

THEORETICAL AND METHODOLOGICAL PRINCIPLES OF MANAGEMENT: AN INNOVATIVE APPROACH

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Abstract: The development of management technologies and the introduction of management activities determine the rapid pace of management transformation to innovative forms of its implementation. The current digital business space uses digital technology tools to improve its operations and automate key business processes. In connection with such events, the issue of determining the definition of management as a category of management activity at enterprises becomes of particular importance. The purpose of the academic paper is to study the innovative approaches to the theoretical and methodological fundamentals of the business essence and to determine the key aspects of establishing a theoretical analysis of the management concept. The transformation drives the formation of modern approaches to the concept of management to the approaches of monitoring, management, organization, planning and use of business processes as a key indicator of the stability of the country's development. The research object of the academic paper is the process of development of the scientific management category due to the emergence of new approaches to its implementation and digitalization of the business environment. The research subject of the academic paper is the modern fundamentals of theoretical and methodological approaches to managerial activity, work with personnel and human communications. The objectives of the research lie in conducting an analytical study on the available approaches in order to determine the essence of management and outline the further prospects for its development. The academic paper examines the features of different schools' approaches to the concept of management and tools for its implementation. The key management models have been analyzed and the advantages and disadvantages of each of them have been characterized. The scientific work provides a theoretical and methodological analysis of the concepts of business definition in accordance with representatives of classical and neoclassical management schools. Thus, the conducted research acquires practical significance for modern organizations and enterprises with the aim of improving the management model based on theoretical approaches and management tools.

Keywords: Agile-Waterfall, American model, digital technologies, enterprise management, Japanese model, management solutions, personnel management, personnel, Scrum.

1 Introduction

The modern development of scientific provisions regarding the concept of management acquires its significant development due to the factors of the capitalism manifestation and the construction of a market economy in most countries of the world. This sequence of events determines the processes of society corporatization and incentives to participate in closed economic systems. The change in the social system from socialism, the dominant ideology in the XX century, to the new one, stimulates the formation of quality tools for the development of management activities. Private property and the work of enterprises and organizations in a market economy are key provisions for the development of management as a science. The theoretical and methodological fundamentals of the management development consist in the possibility of its determination and change of formation paradigms. The features of the scientists' modern viewpoints are conditioned by conducting real experimental studies on the production activities of organizations and enterprises. In addition, the use of innovative models for determining the essence of management is

also due to the development of such factors as cultural and spiritual regional features. Management is closely intertwined with psychology, as one of the key areas of management is work with personnel. That is why modern approaches are formed based on establishing economic and managerial relationships between people in the corporate environment. Another characteristic manifestation of management is the use of management decisions and principles regarding optimizing the enterprise's activities and introducing an effective methodology for implementing its commercial activities. Management can take place in various spheres of activity and manifest itself in all structural subdivisions of an enterprise or an organization. Therefore, the current state of innovative approaches to the theoretical and methodological fundamentals of the management essence is due to the heterogeneity of scientific approaches regarding the possibility of managing business processes, working with personnel and using special forms of communication between people.

2 Literature Review

In modern scientific literature, there are significant differentiated approaches to the definition of management and approaches to managerial activity, which vary in terms of monitoring, planning, work with personnel and management. Such principles create new management models and introduce their use in accordance with the company's corporate policy and values. (Maschner, 2021) adheres to this viewpoint; the scholar defines that the modern management approach can be any historical model, even in a mixed form, because the main thing lies in ensuring the goals and mission of the enterprise. Such an approach in the science of management is considered a process one, as the key goal of managing an enterprise or an organization is to ensure the vitality of the organization's business processes and the possibility of their development. Particular attention should be paid to an important standpoint of (Xiaochuang, 2018); the scientist defines management as a complex system of decisions aimed at optimizing the company's activities and the possibility of using the most effective means of activity in accordance with the key principles of the company's development. The issue of the management model is studied by (Riznyk, 2017); after all, the parity of motivating an employee by means of material assistance and strict control should be reduced or provided to any specific method. Another opinion is held by (Nazari, 2017), who believes that modern management is a complex of automated systems and digital technologies that can improve management business processes, enhance labor productivity and provide control functions for all areas of business activity. That is why such approaches characterize the features of management development in the most detail. (Kutieshat, 2022) defines the issue of management as an innovative category in his scientific works; he believes that the main principle is the implementation of the American and Japanese models, as two key areas of managing the corporate environment of the enterprise and in work with personnel. The scientist (Boiral, 2021) believes in the possibility of implementing automated digital systems at all levels of the company's activity; this approach is considered as an innovative one in the management system. An important segment of the research is the current features of working with personnel. M. Follet and F. Taylor have defined the key principles of development of modern concepts for personnel management. (Trushkina, 2020) adheres to their viewpoint and notes that the proposed concepts of the management essence stimulate the development of effective management forms and monitoring the enterprise's business processes. Another scientific viewpoint of the definition of management is the opinion of (Weller, 2017); the scientist classifies management as a system of management decisions aimed at rational distribution of human resources and automation of the organization's business processes. Based on the definitions outlined, it can be investigated that there is no single standpoint on the theoretical and methodological

fundamentals of the essence of management nowadays. This is due to different spiritual cultures and practices of implementing management activities. However, the development of digital technologies makes it possible to identify enterprise's most effective management tools and to increase the overall state of management development and formation. A wide range of scientific viewpoints on management issues leads to the relevance of conducting the research and setting the relevant goals and objectives of the research.

3 Research Goals

The purpose of the academic paper is to study innovative approaches to the theoretical and methodological fundamentals of the essence of management and to determine the aspects of its implementing in administrating the enterprise by personnel. The development of modern scientific schools and concepts for management activities and tools for the formation of management decisions has led to the formulation of the research problems. Modern management issues lie in the heterogeneity of approaches towards determining its essence and the existence of a number of processes of developing the management activity and the means of its optimization. The objectives of the research are to carry out a synthesis of existing concepts and viewpoints on the essence of management and to determine the key features of management according to innovative approaches of modern scientists. The use of effective means of determining the essence of management and the possibility of practical operation by them is the prerogative of analysis of the academic paper. The comparison of different theoretical and methodological fundamentals of the essence of management and the possibility of its further development is peculiar for the present research. On these grounds, one can explore the most relevant forms of determining the category of management influence.

4 Materials and Methods

To outline the research results, it is proposed to make a sample from the latest scientific viewpoints on the essence of management, defining their key tasks and outlining the essence of approaches to personnel management and business processes. It is expedient to take such directions as operation, planning, organization and control as key indicators of management. By virtue of the method of comparison and synthesis, the study of the most popular management models in the world was conducted, namely, American and Japanese ones. Based on the available research tools, each of their key advantages and disadvantages were identified, and the basic principles for their implementation were outlined. In addition, a methodological analysis of the manifestation of management in various spheres of its influence was conducted in the academic paper. It is proposed to explore the role of personnel management as a key determinant defining the essence of management. Attention is paid to the issue of tracking digital systems, such as Agile, Scrum and Waterfall, which are products of the development of digital management. According to the approach of innovative viewpoints, a schematic representation of approaches to the definition of the essence of management was compiled. They were classified according to two schemes. The method of analysis makes it possible to carry out a comprehensive study of the manifestation of managerial activity in various spheres of management influence and the possibility of its further development. The enterprise and the personnel management system is a key indicator of the modern state of management and the definition of its essence. Scientific research methods were used to compare classical approaches to the essence of management and its use in the practical goals and objectives of the enterprise. By virtue of the method of deduction and induction, the main areas of management have been classified, which are divided into four components; they will be used to study the essence of innovative approaches to management. The academic paper provides recommendations on further prospects for conducting studies based on the results obtained. The available methodological research is of the theoretical nature through the paradigm of the management formation in the conditions of developing digital technologies and spreading the ideas of capitalism and private property, as a key element of the world economy development.

The determined research methodology makes it possible to reflect the following research results.

5 Results

Modern theoretical and methodological approaches to management's essence consist of the possibility of using qualitative management models of enterprise or organization. The goal of management is to organize the enterprise's activities and increase the efficiency of production activities and the ability to control the implementation of such concepts. The development of economic human relations creates innovative approaches to the development of management as a scientific category in the scientific circle, and contributes to the improvement of the management system and the performance of key management functions, namely: control, organization, planning and management.

The development of historical schools and the emergence of a digital environment determine the modern theoretical and methodological fundamentals of the essence of management. After all, the management of an organization involves a complex of actions aimed at using the characteristic features of the enterprise and the possibility of implementing management concepts. According to the performance indicators of business organizations, the quality of the functioning of the management system in the short and long term is determined. The variety of approaches to the essence of management is due to the problem of setting the goals and mission of the organization and implementing a type of planning.

Let's consider the modern features of approaches to the essence of management as the introduction and implementation of a quality management mechanism that can describe the internal environment of the organization in more detail and compile the key features of its management. The historical development of scientific approaches defines management as a system of human corporate relations that have a power structure and the distribution of responsibilities among themselves.

The historical development of management is based on Fayol's studies, who proposed the classification of management models according to aspects of the functional features of management and the features of its implementation. Such features can include control tools, planning tools, implementation of coordination processes. This approach determines the key characteristic features of management activity and its development. The use of control tools makes it possible, both in digital and traditional management, to monitor the performance of the enterprise, the fulfillment of the employees' duties and the possibility of correction of existing errors or inaccuracies. Fayol has revealed that the features of management consist in the quality of planning the management system. By applying such a system, one can use the most effective management tools, forasmuch as they qualitatively improve the functionality of the enterprise and ensure its vital activity in difficult social-economic conditions.

F. Taylor made an important contribution to the modern approach towards the essence of management regarding the principles of scientific management (increasing wages from production). The scientist has proposed the hypothesis that modern management in the organization includes tools for encouraging the employee to fulfill his duties effectively, using various management methods. The key provisions of F. Taylor were the use of qualitative principles for implementing managerial activities through social communication and employee motivation. After all, on the basis of such approaches, it is possible to improve the functionality of the organization's activities and create a favorable environment for the work of employees. Along with this, F. Taylor has identified the problem that employees are unwilling to fulfill their obligations on the proposed salary, and there should be systems to encourage and stimulate remuneration for overachievement of target. It was the approach of F. Taylor that became a factor in the development of the KPI system (Key Performance Indicators) in the modern world, forasmuch as the process of managing the effectiveness of personnel activity can increase the efficiency of the enterprise.

However, in the conditions of the modern development of the enterprise's economic activity, personnel motivation systems are used through monetary rewards and other means of verbal influence. F. Taylor's approach to understanding the essence of management has created a quality platform for the modern business environment.

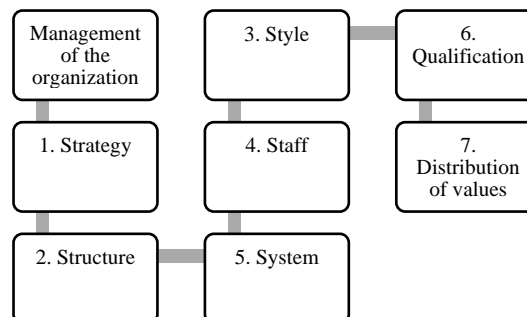
M. Follett has studied the features of implementing management within a social group and the possibility of forming high-quality interactions between them, precisely with the help of planned and in-depth construction of corporate relations, without a clear hierarchical authority structure. Such an approach to identifying the essence of management has significantly influenced the modern definition of management and the conduct of organizational activities. After all, on the basis of applying such approaches, it is possible to create a favorable social environment within the enterprise and distribute management functions not according to a hierarchical structure and monitoring of work performance, but based on the collaborative cooperation. A manager, being a participant in the execution of work, and not only performing managerial functions, is much more effective, and he uses qualitative indicators of his activity, which can involve quantitative approaches to planning and forming managerial activities.

An important approach to the essence of management is the viewpoint of Thomas Peters and Robert Waterman, who propose to consider management according to the key principles of its implementation in the business environment. The approaches proposed by the scientists can improve the activities of management processes in the organization and increase the quality of their use, as well as stimulate the formation of the most characteristic and special forms of activity, which can qualitatively affect the distinctive aspects of the innovative management methodology development of a modern enterprise. The schematic concept of management developed by Thomas Peters and Robert Waterman is reflected in Figure 1, according to applying the key principles of management activity.

The concept proposed by Thomas Peters and Robert Waterman has its supporters worldwide, and it is used in the modern form of managerial activities. The features of such principles are a complex evaluation system and the possibility of their implementation in the organization's activities. As the scientists note, at each level of implementing and using management, a number of comprehensive measures can be identified to improve and optimize management activities. Scientists see the essence of management in the skill of managing human capital and its development. This very approach is a priority for the development of internal personnel and can be the most effective

model of the modern development of the business environment. The principle of the formation of such a theoretical and methodological approach to the definition of management has gained supporters among the sectors of public administration and the information sector.

Figure 1: Schematic concept of management developed by Thomas Peters and Robert Waterman



Source: compiled by the author

The advantages of managerial activity in the information sphere according to Peters' concept is the possibility of dividing complex processes into local structural elements and introducing automated control and implementation processes. In the process of software development, this approach is the most relevant and convenient; consequently, it is expedient to use it. In modern forms of management and implementing managerial activities, the issue of the effectiveness of the proposed measures and the possibility of their implementation becomes of particular importance. Digital management is the main direction of development of the future; therefore, it is precisely on this ground that approaches to the implementation of management activities should be formed in accordance with the development of modern management concepts.

The outlined modern historical approaches towards the theoretical and methodological fundamentals of management consider issues at several structural levels, and they can qualitatively improve the functioning of a business organization and create a relevant environment. Modern innovative approaches are the use of digital technologies, software and various tools for control and management. An important tendency of modern management is the introduction of digital management control and monitoring systems, forasmuch as it is with their help that one can use high-quality means of optimizing the effectiveness of the enterprise.

Tab.1: Comparison of approaches to the essence of traditional and digital management

	Traditional management	Digital management
Planning	It is carried out on the basis of using the current financial activity of the enterprise and the cultural state of the organization	Software for the analysis of management quality is used. Implementation of modeling tools and scenario development of structural elements of the enterprise when implementing certain management measures.
Organizing	It is defined as a clear distinction between a manager and an employee, a production plan, a term of employment, a contract, etc.	Modern process management systems, such as: Scrum, Jira, Agile, Waterfall, etc. are applied. It stimulates creativity and unconventional approaches.
Control	Real means of control, the presence of personnel at the workplace are used. Control of management decisions is based on indicators of the enterprise's commercial profit or product results.	Time tracking systems and software are used to display the actual efficiency of the employee and the amount of time spent on work.
Governing	It has a clear hierarchy in relation to the manager - the employee. Governing is carried out according to the step system in accordance with the structural components of the enterprise.	There is a mixed distribution of management responsibilities, individually for each organization.

Source: compiled by the author.

The outlined analytical approach to the differentiation of traditional and digital management consists of qualitative tools for the organization of key functions of management and the principles of its provision. The essence of modern management lies in determining and dividing the approaches, forasmuch as it

is through the use of qualitative approaches that modern features and tools of management activity can be used, as a scientific paradigm.

In the conditions of social-economic development and

opportunities for improving the management system and building effective management models, it is necessary to use tools that can improve the management system. Based on such factors, scientists distinguish the scientific approaches to the definition of modern management, which can be divided according to the structure as follows:

- A comprehensive system; it provides for the possibility of organization and features of management activities in accordance with the key catalysts of the business climate formation. Therefore, such a model is effective nowadays, forasmuch as for its full use it is necessary to implement a number of indicators regarding the possibility of determining the activity of the environment, organizations and business. The complex consists of social, political, cultural, ecological and technical factors that directly affect the formation of the subsequent management strategy. It is expedient to define the essence of management as a spectrum of directed actions in order to optimize management decisions based on the complex system.
- An integration approach to defining management. This approach is caused by the possibility of implementing management measures at different stages of the enterprise's activity or the production process. The importance of using such an approach lies in the possibility of using management at various stages of production and its implementation in a modern management system. It is this approach that will be the most relevant for the organization's activities, because the integration approach provides control over the management of vertical

management levels, and also determines the main stages of the product's life cycle and its development opportunities in accordance with the key indicators of the enterprise's activity.

- Functional approach. The modern system of using a functional approach can be applied based on meeting the needs of the organization. That is, the essence of management according to the functional approach lies in the direction of actions and complex tools that can satisfy the needs of the organization. This approach to determining management contains several disadvantages, forasmuch as it neither takes into account long-term prospects nor includes a comprehensive analysis of the business organization's activities, which in the long run can contain significant problems for the enterprise.

The outlined characteristic approaches regarding the essence of innovative approaches to the theoretical and methodological fundamentals of management and the possibility of its definition consist in the qualitative use of modern means on a regional basis. It is the cultural division of management and the approaches of different civilizations that determine the features of implementing the management activities. Therefore, in this aspect, it is important to determine the specifics of using modern management models. For such an approach, it is expedient to take the American and Japanese model; after all, it is based on such an approach that it can most expediently reveal the effective provisions for implementing managerial activities and constitute the characteristic features of management activities at the structural levels of the enterprise. The comparative characteristics of such models are shown in more detail in Table 2.

Tab. 2: Comparison of Japanese and American management models

Japanese model	American model
Determining the strengths and weaknesses of the employee and directing him to the most suitable place.	It functions according to the system "position – employee"; each position contains a number of requirements for the employee and the conclusion of a contract regarding the terms of cooperation and defining the role of the employee in the organization.
Formation of a long-term perspective of work at one specific enterprise, without changing the workplace.	The American model of management involves focusing on two directions: 1 – practical experience and qualifications of the employee; 2 – following and confessing corporate values.
Cultivation and development of the employee's internal corporate culture and determination of the most effective principles of his activity can emphasize the advantages of the companies and cultivate the employee's corporate spirit.	Personnel for the American model are a key tool for the enterprise's effectiveness; consequently, the selection of employees is carried out carefully, taking into account practical and personal factors.
The absence of social differentiation; actually, in Japan, it is not accepted to determine the quality of an employee by his classification, because every contribution and activity of the organization is important.	The organization of administrating under the American management model creates opportunities for autonomy and independence of the employee, encouragement to search for non-standard or creative solutions.

Source: compiled by the author

The approaches outlined in Table 2 testify to the variety of means of using modern management systems and the mechanism of their implementation. They in the long-term nature of activity can qualitatively influence the key indicators of the formation and development of the enterprise's management activity. Modern management functions mainly according to the American or Japanese model. Such approaches developed in these cultural spaces make it possible to determine in the most detailed and qualitative way the features of functioning of the existing environment and stimulate it to fulfill and solve the target goals. It is with the help of such features that the approaches to the essence of management, shown in Figure 2, can be formed.

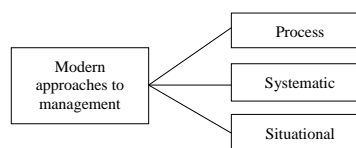
The use of a process approach to defining the essence of management is based on the determination of processes, as the main basis for the implementation of management activities and the use of solutions for the formation of an effective environment of an enterprise or an organization. It is the actions and functions that determine the characteristic features of management activity and can qualitatively reveal the key provisions of management activity in the conditions of sustainable development of an enterprise or an organization.

A systematic approach to the definition of management consists in using the concepts of historical views on management and

implementation of management decisions. The essence of this approach lies in the possibility of defining simple structural elements and building a relevant hierarchy from them. The systematic approach is widely used in manufacturing enterprises and complex processes.

The use of the situational approach involves the wide implementation of the features of management activity to the situational analysis of a specific case and process at the enterprise. The innovative principles of such management are the use of digital technologies in order to analyze and consider the processes of managerial activity.

Figure 2: Modern approaches to the essence of management



Source: compiled by the author

Currently, the innovative development of technologies and digital infrastructure has led to a comprehensive approach towards the formation of the management system. Such systems as Agile, SCRUM and the Waterfall are gaining popularity. These project management systems provide comprehensive control and opportunities to implement the company's activities in the digital environment. Analysis and tracking of managerial processes is carried out on the basis of digital technologies and the possibility of qualitative distribution of responsibilities among people; consequently, it is expedient to use the latest technologies.

Therefore, the modern scientific community forms the essence of management and the basis for changing approaches towards using management tools and the process of directing organizational activity. Modern innovative approaches to the theoretical and methodological fundamentals of the essence of management necessitate further studies.

6 Discussion

The obtained results indicate the need for subsequent studying the concepts of the management essence and approaches to its implementation. The main principles that are followed in the process of performing the key indicators of management activity, namely, the implementation of the function of control, management, organization and planning are differentiated, which necessitates further studies. Moreover, modern approaches to the essence of management testify to the ambiguity of the approaches towards implementing management activities, forasmuch as they determine the quality environment for the implementation of the company's management policy and the possible influence of the manager on the personnel of the enterprise or an organization.

In view of such positions, an important direction of further research should be the determination of the effectiveness of using one or another management model, both in the short-term sense and in the long-term; after all, it is the high-quality use of tools that can ensure the company's activity and stimulate it to qualitatively improve corporate indicators at all levels. Innovative approaches to the theoretical and methodological fundamentals of management consist in using digital technologies and the possibility of changing approaches regarding the provision of business activities and the possibility of implementing the most relevant approaches according to the segment of the enterprise's activity. In addition, the scientific approaches that have been described in the conducted research testify to the variable-based approach of the authors to the definition of the management essence, which determines conducting further studies due to the fact that the modern scientific space of defining the management essence does not have a uniform viewpoint.

An important direction of further studies should be the characteristic features of determining the concept of implementing the management decisions and the possibility of interaction between managers and the personnel of the enterprise, forasmuch as it is managers who are the key tools for ensuring management at the enterprise. Therefore, subsequent studies can include an analysis of the features of performing managerial functions at the enterprise and ways of their improvement. The analytical research can reveal the practical significance of such results concerning the innovative approach towards understanding and using management, taking into account the wide development of digital technologies and software.

Digitization of modern business processes and human economic activity necessitates the use of effective, innovative approaches to the organization of enterprise's activities. Further studies should concern the possibility of applying digital technologies in management and changing management policies when implementing such tools. The analysis of the digital sector will play a key role in the development of management and corporate policy, which will create a number of new definitions regarding

the essence of management and further prospects for its development. Therefore, on the basis of such factors regarding the development of the theoretical and methodological fundamentals of the essence of business, it is possible to use effective tools of activity and their introduction into the modern business environment of the organization.

Further directions should be the analysis of the approaches of scientific schools and their influence on modern features of determining the management as a tool for the implementation of management activities. The development of new forms of management, which are caused by the emergence of digital technologies and mass phenomena of digitalization, is also gaining particular importance.

7 Conclusions

Thus, the study of the features of developing the theoretical and methodological fundamentals of the management concept as a scientific category was carried out. The key approaches to the management functioning are the division of management activities into several management models aimed at the formation of a favorable social climate within the organization or the total regulation of the employee's activity and control. This is precisely why, based on such approaches, the features of developing the modern management are most characterized by actual means of management activities aimed at motivating personnel and stimulating their productive work.

Fonnet and Fayol show that the key innovative principles towards defining the management are the use of terminology and tools to ensure staff activity and create the relevant working conditions. In addition, the models proposed by the authors create effective grounds regarding the principles of management, the distribution of responsibilities between managers and the further use of modern fundamentals of management activity.

Innovative technologies have fundamentally changed the modern representation of the features of using management planning, organization, and control models. Therefore, it is suggested to use digital control tools such as Agile, Waterfall, Scrum and other tracking systems that can improve the performance of the enterprise and use the model data from an effective perspective.

The results obtained characterize the change in scientific viewpoints on the monitoring of the management models and their use in enterprises. Consequently, it is customary to use mainly the American and Japanese models, which contain a variety of approaches to motivating an employee to work, determining his qualifications, concluding an employment contract and the possibility of long-term cooperation.

Thus, the conducted research opens up space for the analysis of future forms of definition and interpretation of management as a means of monitoring and directing personnel in order to increase labor productivity. In addition, issues of applying digital technologies in business organization can become important directions.

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