implementation of these tools and develop universal ways to overcome them, considering the necessity of forming an appropriate organizational culture.

The purpose of the article is to study the impact of modern management tools on the effectiveness of organizational management and to identify key areas for their successful implementation in a dynamic business environment.

Presentation of the main research material. Effective management of an enterprise's activities is a key factor for its success and competitiveness. Management includes planning, control and coordination of all processes in the enterprise. It allows you to optimize resources, improve labor productivity, reduce costs and improve the quality of products or services. Without effective management, the enterprise risks facing a break in the production chain, loss of customers and competitors. Therefore, awareness of the importance of competent management for the sustainable development of the enterprise is a necessary condition for successful activity in the market.

The effectiveness of enterprise management is determined by a wide range of internal and external factors. Understanding these factors and their impact on enterprise management will help managers make more informed and effective Here are some of the most important factors, internal factors.

Leadership and quality management are crucial for creating a strategic vision and inspiring personnel to achieve the company's goals. Managerial skills, such as decision-making, planning, and coordination, significantly impact the effectiveness of enterprise management. Corporate culture, an organizational culture based on values, mutual respect, and openness, can foster a high level of employee motivation and engagement. Organizational structure, a well-organized structure with clearly defined roles and responsibilities, contributes to the effective functioning of the organization.

External factors such as economic conditions (the economic situation in the country and the global market) can significantly affect the effectiveness of enterprise management. Legal regulation (legislation governing the enterprise's activities) can influence its management. Technological changes (the speed of technological progress) require organizations to be flexible and quickly adapt to new technologies. The competitive environment (the level of competition in the industry) can greatly impact the enterprise's management strategies and practices.

Effective leadership not only enhances productivity and business efficiency but also contributes to the resilience of an enterprise in the face of intense competition. To increase competitiveness, it is necessary to have not just management, but effective management of its activities. To achieve success, it is essential to apply certain management tools and strategies that foster improved performance and, consequently, differentiate the business from its competitors.

The modern world is developing rapidly. Management tools that worked in the last century are now becoming outdated. For example, authoritarian management styles, excessive bureaucracy, and planned economies no longer allow for timely responses to changes in the external market or stable profit generation. At each stage of an organization's development, from a startup to a corporation, a specific set of management tools is appropriate.

In today's rapidly changing business environment, the implementation of modern management tools has become a decisive factor for organizations that seek to increase operational efficiency, improve decision-making and maintain a competitive advantage. Traditional methods are gradually giving way to digital platforms, integrated information systems, innovative technologies for human resources management and strategic planning. These tools allow not only to automate routine processes, but also to form new competitive advantages through rapid data analysis, increased transparency of management decisions and resource optimization. Before choosing a suitable management tool, it is necessary to get acquainted with the experience of other companies, find out how costly and risky it is to implement a particular management mechanism. Having considered all the pros and cons, determine the most effective company management system. The tools differ in that they are only an auxiliary element of the path to the goal, there are no universal methods and processes and each situation requires its own tool [1].

The use of modern management tools increases the level of making informed management decisions, optimizes the use of resources, improves control, motivates personnel, promotes adaptation to changes in the external environment, and ensures the achievement of the organization's strategic goals. At the same time, it is important to take into account resistance to change and form an appropriate organizational culture for the successful implementation of innovations [7].

Management tools are a set of different methods and models for managing an organization to achieve set goals and objectives. They are used to build workers and business processes, for example, for personnel management or resource allocation. Let's consider the functions performed by management tools [1, 9].

Planning, thanks to management tools, a manager can develop strategies and tactics, set goals, make action plans, and predict results. Thus, it is possible to organize all the work of a project or company, and direct efforts to achieve the set goals.

Organization, with the help of tools, managers can structure work and manage resources: create organizational charts, build work schedules, distribute responsibilities, and establish a hierarchy.

Control, using various management tools, you can control all processes within the organization: track progress, summarize and evaluate results, and analyze work efficiency. They help measure the implementation of plans, find problems and make changes to the strategy for achieving the goal.

Management tools help in making management decisions: setting priorities, distributing tasks, tracking deadlines, and ensuring that work meets the requirements.

By utilizing management tools, a manager contributes to increasing work efficiency, process optimization and automation, and improving results. They provide the capability to manage time, budget, team, and other organizational resources. This is a critical factor for the successful achievement of the goals of any company or project.

An analysis of enterprise management theory and practice shows that in modern conditions, the spectrum of enterprise management tools is constantly expanding [6], which is driven by the necessity to increase the effectiveness of enterprise management in a competitive environment. Therefore, let's examine the tools used for managing processes within an organization:

1. For planning and organizing processes, the following tools are used: priority matrix (Eisenhower Matrix analysis); Gantt chart; SMART methodology (Specific, Measurable, Achievable, Relevant, Time-bound); KPI system (Key Performance Indicators); SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

2. For time management and task setting, the following are used: Pomodoro method; focus on the main thing (Eat That Frog!); task delegation technique (ABCDE method).

3. For project management and task control and coordination, the following are used: waterfall model (Waterfall); agile development methodology (Agile); SCRUM; Kanban.

4. For building effective communication and cooperation, the following are used: goal setting and expectations; active listening and empathy; coaching and mentoring; team strategies (BELBIN).

5. To resolve conflicts and make decisions, the following are used: decision-making matrix (David's method); DMAIC methodology (Define, Measure, Analyze, Improve, Control); Fishbone technique (initial idea, relationships, causes, improvements, knowledge base).

The use of these management tools allows not only to assess management effectiveness, but also to identify factors that most affect the competitiveness of an enterprise. The classification of modern management tools is presented in Table 1.

Table 1

Classification of modern management tools

Tool Group	Examples	Characteristics	Expected result
Strategic	SWOT analysis, Balanced Scorecard, PESTEL	Help to determine external and internal development factors, assess long-term prospects	Selection of the optimal development strategy
Operational	Lean management, Six Sigma, TQM	Focused on improving the efficiency of business processes	Cost optimization, productivity growth
Communication	CRM systems, Knowledge Management, Project management software	Enhance the effectiveness of management interaction and information exchange	Management transparency, faster decision-making
Innovative	Agile, Design Thinking, OKR	Provide adaptability and foster innovative potential	Increased flexibility and competitiveness

Source: based on [1; 9]

Regular research into the possibilities of applying various management tools in processes is an integral part of the management of any successful enterprise. In the case of technological changes, when the transformation of basic production processes occurs; in the context of digitalization, when information is considered the most important factor in the efficiency of production and management, the available tools for improving management are expanding many times over, and the growth of managers' competencies occurs in a catch-up mode, it is very important to rethink the very approaches to assessing and improving management efficiency [2].

When choosing management tools at the national and regional levels, management entities are guided by the state, prospects, and development trends of enterprises. When choosing management tools at the local level, management entities are guided by the actions of entities at the national and regional levels, as well as by the actions of competing enterprises.

The issue of ensuring management effectiveness cannot be considered separately from the management approaches applied. The approach used inevitably reflects the goals, areas of focus, and the mindsets of decision-makers. A manager's experience may become a barrier that limits their thinking. It is difficult for a manager to quickly move beyond their perceived management approach, even though there are examples of successful implementation of multiple management approaches within a single organization. Effective management tools can only be those that challenge the approach currently being implemented.

Modern management tools have a significant impact on key performance indicators of an organization, ensuring improved management efficiency and competitiveness. The use of digital project management platforms and CRM systems helps reduce the duration of task cycles, improve the quality of customer interactions, and increase their satisfaction levels. ERP systems contribute to cost optimization, enhance the transparency of financial flows, and ensure resource usage control.

Furthermore, analytical tools (Business Intelligence, Big Data) help to forecast demand, reduce risks, and make more informed strategic decisions, which positively affects the organization's profitability and sustainability. The implementation of innovative personnel management methods, such as gamification, coaching, and remote learning platforms, increases productivity, reduces staff turnover, and stimulates the development of leadership potential. The collective impact of these tools shapes the long-term performance and sustainable growth of the organization's key indicators.

The first step to increasing the effectiveness of organizational management through modern tools is to conduct a gap analysis and involve end-users in surveys. This approach allows for the identification of redundancies in systems and the determination of priority areas for updates, which will ensure the greatest effectiveness.

Investing in staff training is equally important. An effective practice is the deployment of microlearning modules for each new platform, which contributes to faster technology adoption, reduced employee resistance, and an increased return on investment (ROI).

It is also important to integrate data that resides in disparate data arrays. For this purpose, it's advisable to use APIs or middleware, such as MuleSoft, which allows for the connection of heterogeneous systems. This results in unified reporting and enables higher-quality cross-functional analysis.

Table 2 presents the impact of modern management tools on the organization's key performance indicators.

Another important area is the continuous measurement of the impact of implemented tools. To do this, it is necessary to determine in advance key performance indicators, such as cycle time or transaction cost, and monitor them during the deployment of new solutions, which will allow to obtain quantitative confirmation of the value of the tools and carry out iterative improvement of management processes.

The last but not least important aspect is the formation of a culture of experimentation. Organizations

Table 2

Impact of modern management tools on key organizational indicators

Performance indicator	Tools with the greatest impact	Mechanism of impact	Expected results
Labor Productivity	Lean, Six Sigma	Reduction of time and resource waste, process standardization	10–30% increase in productivity
Product / Service Quality	TQM, ISO Certification	Establishment of standards and continuous improvement	Reduction of defects, increased consumer trust
Financial Performance	Balanced Scorecard, KPI System	Measurement and control of financial goal achievement	Increased profitability and return on investment
Adaptability to Change	Agile, OKR	Flexible planning and quick response to changes	Crisis resilience, innovative development

Source: based on [4; 7]

should encourage pilot projects and introduce a "rapid response to failures" mindset, which allows not only to quickly find effective solutions, but also to accelerate innovation processes and ensure continuous improvement of management tools.

The implementation of modern management tools in organizations is accompanied by a number of barriers that slow down the transformation processes and reduce the effectiveness of management decisions. One of the key limitations is the high cost of integrating new technologies, in particular ERP and CRM systems, which is a significant obstacle for small and medium-sized enterprises. Another important barrier is the lack of staff readiness for change: resistance to innovation, lack of necessary digital competencies, and inability to work with analytical tools. In addition, there are often problems integrating new tools with existing management processes and systems, which leads to fragmentation and duplication of functions.

Overcoming these barriers requires a systemic approach. First, organizations should invest in training and development of personnel, introducing programs of continuous professional development and digital literacy. Second, it is important to ensure the phased implementation of management tools, taking into account the specifics of the business and available resources, which reduces risks and costs. The third important direction is the creation of a corporate culture focused on innovation and flexibility, which will help reduce resistance to change and ensure the readiness of the team for transformations.

Thus, the effectiveness of the use of modern management tools largely depends on the ability of organizations to overcome financial, personnel and organizational barriers. A comprehensive solution to these problems through a combination of investments in technology, development of human capital and adaptation of management strategies is the key to increasing the competitiveness and sustainability of organizations in a dynamic business environment.

Barriers to the implementation of modern management tools are presented in Table 3.

When it comes to any of the management tools demanded by business, it is important to offer rational ways to incorporate each of them into decision-making models, the distribution of authority, and structural transformations both within the organization and, ultimately, in entire ecosystems. Finally, the benefits and frustrations of using certain tools must be studied from the perspective of change management, which has a causal relationship with its maturity.

Modern management tools are not just technological additions; they change the very architecture of the organization's management. When strategically chosen, properly integrated, and continuously improved, these tools increase efficiency, sharpen strategic focus, and enable teams to respond flexibly to market dynamics. Companies that implement such tools into their core management processes have the opportunity to achieve sustainable productivity growth and stay ahead of competitors in an increasingly digital world. The development and application of management tools

Table 3

Barriers to the implementation of modern management tools and ways to overcome them

Barriers	Manifestation in practice	Ways to overcome
Employee resistance	Employees' reluctance to change established work methods	Conducting training, involving employees in the change process
High implementation cost	Expenses on software, training	Using cloud services, gradual implementation
Lack of leadership competence	Lack of strategic thinking skills	Improving managers' qualifications, expert consultations
Organizational cultural issues	Secrecy, low level of communication	Building an open organizational culture

Source: compiled by the authors

are based on the unity and universality of the influence process, the practical use of its potential, content and results by the widest range of managers. This allows to eliminate parallelism, improve the procedure, significantly increase the efficiency of the functioning and development of the organization, ensuring the coordination of actions of all participants [11].

According to the principles of enterprise management, the management process system depends on both the internal environment and external factors. Direct impact factors should include partners, consumers, suppliers, competitors, government bodies and institutions, financial and managerial institutions, etc.

Thus, in accordance with organizational and innovative solutions, enterprise management is a complex and labor-intensive task that requires the application of various methodological approaches and management tools. It should be noted that the assessment of the enterprise's management level must be preceded by the selection of criteria on the basis of which the evaluation is carried out, where the achievement of economic efficiency becomes possible through flexibility in making managerial and organizational decisions.

If management is considered in the context of economic globalization, the management process chain consists of a multitude of operations, which can negatively affect the effectiveness of the management process, as it requires high accountability and control from the management system. Therefore, management problems in the context of economic globalization should be solved using innovative solutions through integration into the process, the possibilities of which involve the implementation of modern innovations in the organization of strategic management.

A crucial component of modern management is the implementation of Business Intelligence (BI) systems, CRM, and ERP solutions, which provide comprehensive monitoring of the enterprise's activities. Thanks to data integration and the construction of end-to-end business processes, organizations gain the ability to quickly respond to market changes, forecast risks, and improve the quality of managerial decisions. Furthermore, digital tools enhance management flexibility, allowing organizations to adapt to unpredictable circumstances and minimize the impact of crises.

Equally significant are modern methods of working with personnel: coaching, mentoring, and training programs that contribute to the development of leadership competencies and the formation of a team culture. The use of gamification, remote learning platforms, and knowledge management boosts employee motivation and ensures effective communication across all levels of the organization.

Conclusions and prospects for further research. Thus, modern management tools act not only as technical means of optimizing management processes, but also as strategic resources for organizational development. They provide a balance between efficiency and flexibility, allowing to achieve high results even in an unstable and competitive environment. Companies that strategically choose, integrate and constantly improve these tools have the opportunity to achieve sustainable productivity growth and get ahead of competitors. Further research should focus on the integration of new digital solutions and the study of their impact on long-term management effectiveness. Another important direction is the study of change management as a factor determining success or disappointment in the use of management tools, and the development of models for incorporating new tools into existing models of decision-making, distribution of powers and structural transformations.

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