

Отримано: 16.07.2025

Переглянуто: 19.08.2025

Прийнято: 02.09.2025

УДК 330.341

DOI: 10.30857/2786-5398.2025.4.4

Illia M. Dubina

*Kyiv National University of Technologies and Design, Ukraine***ORGANIZATION OF AN ENTERPRISE DEVELOPMENT MANAGEMENT SYSTEM  
IN THE CONTEXT OF THE COUNTRY'S EUROPEAN INTEGRATION**

*The article presents the results of research on the organization of the enterprise development management system in the context of the European integration of the state. The integration of Ukraine into the European space is one of the important components of both the economic development strategy in the context of martial law and post-war recovery. The European integration vector of the state allows enterprises to reach the international level, and adopt experience from the most successful and most famous foreign companies, improve production processes and, accordingly, the quality of products and services. Accordingly, the presented results of the study on the enterprise development management system in the context of European integration, in order to analyze the possibilities of their entry into the foreign market, are justified and relevant. Based on the results of the analysis and practices of the functioning of leading enterprises in developed countries of the world, it is proven that their successes are associated precisely with the development and mastery of new organizational and economic vectors for building a management system for business entities, constant and continuous development in accordance with both intra-firm changes and changing environmental conditions. In the realities of the current situation, the state pays special attention to improving the management of enterprise development at the regional level, primarily. This is explained by the fact that the emergence of internal negative trends in many cases is caused by problems of regional orientation and, as a consequence, the search for a new system of management of business entities in accordance with the requirements of European integration processes.*

**Keywords:** integration, innovation, European integration, state, public-private partnership, management organization, management systems, synergy.

Ілля М. Дубіна

*Київський національний університет технологій та дизайну, Україна***ОРГАНІЗАЦІЯ СИСТЕМИ УПРАВЛІННЯ РОЗВИТКОМ ПДПРИЄМСТВА  
В УМОВАХ ЄВРОПЕЙСЬКОЇ ІНТЕГРАЦІЇ ДЕРЖАВИ**

*В статті наведено результати досліджень, щодо організації системи управління розвитком підприємства в умовах європейської інтеграції держави. Інтеграція України в європейський простір є одним із важливих компонентів як стратегії економічного розвитку в умовах воєнного стану так і післявоєнного відновлення. Євроінтеграційний вектор держави дає можливість підприємствам вийти на міжнародний рівень, та перейняти досвід у найуспішніших та найвідоміших зарубіжних компаній, покращити виробничі процеси та, відповідно, якість продукції і послуг. Відповідно, представлені результати дослідження, щодо системи управління розвитком підприємства в розрізі європейської інтеграції, задля аналізу можливостей їх виходу на зовнішній ринок, є обґрунтованими та актуальними. На основі результатів аналізування та практик функціонування провідних підприємств розвинених країн світу доведено, що їх успіхи пов'язані саме з розробленням та освоєнням нових організаційно-економічних векторів побудови системи управління суб'єктами господарювання, постійним і неперервним розвитком відповідно до внутріфірмових змін, так і мінливих умов зовнішнього середовища. В реаліях сучасного*

стану держава приділяє особливу увагу вдосконаленню управління розвитком підприємств на рівні регіонів, першочергово. Це пояснюється тим, що поява внутрішніх негативних тенденцій у багатьох випадках спричинена проблемами регіонального спрямування і як наслідком пошуком нової системи управління суб'єктів господарювання у відповідності до вимог євроінтеграційних процесів.

**Ключові слова:** інтеграція, інновації, євроінтеграція, держава, державно-приватне партнерство, організація управління, системи управління, синергія.

**Problem statement.** The organization of the enterprise development management system in the conditions of the European integration of the state is considered as a system of relations from the standpoint of specific projects implemented by various state bodies and business together to open new markets in the conditions of European integration processes and increase competitiveness. The specificity of the organization of the enterprise development management system in the conditions of the European integration of the state allows us to draw on institutional economic theory as a basis, which is the theoretical foundation for the study of the enterprise development management system in the conditions of martial law.

**Analysis of literary sources.** The following theoretical directions of institutional economic theory can be distinguished, which are of interest for the organization of the enterprise development management system in the conditions of European integration of the state:

1. The theory of institutions and institutional changes. According to Douglas North, institutions are the "rules of the game" in society or man-made restrictive frameworks that organize relationships between people, the procedure of correspondences, moral and ethical behavior. Institutions create basic structures through which the necessary order is ensured in the economy. Institutional changes determine the development of society over time, being the key to understanding historical changes [9]. According to the concept of O.I. Williamson, institutions are "management structures". This concept of an institution is more consistent with the level of the institutional environment.

2. The economic theory of property rights. From the point of view of society, property rights act as "rules of the game" that regulate relations between economic agents. The more clearly defined and reliably protected property rights are, the closer the connection between the actions of agents and their well-being. The degree of accuracy of the specification of property rights depends on the balance of benefits and costs that accompany the establishment and protection of certain rights. Any act of exchange in NIET is considered as an exchange of "bundles of property rights", and the channel through which they are transferred is a contract. The main elements of the "bundle of property rights" usually include: 1) the right to exclude access to the resource of other agents; 2) the right to use the resource; 3) the right to receive income from the resource; 4) the right to transfer prior succession [3, 5, 8, 11]. When combining the efforts of the state and business within the framework of the corporate governance system, each party realizes its own interests. Each of the partners has its own reasons for entering into this alliance. Business gets the opportunity for stable profit growth, expansion of sales markets, material and other resources, and tax benefits.

3. Contractual approach. Any organization, from an enterprise to a state, is understood as a complex network of explicit and implicit contracts. Different contractual forms fall under the influence of different "regulatory structures". According to O.I. Williamson, vertical integration, ways of organizing work, modern corporation, corporate governance, state regulation have a similar contractual nature and therefore are available for analysis on the basis of a single concept of transaction costs [5].

The purpose of the article is to study the organizational and economic system of enterprise development management in the conditions of European integration of the state.

**Presentation of the main material** The organization of the enterprise development management system in the context of the European integration of the state and the corresponding institutional prerequisites for implementing the policy of the European integration course touch upon the issues of trust and transparency of relations between project participants, state guarantees, property relations, risk sharing, distribution of final products, etc. It is advisable to consider them at two levels: national and sectoral. At the national level, the main prerequisites are:

- the presence of an appropriate national regulatory and legal framework;
- the presence of political risk;
- the dynamics of macroeconomic indicators (the level of business activity and investment attractiveness of the country);
- the presence of powerful regulators and mechanisms for resolving disputes arising during the implementation of projects.

At the sectoral level, the main parameters of the institutional readiness of the environment include:

- the presence of a post-war development strategy;
- the presence of special (specific sectoral) thinking in the process of organizing public-private partnership projects;
- sufficiency of budget resources;
- predictability and predictability of tariff policy; the presence of an appropriate sectoral regulatory framework.

The institutional infrastructure of the management system in Ukraine is at the stage of formation. The system of public-private partnership (hereinafter referred to as PPP) management bodies continues to be formed, the analysis and implementation of positive experience in the implementation of PPP projects is systematically carried out, and a system of training of relevant management specialists is being created.

However, this is a traditional view of the problem, in which the motivation of investors is considered only in the economic and legal plane. At the same time, the reluctance of a private investor to invest in a particular sector is often due to the fact that he does not see either the strategic investment goals defined by the state, or the readiness of the state to form a coalition with business on an equal basis, that is, on the principles of partnership. Therefore, political institutionalization is important, which even has psychological significance. The state at the highest level:

- recognizes the readiness for cooperation in the form of partnership (announces the possibility of cooperation);
- recognizes partnership as an effective economic form of cooperation between the state and business;
- determines the areas and goals that it pursues within the framework of the implementation of PPP projects;
- creates a legislative framework that lays down the legal foundations of partnership;
- builds an appropriate administrative apparatus that implements state goals in partnership.

Due to such measures, the coordination of the interests of the state and business at different levels of economic management is achieved. Partnership is possible only when both partners are interested, and through interaction they can more effectively solve the problem [11]. The final legal form of coordination of interests will always be an agreement (investment, concession, agreement on the creation of a special economic zone, etc.). This agreement must have a clear and transparent legislative framework and, of course, legal protection [6]. These trends are traced in the rhetoric of strategic priorities of government programs for socio-economic development as an alternative way to restore and modernize the national economy, in particular infrastructure sectors.

Compliance with existing regulatory laws and by-laws on the organization of the enterprise development management system in the context of the state's European integration is as follows:

Laws of Ukraine:

- Economic Code of Ukraine;
- Civil Code of Ukraine;

– Law of Ukraine "On Public-Private Partnership" dated 01.07.2010 No. 2404-VI. A study of the views of scientists and practitioners on the organization of an enterprise development management system in the context of the state's European integration [7, 9–11] (representatives of state bodies, private investors, credit institutions and development institutes) on the possibilities and advantages of organizing a management system showed that:

– Representatives of state bodies and private business differently assess the advantages and possibilities of practical application of a management system in the context of European integration. The former consider the main task to be attracting extra-budgetary financing. They expect the transfer of responsibility for the main risks within the project to the private sector and expect a low cost of private capital. The latter are ready to ensure high-quality implementation of projects, but expect support from the state, as well as adequate profitability on invested funds.

– The development of a management system requires achieving flexibility and consistency of legislation.

– State institutions for supporting and developing public-private partnership at both the national and regional levels are underdeveloped.

– The investment attractiveness of projects can be increased by providing state guarantees and adequate distribution of responsibility for risks.

The analysis of the views of scientists and practitioners on this issue showed that effective partnership is possible only under the condition of complete clarity and predictability of state policy in European integration processes. Without confidence in the stability of the "rules of the game", it is difficult to increase the interest of private business. In this process, national and regional levels of regulatory regulation can be distinguished. Approved laws and by-laws include general and special norms and rules of behavior of partners.

**Conclusions and prospects of the study.** In modern conditions, the enterprise development management system in the context of the European integration of the state acts as an effective way of concentrating resources on priority areas of economic development of Ukraine. However, it requires a high level of trust between the state and business. In order to implement the management system as a certain complex of interconnections and relationships between the government and business, not only financial, but also investment, information, personnel and innovation resources obtained from various sources are needed. In addition, economic systems, social systems are needed that are capable of providing an effective solution to the major socio-economic problems of the country. The existing institutional environment should include not only legislative and executive bodies, but also financial and economic institutions that provide investment; independent organizations that carry out expertise; management companies, industry and other associations and unions. The enterprise management system formed in this way as an independent institution of the modern economy should determine both the nature of interaction and the level of its effectiveness in the context of the European integration of the state.

## References

## Література

1. Verhal, K. Yu. (2018). Teoretychni aspekty stratehichnoho upravlinnia pidpryiemstvom v umovakh integratsii [Theoretical aspects of strategic enterprise management in integration conditions].	1. Вергал К. Ю. Теоретичні аспекти стратегічного управління підприємством в умовах інтеграції. <i>Науковий вісник Полтавського університету економіки і</i>
---	---

*Naukovyi visnyk Poltavskoho universytetu ekonomiky i torhivli = Scientific Bulletin of Poltava University of Economics and Trade, № 3, P. 33–40. URL: [http://nbuv.gov.ua/UJRN/Nvpusk\\_2018\\_3\\_6](http://nbuv.gov.ua/UJRN/Nvpusk_2018_3_6) [in Ukrainian].*

2. Honchar, O. I. (2015). Rozrobka strategii rozvytku potentsialu pidpryiemstva za umov hlobalizatsii ta yevrointehratsii [Development of a strategy for developing the potential of an enterprise in the context of globalization and European integration]. *Ekonomist = Economist*, № 1, P. 49–52. URL: [http://nbuv.gov.ua/UJRN/econ\\_2015\\_1\\_15](http://nbuv.gov.ua/UJRN/econ_2015_1_15) [in Ukrainian].

3. Hryntko, T. V., Hviniashvili, T. Z., Kaliberda, M. S. (2023). Stratehichne upravlinnia pidpryiemstvom v umovakh tsyfrovoi ekonomiky [Strategic management of an enterprise in the digital economy]. *Ekonomika ta suspilstvo = Economy and society*, № 50. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/2440> [in Ukrainian].

4. Dziamulych, M. I., Chyzh, N. M. (2013). Strakhuvannia investysii ta dyversyfikatsiia investytsiinykh ryzykiv [Investment insurance and diversification of investment risks]. *Ekonomichni nauky. Seriia "Oblik i finansy" = Economic sciences. Series "Accounting and Finance"*, Vol. 10 (5), P. 38–43. URL: [http://nbuv.gov.ua/UJRN/ecnof\\_2013\\_10\\_285%29\\_7](http://nbuv.gov.ua/UJRN/ecnof_2013_10_285%29_7) [in Ukrainian].

5. Mishchuk, Ye. V., Voronov, D. S. (2024). Innovatsiinyi rozvytok promyslovych pidpryiemstv v umovakh yevrointehratsii: upravlinski pidkhody ta rol publichnoho upravlinnia [Innovative development of industrial enterprises in the context of European integration: management approaches and the role of public administration]. *Investytsii: praktyka ta dosvid = Investments: practice and experience*, № 14, P. 209–216. URL: <https://www.nayka.com.ua/index.php/investplan/article/view/4162> [in Ukrainian].

6. Tkachenko, A. (2023). Alhorytm stres-testuvannia ryzykiv pidpryiemnytstva [Algorithm for stress testing of business risks]. *Ekonomichnyi analiz = Economic analysis*, № 1, P. 331–338. URL: <https://www.econa.org.ua/index.php/econa/article/view/5815> [in Ukrainian].

7. Tulchynska, S. O., Herashchenko, M. Ye. (2024). Osoblyvosti stratehichnogo upravlinnia pidpryiemstvom v umovakh yevropeiskoi intehratsii [Peculiarities of strategic enterprise management in the context of European integration]. *Rozvytok biznesu v konteksti yevropeiskoi intehratsii: hlobalni vyklyky, morygli. 2018. № 3. С. 33–40. URL: [http://nbuv.gov.ua/UJRN/Nvpusk\\_2018\\_3\\_6](http://nbuv.gov.ua/UJRN/Nvpusk_2018_3_6) [in Ukrainian].*

2. Гончар О. І. Розробка стратегії розвитку потенціалу підприємства за умов глобалізації та євроінтеграції. *Економіст*. 2015. № 1. С. 49–52. URL: [http://nbuv.gov.ua/UJRN/econ\\_2015\\_1\\_15](http://nbuv.gov.ua/UJRN/econ_2015_1_15).

3. Гринько Т. В., Гвініашвілі Т. З., Каліберда М. С. Стратегічне управління підприємством в умовах цифрової економіки. *Економіка та суспільство*. 2023. № 50. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/2440>.

4. Дзямулич М. І., Чиж Н. М. Страхування інвестицій та диверсифікація інвестиційних ризиків. *Економічні науки. Серія "Облік і фінанси"*. 2013. Вип. 10 (5). С. 38–43. URL: [http://nbuv.gov.ua/UJRN/ecnof\\_2013\\_10\\_285%29\\_7](http://nbuv.gov.ua/UJRN/ecnof_2013_10_285%29_7).

5. Міщук Є. В., Воронов Д. С. Інноваційний розвиток промислових підприємств в умовах євроінтеграції: управлінські підходи та роль публічного управління. *Інвестиції: практика та досвід*. 2024. № 14. С. 209–216. URL: <https://www.nayka.com.ua/index.php/investplan/article/view/4162>.

6. Ткаченко А. Алгоритм стрес-тестування ризиків підприємництва. *Економічний аналіз*. 2023. № 1. С. 331–338. URL: <https://www.econa.org.ua/index.php/econa/article/view/5815>.

7. Тульчинська С. О., Геращенко М. Є. Особливості стратегічного управління підприємством в умовах європейської інтеграції. *Розвиток бізнесу в контексті європейської інтеграції: глобальні виклики, стратегічні пріоритети, реалії*

stratehichni priorytety, realii ta perspektyvy = *Business development in the context of European integration: global challenges, strategic priorities, realities and prospects: materials of the international scientific and practical conference* (June 7, 2024). Kharkiv: DBTU, P. 136–139 [in Ukrainian].

8. Chaliuk, Yu. O. (2013). Innovatsiini mekhanizmy mizhnarodnoho sotsialnoho investuvannia [Innovative mechanisms of international social investment]. *Naukovi zapysky Natsionalnoho universytetu "Ostrozka akademia"*. Seriia: *Ekonomika = Scientific notes of the National University "Ostroh Academy"*. Series: *Economics*, № 24, P. 86–91. URL: [http://nbuv.gov.ua/UJRN/Nznuoa\\_2013\\_24\\_19](http://nbuv.gov.ua/UJRN/Nznuoa_2013_24_19) [in Ukrainian].

9. Chaliuk, Yu. O. (2021). SWOT-analiz yevrointehratsiinoho prykordonnoho spivrobitnytstva Ukrayny [SWOT analysis of Ukraine's European integration cross-border cooperation]. *Skhidna Yevropa: ekonomika, biznes ta upravlinnia = Eastern Europe: economy, business and governance*, № 1 (28), P. 3–8. URL: <https://ir.kneu.edu.ua/items/1afa3f07-d039-466b-8733-742b6ade6838> [in Ukrainian].

10. Shabatura, T. S. (2019). Formuvannia adaptivnoi stratehii ekonomichnoho rozvytku pidpryiemstv v konteksti yevrointehratsii [Formation of an adaptive strategy for the economic development of enterprises in the context of European integration]. *Menedzhment ta pidpryiemnytstvo: trendy rozvytku = Management and entrepreneurship: development trends*, № 1 (07). URL: <https://management-journal.org.ua/index.php/journal/article/view/105/91> [in Ukrainian].

11. Shmatkovska, T. O. (2016). Do problematyky vprovadzhennia stratehichnoho upravlinskoho obliku na pidpryiemstvi [On the issues of implementing strategic management accounting at the enterprise]. *Naukovyi visnyk Odeskoho natsionalnoho ekonomichnoho universytetu = Scientific Bulletin of the Odessa National Economic University*, № 5, P. 202–213. URL: [http://nbuv.gov.ua/UJRN/Nv\\_2016\\_5\\_19](http://nbuv.gov.ua/UJRN/Nv_2016_5_19) [in Ukrainian].

ma perspektyvi: materiали міжнародної науково-практичної конференції (7 червня 2024 р.). Харків: ДБТУ, 2024. С. 136–139.

8. Чалюк Ю. О. Інноваційні механізми міжнародного соціального інвестування. *Наукові записки Національного університету "Острозька академія"*. Серія: *Економіка*. 2013. № 24. С. 86–91. URL: [http://nbuv.gov.ua/UJRN/Nznuoa\\_2013\\_24\\_19](http://nbuv.gov.ua/UJRN/Nznuoa_2013_24_19).

9. Чалюк Ю. О. SWOT-аналіз євроінтеграційного прикордонного співробітництва України. *Східна Європа: економіка, бізнес та управління*. 2021. № 1 (28). С. 3–8. URL: <https://ir.kneu.edu.ua/items/1afa3f07-d039-466b-8733-742b6ade6838>.

10. Шабатура Т. С. Формування адаптивної стратегії економічного розвитку підприємств в контексті євроінтеграції. *Менеджмент та підприємництво: тренди розвитку*. 2019. № 1 (07). URL: <https://management-journal.org.ua/index.php/journal/article/view/105/91>.

11. Шматковська Т. О. До проблематики впровадження стратегічного управлінського обліку на підприємстві. *Науковий вісник Одеського національного економічного університету*. 2016. № 5. С. 202–213. URL: [http://nbuv.gov.ua/UJRN/Nv\\_2016\\_5\\_19](http://nbuv.gov.ua/UJRN/Nv_2016_5_19).