

# Management Decisions to Support and Maintain the Socio-Economic Development of the Territories

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## ABSTRACT

The basis of the formation of a theoretical-methodological and practical reason for making effective management decisions to support and maintain the process of socio-economic development of territories is studied in the article. It was found that in order to solve this problem, it should be necessary to form an effective management policy through the improvement of mechanisms to support and maintain the process of socio-economic development of territories in the context of significant changes in the format of national and municipal management of territorial communities. The essence of the “socio-economic development of territories” category has been clarified. The functional responsibilities of subjects of the system of socio-economic development of territories supporting and maintaining the process of socio-economic development of territories by making effective management decisions are systematized. The main characteristics of the elements of the system of socio-economic development of the territory are summarized and it is concluded that the key for making management decisions is planning, mechanisms of public governance and diagnostics of the effectiveness of the developed system of socio-economic development of the territory. It was concluded that the process of supporting and maintenance management decisions on the socio-economic development of the territories of Ukraine is a complex, multidimensional and mutually agreed system, which includes many elements and relationships between them and the basis for the functioning of which is the effective distribution of functional responsibilities among the subjects and objects of this system.

**Keywords:** System of management; Management entities; Public management; Social differentiation; Organizational structures.

**JEL Classification:** F63, F65, A14, Z13.

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# Decisiones de Gestión para Apoyar y Mantener el Desarrollo Socioeconómico de los Territorios

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## RESUMEN

En el artículo se estudia la base de la formación de una razón teórico-metodológica y práctica para tomar decisiones de gestión eficaces para apoyar y mantener el proceso de desarrollo socioeconómico de los territorios. Se encontró que para resolver este problema, debería ser necesario formar una política de gestión eficaz a través de la mejora de los mecanismos para apoyar y mantener el proceso de desarrollo socioeconómico de los territorios en el contexto de los cambios significativos en el formato de la gestión nacional y municipal de las comunidades territoriales. Se ha aclarado la esencia de la categoría "desarrollo socioeconómico de los territorios". Se han sistematizado las responsabilidades funcionales de los sujetos del sistema de desarrollo socioeconómico de los territorios que apoyan y mantienen el proceso de desarrollo socioeconómico de los territorios mediante la toma de decisiones de gestión eficaces. Se resumen las principales características de los elementos del sistema de desarrollo socioeconómico del territorio y se concluye que la clave para tomar decisiones de gestión es la planificación, los mecanismos de gobernanza pública y el diagnóstico de la eficacia del sistema de desarrollo socioeconómico del territorio desarrollado. Se concluye que el proceso de apoyo y mantenimiento de las decisiones de gestión sobre el desarrollo socioeconómico de los territorios de Ucrania es un sistema complejo, multidimensional y de mutuo acuerdo, que incluye muchos elementos y relaciones entre ellos y cuya base de funcionamiento es la distribución efectiva de las responsabilidades funcionales entre los sujetos y objetos de este sistema.

**Palabras clave:** Sistema de gestión; Entidades de gestión; Gestión pública; Diferenciación social; Estructuras organizativas.

**Clasificación JEL:** F63, F65, A14, Z13.

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## 1. Introduction

At the present stage of development of the world global economy, the role of territorial entities with different levels of industrial-agrarian, social financial, investment and innovative potential is growing (Rudenko, 2020; Dunets et al., 2019). Their special features and competitive advantages are determined by the use of a set of tools and incentives that determine the ability of territorial communities to solve local problems through their own efforts, and therefore, regional and municipal authorities become key in making management decisions to improve effectively the socio-economic development of the territories (Khamzina et al., 2015; Datskovsky et al., 2018; Orynkanova & Stepanova, 2020). However, it should be noted that now the significant aggravation of spatial differentiation of social and economic development of territories is observed in Ukraine that is one of the most important problems of adoption of effective management decisions, their support and maintenance at all stages of implementation. This trend is characterized by the identification of negative consequences of the development of territories through “inadequate separation of administrative and organizational powers” (Hiraiwa, 2020) and “unproductive distribution and redistribution of income and expenses between the state and territorial entities” (Meinel, 2018). Therefore, the most important area of solving this problem should be the formation of an effective management policy through the improvement of mechanisms to support and maintenance the process of socio-economic development of the territories in the context of significant changes in the format of national and municipal administration of territorial communities (Ibraev et al., 2017; Bocheliuk et al., 2019; Barashkin & Samarin, 2005; Pogosyan, 2019).

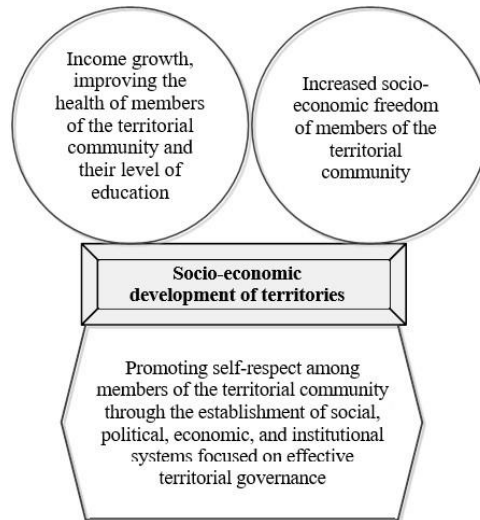
The problems of the process of supporting and maintenance the adoption of management decisions on the socio-economic development of territories were studied by many scientists from different areas, for example mechanobiology, management and marketing, economics, education, jurisprudence. Those scientists are: T Hiraiwa (2020); F. Meinel (2018); T. Burmaka et al. (2020); O. Nepomnyashchyy et al. (2019); A. Brancasi and C. Marzuoli (2018); A.P. Lelechenko et al. (2020); N. Silva and C. Mena (2020); V.M. Prokhorova (2014); A. Korbutiak et al. (2019); A.Yu. Gevorkyan et al. (2018); M.O. Baimuratov (2016); T.V. Zabeivorota (2014); Yu.V. Kovbasiuk et al. (2012); O.S. Kachnyi (2017); I.V. Dunaiev, (2018); I.M. Hryshchenko (2018); V.S. Kravtsiv (2018); Ya.A. Zhalila (2017); M. Izha (2013); S.A. Davymuka et al. (2019); E.A. Murzina, M.S. Shemyakina (2020); V.G. Burlov and V.V. Gryzunov (2020); N.S. Latif et al. (2020) and others. However, despite the research conducted by scientists, the systematization of the functional responsibilities of the entities making management decisions at various levels and stages, as well as the improvement of certain aspects of the management of socio-economic development of the territories at different levels of management decision-making, remain unresolved. The purpose of the article is to study the formation of a theoretical, methodological and practical basis for making effective management decisions to support and maintenance the process of socio-economic development of territories. To achieve the purpose of the study, the following objectives were formulated:

1. to clarify the essence of the “socio-economic development of territories” category;
2. to develop a system of management of the socio-economic development of territories as a basic for supporting and maintaining management decisions;
3. to systematize the functional responsibilities of the subjects of the system of socio-economic development of territories;
4. to summarize the main characteristics of the elements of the territory's socio-economic development system important for management decisions;
5. to provide proposals for improving the main aspects of the management of the socio-economic development of territories at different levels of management decision-making.

## 2. Materials and Methods

The concept of socio-economic development of the territory can be considered from three points of view. In the broadest and simplest sense, this category is defined as an improvement in the standard of living of the population. The second approach recognizes the economy as a powerful factor in social development, with particular emphasis on the distribution of wealth (Rudenko, 2018). The last position consists of the identification of development with social differentiation, which arises as a result of global transformations in modern world space. Thus, the socio-economic development of the territories should include the components shown in Figure 1.

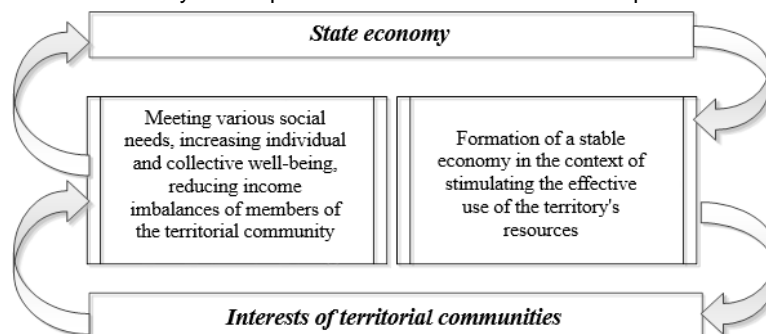
**Figure 1** Components of the process of socio-economic development of territories



Source: developed by the author on the basis of Nepomnyashchyy et al., 2019.

An analysis of the components of the socio-economic development of the territories (Figure 1) shows that mostly it is based on the unity, complementarity and strengthening of the economic component, which embodies stable and effective economic growth, taking into account the territorial communities aimed at improving the living standards of the people of the region. So, the consistency of the components of the socio-economic development of the territories can be shown in Figure 2.

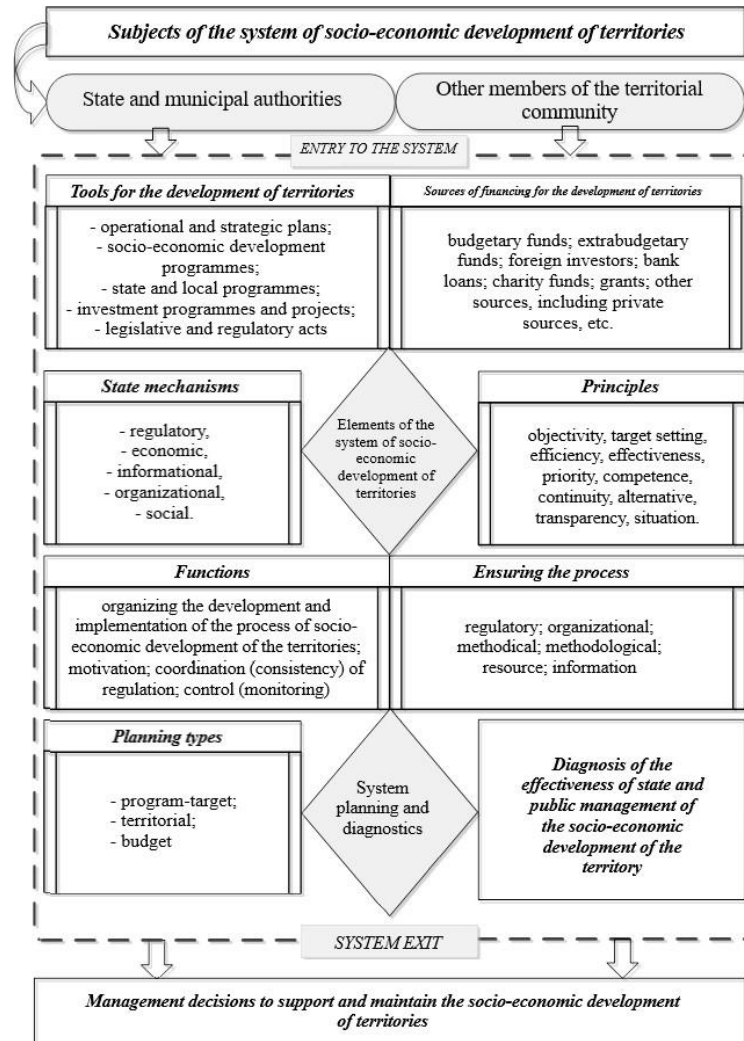
**Figure 2** Consistency of components of socio-economic development of territories



Source: developed by the author on the basis of Burmaka et al., 2020.

From the above, it can be concluded that the socio-economic development of the territory is a multidimensional and multivariable process, which is described by various criteria for the continuous change in the material and social basis of the territorial internal and external environment, by interrelationship between its subjects in the process of making management decisions (Sakulyeva, 2020; Dunaieva et al., 2021; Fedotov et al., 2018). Effective management decisions regarding the process of socio-economic development of the territories cannot be made without the implementation of an effective system of operational and strategic management, which can be considered (Figure 3):

**Figure 3** System of management of socio-economic development of territories



Source: developed by the author on the basis of Brancasi and Marzuoli, 2018; Gevorkyan et al., 2018.

### 3. Results and Discussion

The subjects of the system (Figure 3) support and maintain the socio-economic development of the territories through effective management decisions. It is therefore appropriate to define the main functions of these entities and the coordination of their management decision-making in Table 1.

It should be noted that under the elements of the system of socio-economic development of the territory (Figure 3) there are structural-integrated parts that are established in the regulatory framework of the subject of management and procedures for their interaction in the process of making management decisions (Baimuratov, 2016; Qureshi, 2021; Sidorova et al., 2019; Bayanov et al., 2019). One of the central elements of the system is planning – the basis for the development and adoption of management decisions regarding the directions of the process of further socio-economic development of the territories (Kunelbayev et al., 2017). For the needs of the developed system, it is proposed to use the following types of planning:

1. program-oriented – consists in carrying out activities that are aimed at clarifying the goals and priorities of socio-economic development and forming a set of measures aimed at their achievement, indicating the sources of their financial support (Figure 3);
2. territorial – this is a specific type of design work, which is intended to provide strategic and operational decisions on organizational issues of territory development (Zabeivorota, 2014; Prokopenko et al., 2021);
3. budgetary is a scientific-based practical process of determining the sources of formation and

directions of using budgetary financial resources to ensure proportional and dynamic socio-economic development of the territorial community (Zabeivorota, 2014).

**Table 1** Functional responsibilities of subjects of socio-economic development of territories as the basis for management decisions

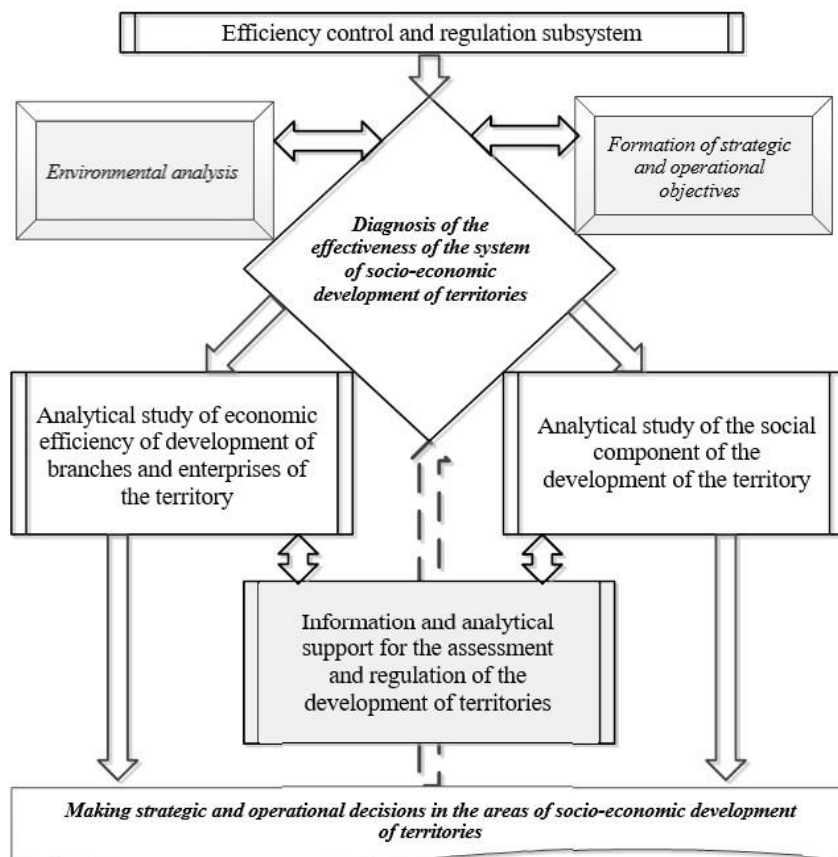
No.	Subjects of the system of socio-economic development of territories	Functional responsibilities of subjects. Coordination of their work with other actors
1	State authorities	<ul style="list-style-type: none"> <li>– providing and receiving information, making proposals;</li> <li>– coordination of the socio-economic development of the territories at the appropriate levels;</li> <li>– correction municipal and national policies to the interests of members of territorial communities</li> </ul>
2	Municipal authorities	<ul style="list-style-type: none"> <li>– initiating activities for the socio-economic development of territories;</li> <li>– approval of the power group and the Advisory board, which will support and accompany the socio-economic development of the territories;</li> <li>– general management of the work;</li> <li>– evaluation of the work of the Advisory board on strategic and operational planning</li> </ul>
3	Deputies of local councils of territories	<ul style="list-style-type: none"> <li>– development of strategic and operational plans, their discussion;</li> <li>– making suggestions and comments on their content;</li> <li>– approval of strategic and operational plans for the socio-economic development of the territories</li> </ul>
4	Advisory board (professionals, academics, university professors, etc.)	<ul style="list-style-type: none"> <li>– proposing and commenting on various aspects of the socio-economic development of the territories;</li> <li>– training of the power group;</li> <li>– proposing development scenarios;</li> <li>– provision of advice, methodological assistance at all stages;</li> <li>– financial justification of strategic and operational plans for the socio-economic development of the territories</li> </ul>
5	Industry and business group representatives	<ul style="list-style-type: none"> <li>– providing information on the status and prospects of their enterprises;</li> <li>– search for investors</li> </ul>
6	Individuals residing and/or working in the territory	<ul style="list-style-type: none"> <li>– participation in the work of the public council, in the discussion of plans and making proposals, implementation of adjustments;</li> <li>– participation in the implementation of strategic and operational plans for the socio-economic development of the territories</li> </ul>
7	Media	<ul style="list-style-type: none"> <li>– carrying out information support and maintenance of strategic and operational plans for the socio-economic development of the territories;</li> <li>– discussion of proposals for improvement of plans;</li> <li>– participation in the conduct of interviews</li> </ul>

4. Also, an important element of the system of management of the process of socio-economic development of territories are mechanisms of public governance, that is, categories of management, including goals of management, elements of the object and its relations, which

are affected, actions to achieve goals, methods of influence, material and financial resources of management of social and organizational capacities of territories (Kovbasiuk et al., 2012). In this study, the following mechanisms need to be highlighted, namely:

5. regulatory mechanism – a set of rules and norms of legislation that form a system of legislative support and regulation of the process of socio-economic development of territories;
6. organizational – is aimed at ensuring the creation of organizational structures in the system of state and municipal authorities, as well as public organizations that carry out organizational support for the process of socio-economic development of the territories;
7. information – ensures the creation of a modern system of information relations between subjects of socio-economic development of territories, information support for the development, implementation, control, and monitoring of the system (Figure 3);
8. economic – creates an economic influence on the subjects of the system, which is reflected in the emergence of material responsibility and interest in the implementation of the process of socio-economic development of the territories through the adoption of effective management decisions. The main component of this mechanism is the formation of budgets for the development of the territory based on financial support for the development and implementation of strategic and operational planning (Sidorova, 2015);
9. social – it is based on an agreed partnership between state and municipal authorities and members of the territorial community in the process of socio-economic development of the territories, which ensures the formation of a triangle of interaction “power-business-population”.

**Figure 4** Diagnostics of the effectiveness of the social and economic development system of the territory



Source: developed by the author on the basis of Kachnyi, 2017; Zhalila, 2017.

It should be noted that for effective management decisions to support and maintain the socio-economic development of the territories, it is not enough to statically rely on the elements of the system studied and to carry out the planning process based on them. It is also necessary to emphasize

the dynamic diagnosis of the effectiveness of the functioning of the developed system, and, therefore, the effectiveness of management decisions for the further development of territories (Babenko et al., 2020; Bakhtigozina et al., 2018; Degtyarev et al., 2019). Therefore, the improvement of the system of control by the state and public management bodies over the implementation of the development process of territories becomes relevant. On this basis, it is possible to propose the structure of the system of state and public management of the socio-economic development of the territory in Figure 4, the key element of which is the unit of the effectiveness diagnostics.

At the exit from the system of control of the process of socio-economic development of territories, management decisions are made to support and maintain the processes of socio-economic development of territories in changing conditions of Ukrainian reality (Efremova et al., 2019). This study proposes measures to improve the four main aspects of the management of socio-economic development of territories at different levels of management decision-making:

**1. Improvement of the regulatory and methodological field of the functioning of subjects of the system of socio-economic development of territories at the level of state authorities, namely:**

- a) provision for harmonization of strategic and operational documents and plans at the state and regional levels;
- b) clarification of used concepts and categories in the sphere of socio-economic development of territories;
- c) optimization of the position regarding the structure, procedure for developing forecast and program strategic and operational documents, the possibility of achieving their consistency, monitoring taking into account the following comments of the Advisory board (Table 1).

**2. Improvement of the regulatory and methodological field of the functioning of subjects of the system of socio-economic development of territories at the municipal level, namely:**

- a) the Afghanistan experience of municipal management (Izha, 2013; Villanthenkodath and Mushtaq, 2021) proves the urgent need for a strategic and operational plan for the socio-economic development of the territories in each territorial community of Ukraine;
- b) to form a passport of the territory, that is, the only basic document that is used on a separate territory and should contain comprehensive and objective information about the municipal economy, its potential and competitive positions, development prospects (Davymuka et al., 2019). In the passport of the territory, it is necessary to clearly outline its existing common potential, describe the available labor, natural resources, and production; attractive facilities for investment and further development; identify the main priorities for socio-economic development, taking into account the strategic direction of the state; identify the resource, information, and financial security, etc.

**3. Directions for improvement at other levels of decision-making, namely:**

- a) reducing the number and improving the quality and information of documents that determine the prospects for the development of the territory at all levels of planning, which will facilitate and optimize the maintenance of management decisions;
- b) coordination of the various goals and interests of the socio-economic development of certain territories, defined at the state and municipal levels, with other members of the territorial community;
- c) unity of methodological, organizational and regulatory approaches in the process of development planning at all levels of subjects in the process of territorial management;
- d) unification of integrated strategic and operational plans for the development of territories, which will ensure the use of an integrated approach to the management of the territory, summarize, compare the development of territories with each other, but taking into account the specifics of the historical, socio-economic, environmental aspects of development.

**4. Directions of improvement of financial, resource and information support of the process of socio-economic development of territories, namely:**



- a) using the available resources of the territorial community to address topical issues of local development;
- b) using the principle of diversification of sources of resources of municipal development, including the possibility of wide attraction of private capital, taking advantage of public-private partnership;
- c) increasing the responsibility of municipal authorities for the effective use of resources devoted to solving the socio-economic problems of the development of territories;
- d) creation of single information space for effective coordination of the process of support and maintenance of management decisions on the management of the process of socio-economic development of the territories of Ukraine.

#### 4. Conclusion

The basis of the formation of a theoretical, methodological, and practical basis for making effective management decisions to support and maintain the process of socio-economic development of the territories of Ukraine are investigated in the article. The main results of the study can be presented in the following conclusions and generalizations.

1. Through the study and systematization of the components of the process of socio-economic development of territories and the harmonization of their main components with the economy of the State, the essence of the category "socio-economic development of territories" was clarified as a multidimensional and multivariable process, which is described by various criteria for the continuous change in the material and social basis of the territorial internal and external environment, by the interrelationship between its subjects in the process of making management decisions.

2. A system for managing the socio-economic development of territories has been developed, which includes the impact of the subjects of this process on the managed elements of the system. It is proved that the developed system is the basis for supporting and maintenance management decisions for the effective development of territories.

3. The functional duties of each subject of the system of socio-economic development of territories that support and maintain the process of socio-economic development of territories by making effective management decisions are systematized. It was found that the key function in the aggregate is to create, implement and monitor the introduction of strategic and operational plans for the development of territories.

4. The main characteristics of the elements of the territory's socio-economic development system were summarized and it was concluded that the following elements are key for management decisions:

– planning – the basis for the development and adoption of management decisions regarding the directions of the process of further socio-economic development of the territories;

– mechanisms of public governance, that is, categories of management, including management objectives, elements of the object and its links that are affected, actions for the achievement of objectives, methods of influence, material and financial resources for the management of the social and organizational capacities of the territories;

– dynamic diagnosis of the effectiveness of the established system of socio-economic development of the territory.

5. Proposals for improving the main aspects of the management of the socio-economic development of territories at four levels of management decision-making, namely, state, municipal, other members of the territorial community and financial, resource and information support for the process, were presented.

Thus, it can be concluded that the process of supporting and maintaining management decisions on the socio-economic development of the territories of Ukraine is a complex, multidimensional and mutually agreed system, which includes many elements and relationships between them and the basis

of the functioning of which is the effective distribution of functional responsibilities among the subjects of this system.

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