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**SUBSTANTIAL MODIFICATIONS OF THEORETICAL AND METHODOLOGICAL
PRINCIPLES OF STRATEGIC MANAGEMENT OF ENTERPRISES IN THE
REALITIES OF WARTIME**

Since the beginning of Ukraine's independence, its national economic system has not yet faced so many risks and threats. Their largest source since 2022 remains war and the occupation of territories. War risks for the functioning of business structures can have catastrophic consequences - for example, the complete destruction of production facilities as a result of enemy attacks. They have other characteristic features compared to other types of risks - they are difficult to predict and almost not foreseen in advance, they generate a chain negative effect on the resources of the enterprise, as they create derivative economic, social, demographic, informational, financial risks, which, in turn, also affect the results of business operations. In view of this, the theoretical and methodological principles of strategic management of enterprises in the realities of wartime are undergoing significant transformations that require identification and characterization at the current stage of development of management science.

The purpose of the study is to substantiate, specify, and generalize essential modifications of the theoretical and methodological principles of strategic enterprise management in the realities of wartime.

Purpose - justification, specification and generalization of essential modifications of the theoretical and methodological principles of strategic enterprise management in the realities of wartime.

It has been established that strategic management combines such processes as strategic resource management, formation of a set of strategic management decisions, definition of strategic goals and objectives, adjustment of the functioning of the strategic management mechanism, establishment of strategic communications, adaptation, updating, revision and modification of the strategy, updating of strategic guidelines, strategic analysis, strategic monitoring and strategic control. It has been found that strategic management as a vector of management of functional areas of the enterprise covers such sets of management tasks as: strategic management of financial activities, strategic management of human resources, social, intellectual, capital; strategic management of marketing activities, strategic risk management, strategic management of competitiveness, strategic management of financial and economic security, strategic management of innovative activities, changes, research, development and development and strategic management of production activities of the business entity.

An updated terminology of the theory of strategic enterprise management has been formed, based on the use of such concepts as strategic goal, strategic objectives, strategic resources, strategic guidelines, strategic plan, strategy and its functional subtypes, strategic risks, strategic scenarios, strategic alternatives, strategy implementation, strategic potential, and strategic analysis.

The modern terminology of strategic management covers a wide range of classical and innovative categories that allow for a comprehensive description of the processes of long-term development of an enterprise at the scientific and applied levels. The theoretical basis of strategic management is represented in management science by two conceptual trends: strategic management as an integral independent subsystem in the architecture of organizational management and strategic management as a specialized set of tasks for individual functional areas of an economic entity. Despite the multi-level nature of the terminology of strategic management and the

transformation of its content essence in the realities of wartime, its goal remains to ensure long-term stability, economic security and achievement of target indicators of enterprise development in a dynamic external environment.

Keywords: *strategy, enterprise management, strategic management, risk, war, strategic guidelines, agile management, adaptation.*

Problem statement. Since Ukraine gained independence, its national economic system has not yet faced so many risks and threats. Their largest source since 2022 remains war and occupation of territories. Military risks for the functioning of business structures can have catastrophic consequences - for example, the complete destruction of production facilities as a result of enemy attacks. They have other characteristic features compared to other types of risks - they are difficult to predict and almost not foreseen in advance, they generate a chain negative effect on the resources of the enterprise, as they create derivative economic, social, demographic, informational, financial risks, which, in turn, also affect the results of business operations. According to the fundamental concepts of risk management, risk is not a purely negative phenomenon, as it can have positive effects on the activities of an economic agent. However, war risks in the vast majority of cases are difficult to manage and rarely result in income or other desired results, and even in this case, they usually have a negative social impact or resonance. Given this, the processes of planning the future state of a business entity in the environment of a wartime economy are significantly complicated. An additional aggravating circumstance is the lack of state support for business, the reduction of financing programs and grants, which hinders the development of entrepreneurial activity and leads to the likelihood of a liquidity, solvency and financial stability crisis. Human capital migration, in turn, exacerbates the shortage of qualified personnel in the labour market, and therefore requires changes in motivational and educational strategies. The combination of the above factors suggests that the theoretical and methodological principles of strategic enterprise management in wartime realities undergo significant transformations that require identification and characterization at the current stage of development of management science.

Analysis of recent research and publications and isolation of part of an unsolved problem. Modern Ukrainian scientists consider the substantive essence of strategic management of enterprises in various contexts. Publications of domestic researchers objectively describe various vectors of strategic management aimed at long-term management of various types of corporate resources of companies or focus on the specific features of strategic management of enterprises of certain types of economic activity. For example, Khandiy O. O. specifies the strategic principles of personnel management of industrial enterprises in the context of workforce development [1], Buhayeva M. V., Petrosyan A. A. focus on the development of a conceptual model of strategic management of agricultural enterprises in the context of new challenges [2], Pryimak V. M., Mysko V. M. study the strategic management of logistics enterprises based on the concept of Industry 5.0 [3], Andrushkevych N. V., Krasnyuk I. V., Mukha N. V. trace the features of strategic development management as the basis for the formation of competitive advantages of the enterprise [4], Kravchenko O. O., Draka N. M. describe effective management of the company's strategy to achieve the goals of its sustainable development [5], Oliynyk T. I., Bilous D. V. describe the directions of integration of strategic and operational management as a factor in increasing the efficiency of the enterprise [6], Oliynyk A., Ishcheykin T., Kartashov R., Nevkrytyi M. consider the possibilities of strategic management of the economic security of an agricultural enterprise in a business environment [7]. A comprehensive approach to the study of the methodology of strategic security-oriented management is offered by Zachosova N. V. and Chakalov R. K. Methodology for researching management problems in the context of strategic management [8]. Strategic management is often associated with the process of achieving long-term goals of business entities, among which the strengthening and scaling of its competitive positions [9] and the introduction of innovative and transformational changes in the algorithms of financial and economic activity [10] are relevant. A separate vector of modern research is formed by scientific publications devoted to the features of strategic management of domestic enterprises in wartime conditions [11, 12]. Particularly valuable for practical implementation are the achievements of scientists related to the implementation of the principles of circular and "green" economy in the strategic management of marketing activities of

innovation-oriented enterprises in the war and post-war periods [13], strategic imperatives for ensuring the management of competitive advantages of industrial enterprises under martial law in Ukraine [14], adaptive and stabilization strategies for managing agricultural companies under conditions of military instability [15], anti-crisis strategic management [16, 17], strategic management of foreign economic activities during military crises [18], strategic guidelines for managing the personnel of business entities against the background of military risks [19], development of digitalization strategies and strategic management of the market value of enterprises, etc. [20]. Despite the significant amount of research on the topic of strategic management in domestic scientific literature, the variability of the conditions of the external and internal environment of enterprises forced to function in the realities of perma-crisis and total economic uncertainty of wartime encourages the specification of the updating of the theoretical and methodological foundations and applied principles of the process of strategic management of enterprises under the influence of military risks and challenges.

The purpose of the article is the justification, specification and generalization of essential modifications of the theoretical and methodological principles of strategic enterprise management in the realities of wartime.

Presentation of the main research material. Like any conceptual direction of organizational management, the theory of strategic management is based on a terminology that cannot remain static, but develops, transforms and expands in accordance with the evolution of environmental factors in which business structures operate. Therefore, the set of concepts that describe and explain the paradigmatic aspects of strategic management of enterprises is a complex, hierarchically ordered system of terms and categories that has evolved from the field of forming methodological principles of business planning to the essential construction of a framework for multi-level and multi-directional long-term management of the viability of a business entity. The classical definition of strategy is described in the scientific literature as a long-term, generalized (without excessive specificity) action plan aimed at achieving the goals of the organization through the effective use of its corporate resources and the formation of sustainable competitive advantages in the external economic environment. Thus, the fundamental characteristics of the substantive essence of strategic management are a long-term time horizon, planning the future state of the management object, connection with the trends of the external environment and orientation towards strengthening, expanding and maintaining competitive positions in the market. Modern scientists believe that strategy is not just a plan of management actions, but a dynamic management tool that combines vision, adaptation and protection of the activities of the enterprise and its resources in conditions of uncertainty [2, p.98]. Thus, a flexible approach to creating a strategy is formed, potentially under different scenarios, which shifts the focus of attention from prospective planning to responding and using opportunities that may appear suddenly. Andrushkevych N. V., Krasnyuk I. V., Mukha N. V. note that during the evolution of essential approaches to understanding strategic management, the following pattern was clearly traced: the more complex and unexpected the state of the economic environment in which enterprises operated became, the more complicated the enterprise management systems became, along with which the understanding of the essence of strategic management changed [4, p.25]. Bugayeva M. V., Petrosyan A. A. believe that strategic management should evolve towards a systemic and innovative approach, which involves the interrelation of external analysis, internal adaptation, digital technologies, human potential and value orientations [2, p.96].

In addition to the concept of strategy, the basic concepts of strategic management are: strategic goals, strategic goal, strategic analysis, strategic plan, strategic vision of the future, strategic potential, strategic choices, to which in the realities of wartime and in general under the influence of the turbulence of the global economic space, strategic risks, strategic guidelines, strategic scenarios, strategic changes were added (Fig. 1).

A strategic goal is a desired, specific and quantifiable future state of an enterprise (or its corporate resources) that its stakeholders seek to achieve in the long term to realize their own interests and the interests of the enterprise and maintain and scale its competitive advantages.

Strategic tasks are staged, tactically defined steps or clarifying goals that detail the strategic goal of the enterprise and characterize specific parameters, deadlines, distribution of responsibilities and

responsibility for implementing decisions necessary to transform the chosen strategy from a declarative document into specific results in practice.

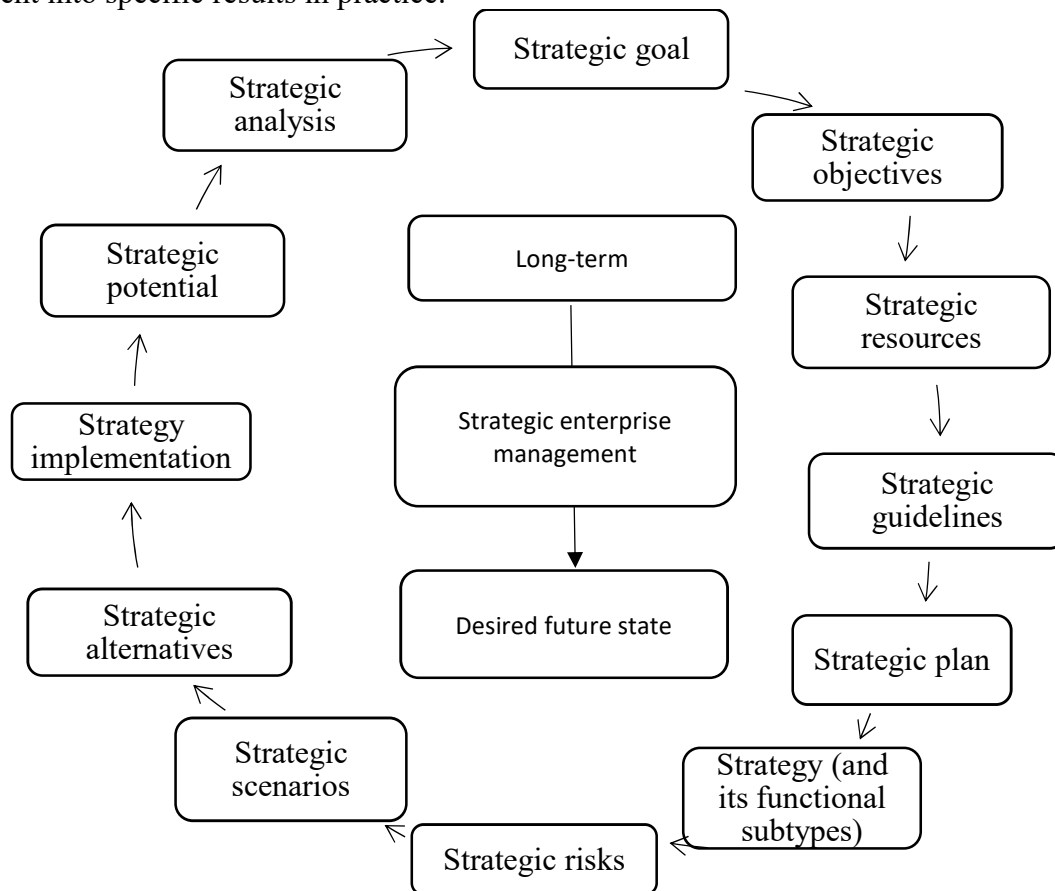


Figure 1. – Traditional and innovative concepts of the strategic management terminology in management science

Source: developed by the author

Strategic resources are a set of tangible and intangible corporate resources of the enterprise (financial, personnel, intellectual, technological, information, digital), which have unique qualitative and quantitative characteristics and are important for the formation of added value, consumer value and maintaining the long-term economic viability of the business entity.

A strategic plan is a comprehensive structured document that defines and compiles a list of goals, strategic guidelines, risks, resource provision, available economic potential, and a schedule of tactical steps and actions that must be taken to change the current state of the enterprise to the desired parameters despite the trends in the external and internal environments of its functioning.

Strategic risks are a set of probabilities of events (in the internal or external space of the business), the consequences of which may lead to the impossibility or delay in achieving the strategic goals of the enterprise, the loss of key advantages in the market, or a significant deterioration in the state of its economic security over the long-term time horizon.

Strategic scenarios are multivariate and multidimensional models of the potentially possible future state of the enterprise's operating environment or its resources, which are developed on the basis of a comprehensive analysis of interrelated factors influencing its financial and economic activities and enable management personnel to make flexible and adaptive decisions regarding the renewal of business development vectors, taking into account different options for the course of events.

Strategic alternatives are a set of oppositely directed or complementary directions of enterprise development and ways for its management to achieve strategic goals, which are specified during the analysis of strategic scenarios and detailed in the process of strategic choice in order to choose the optimal way to use the economic, personnel, and digital potential of the business entity.

Strategy implementation is a dynamic, stage-by-stage process of transforming a strategic idea into specific management decisions through the formation or renewal of the enterprise's organizational structure, its management mechanism, the distribution of available resources, and the introduction of an appropriate corporate culture.

Strategic potential is the overall ability of an enterprise to effectively use available corporate resources and opportunities that appear in its business environment to implement strategic changes and achieve strategic goals in a turbulent economic environment and risks for entrepreneurial activity.

Strategic analysis is an intellectual and analytical process based on economic, mathematical and expert methods of identifying and assessing external and internal factors of the enterprise's functioning, aimed at identifying opportunities for the existence and development of the business, threats, strengths and weaknesses for the implementation of planned strategic decisions with a predetermined desired result.

The features of strategic management of an enterprise can be defined as follows: strategic management reflects a set of qualitative characteristics of the company, focused on the future state. However, it does not allow for an accurate description of the current state of the enterprise; it is not a set of specific rules or procedures. Most likely, strategic management is a philosophy or ideology of business and management [2, p.99].

The peculiarity of modern strategic management is the formation of strategic goals that are aimed not only at achieving stable growth or increasing business efficiency, but also at creating a qualitatively new system of production and management of business structures that meets the requirements of the digital economy [10].

From the perspective of a stakeholder-oriented approach, strategic management is transformed from a tool for long-term forecasting into a comprehensive system of continuous analysis, learning and creation of added value for all groups of stakeholders - owners, employees, customers, partners, society and the state [5, p.163].

The practice of using strategic planning systems in Western corporations has shown that planning organizes thoughts, forces people to think strategically and systematically, the planning process involves managers of different levels in management, etc. At the same time, the formalization of the planning process ultimately led to the bureaucratization of planning and, as a result, to the preparation of "dead plans" that remain only on paper [4, p.27].

In general, strategic enterprise management is understood at the applied level either as long-term resource management within its functional subsystems, or as an independent direction of organizational management.

Fig. 2 demonstrates the variability of ideological hypotheses of scientific approaches to strategic enterprise management.

The number of functional areas of activity of modern enterprises is constantly changing, and their goals are transformed in accordance with the needs of business entities and their stakeholders, as well as the trends of the external environment, the state of which is a determining factor when specifying strategic guidelines for business development. For example, Kravchenko O.O. notes that enterprises operate in an environment of constant change, where traditional approaches to planning no longer ensure long-term success. The growth of requirements for environmental responsibility, business ethics and management transparency forms a new paradigm of strategic management - orientation towards sustainable development [5, p.162]. The concept of strategic environmental management is also gaining popularity - as a modern paradigm of environmentally responsible and socially oriented enterprise management, which combines in its strategy environmental principles, sustainable development goals and environmental initiatives as three important pillars of strategic planning of vectors of promising financial and economic activity. Unlike tactical environmental management (which is limited to management responses to environmental threats in order to eliminate the consequences of pollution or comply with legal requirements or international standards), a strategic approach positions the environmental aspects of the company's operation and development as a source of competitive advantages, a positive image and long-term business sustainability.

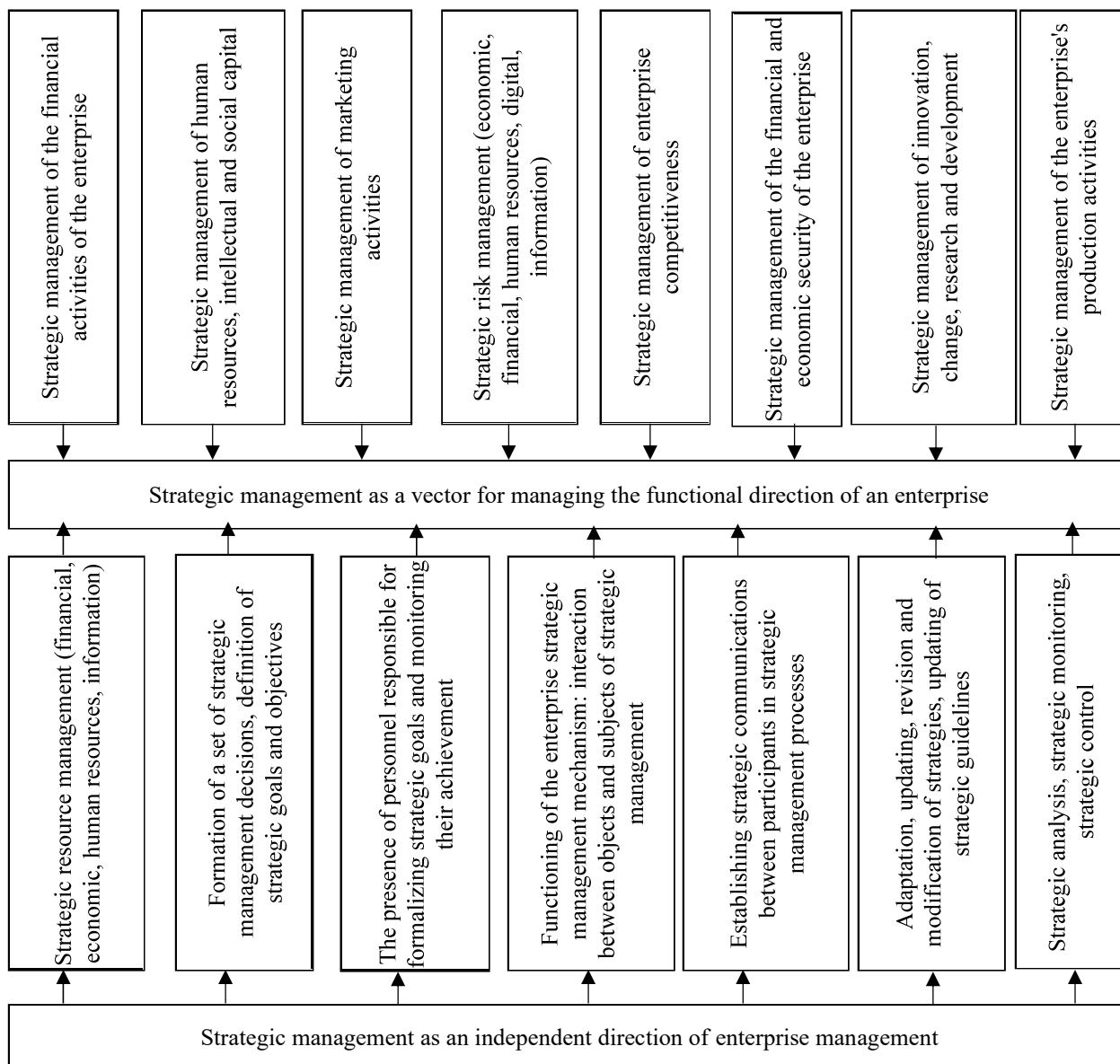


Figure 2. – Variability of ideological hypotheses of scientific approaches to strategic management of enterprises

Source: developed by the author

In the realities of wartime, the strategic challenge for Ukrainian entrepreneurship was to preserve human resources and search for highly qualified employees to replace personnel who migrated abroad. Khandiy O. O. believes that the scientific discussion still lacks a holistic vision of how to reconcile the strategic goals of enterprise development with the needs of the labour market, mechanisms of social dialogue and the requirements of the digital economy [1, p.175]. Modern strategic approaches in this area are increasingly focused on overcoming the shortage of personnel, retaining qualified employees and forming sustainable models of personnel policy that can ensure the recovery and development of the economy [1, p.176]. In practice, strategic HR management is embodied in strategies for training and development of personnel, the formation of an employer brand, motivational strategies and principles of human centricity when planning long-term goals of the enterprise. At the same time, given the limited material resources of business entities in wartime, it is not uncommon for cases to remain when the strategic goals of a business are focused only on financial efficiency, ignoring social and environmental aspects, which disrupts the balance between profitability and long-term viability [5, p.162]. In such situations, companies need to have backup scenarios of anti-crisis management and economic security management as tools for rapid response to sudden manifestations of risks and threats that were not warned in advance and minimized due to limited strategic risk management budgets. L. Lyubokhinets,

O. Poplavska believe that the main criteria for differentiating strategic approaches to managing an enterprise's competitive positions are the level of competitiveness at the time of developing (adjusting) the strategy and the financial capabilities of the business entity [9, p.52]. Therefore, at the current stage of development of management science, strategic management continues to be a means of achieving and maintaining competitive advantages. Even narrowly focused functional strategies, such as financial, personnel, innovation, etc., contain target indicators that will allow the enterprise to beat competitors - for example, set a lower price for products, organize an advertising campaign more effectively, provide products with better consumer characteristics through innovation, increase the number of customers through the attentive attitude and professionalism of the staff, etc.

Strategic management of enterprises in the face of new challenges (armed conflict, climate change, digital transformation, globalization processes and socio-economic instability) requires systemic transformation based on an innovative, adaptive and integrative approach [2, p.105]. For example, Kravchenko O.O. offers a comprehensive approach to strategy formation, in which economic performance is combined with social responsibility and environmental balance, contributing to the reduction of strategic risks, increased management efficiency, increased profitability and strengthening the reputation of the enterprise [5, p.166]. Many arguments in modern professional literature can be found in favor of adaptive strategic management, the use of strategies for digital transformation of business processes, the social orientation of strategic management and taking into account the interests of stakeholders during strategic goal setting.

Thus, the scientific transformation of the principles and processes of strategic enterprise management currently has the format of a transition of the model of managerial decision-making from rigid, linear planning of the values of indicators of the future state of the business entity to a dynamic, focused on economic stability and resilience management paradigm. This ideological evolution of basic concepts and their substantive essence is due to the need for modern Ukrainian business to function in the realities of wartime in the spaces of socio-economic systems, characterized by manifestations of the BANI world framework (i.e. fragility, anxiety, nonlinearity and incomprehensibility of the external environment of entrepreneurial activity) and numerous risks of digitalization of business processes. Therefore, we must state a gradual transition in the principles of strategic management from static planning of indicators to adaptive stability of the entire management system of organizations to external shocks. Traditional theories of strategic management, which were based on the principles of long-term forecasting of financial indicators (for five years or more) and assumptions about environmental parameters and environmental impact, lose their validity due to constant changes in economic, social, political, and legal factors. Also, classical models for forecasting economic indicators and trends in enterprise development fail and demonstrate critical inaccuracy in environments characterized by high risks, and where the dominant factor is uncertainty - for example, regarding fiscal burden, changes in exchange rates, competitive wage levels, relevant competencies, digital transformations, competition in the industry, etc.

A characteristic feature of modern strategic management can be considered adaptive filtering, i.e. constant monitoring of threats and risks, the results of which allow filtering out unattainable goals, or those that have lost their relevance or may be "too expensive" for the enterprise, taking into account the identified dangers and challenges. Such filtering adjusts strategic priorities in real time and makes timely management decisions.

The goal of strategic management for enterprises operating in wartime has shifted from physical "survival" and preservation of economic potential during periods of intensification of crises to the development of a comprehensive system for ensuring economic security. In parallel, the integration of achieving a state of economic security and maintaining its high level into the general strategy of the business entity is gradually being carried out. Thus, a notable scientific transformation of the paradigms of management science is the unification of the concepts of strategic management and economic security management, which is based on the perception that business security is not a separate technical function aimed at protecting its assets and market positions, but is the main strategic component of potentially successful activities in wartime, covering financial, investment, personnel, intellectual, technological, legal, market and information security.

Risk-oriented thinking of management personnel has led to the inclusion of the stage of identification and assessment of risks (financial, personnel, information or digital) in the process of formulating the strategic mission of the enterprise and in the approaches to its achievement. Therefore, strategic tasks for executors are also formulated taking into account the risks to which they may lead or which accompany them.

The realities of wartime directly affect the goals of national security of the state, which become a priority over individual interests and needs of individual groups of stakeholders or even local communities. Their dominance in the external environment stimulates enterprises to coordinate their own corporate strategies with national economic interests or at least to assess their strengths and weaknesses, threats and opportunities in accordance with them.

The digitalization of economic relations also acts as a factor for significant modifications of the theoretical and methodological principles of strategic management of enterprises in Ukraine. Strategic management has evolved from a model of intuitive leadership and blindly following the industry leader, copying his economic behaviour to making long-term management decisions based on evidence and data analysis - both retrospective and current, which dynamically appear and change in the digital space. Digital tools help to find arguments or caveats during strategic planning and scenario modelling of the economic future of the enterprise. Modern strategic analysis includes methods such as SCAMPER, Lotus Blossom and various updated and supplemented versions of PESTEL/SWOT analyses, which can be automated or supplemented by using the capabilities of information systems. For the reliability of the results of strategic analysis, the quality of primary information is important, on the basis of which the state of the external and internal environment is diagnosed and management decisions are made. Sometimes the desire for speedy decision-making leads to the use of data from unverified sources, which has a destructive effect on the level of reliability of management information needed to reduce the number of "blind spots" in strategic decision-making.

Elements of project (flexible) management, namely such project management methodologies as Agile, Kanban, are increasingly used in most functional areas of organizational management, and the conceptual principles of strategic management are no exception. Their use during the implementation and adaptive modification of the enterprise's corporate strategy is necessary to ensure management flexibility and response to changes.

In the context of resource provision for the process of achieving the enterprise's strategic goals, including personnel, in the context of Ukraine's critical loss of human capital from 2022 to the present day, its top management needs to move from perceiving employees and their competencies as means of labour to perceiving them as the main driving forces of strategic novelty and achieving strategic competitive advantages. The strategies of "smart" enterprises are built on a competency approach, in which human resources are a set of skills and competencies (intangible capital), and not just a set of skills that are used daily to perform routine professional tasks. The long-term sustainability of the enterprise's human resources, formed by employee loyalty, is strengthened by establishing a culture of ethical professional interaction between employees and a process of continuous self-development of personnel. Personnel motivation is also perceived not only as one of the functions of management, but as a strategic necessity for maintaining a high level of team loyalty and limiting personnel risks.

Thus, modern essential transformations of strategic management paradigms occur as an expansion and deepening of the content of the concept, in which the central idea of strategy as a long-term development plan for the enterprise is supplemented by new conceptual dimensions - digital, risk, social and adaptive, which form an updated theoretical and methodological basis for managing business entities and their resources in the conditions of wartime uncertainty.

Conclusions and prospects for further research. Based on the results of the study of essential modifications of the theoretical and methodological foundations of strategic management of enterprises in the realities of wartime, the following conclusions were made that are important for the science of management and management practice.

1. Traditional and innovative concepts of the terminology of strategic management in the science of management are reduced to the following list: strategic goal, strategic objectives, strategic resources, strategic guidelines, strategic plan, strategy and its functional subtypes, strategic risks, strategic

scenarios, strategic alternatives, strategy implementation, strategic potential and strategic analysis. In total, the use of this terminology allows us to describe all processes related to strategic management of an enterprise in a language that will be understandable both at the scientific and methodological level and at the applied level. In terms of content, strategic management of a business entity is closely related to such categories as long-termism and external environment, and it is these two terms that are used in the classical definition of the concept under study. The ideological goal and applied result expected from effective strategic management is the achievement of the desired state of the enterprise and its corporate resources in the future, which is formalized in the values of specific indicators and metrics, and described in strategic plans for the prospective activities of the business entity.

2. The study of the variability of ideological hypotheses of scientific approaches to the strategic management of modern enterprises allowed us to identify two main theoretical trends: this is strategic management as an independent direction of enterprise management and strategic management as a vector of management of a certain functional direction of the business entity's activity. As an independent direction of enterprise management, and therefore, a separate concept of management science, strategic management combines such processes as strategic resource management, the formation of a set of strategic management decisions, the definition of strategic goals and objectives; establishing the functioning of the strategic management mechanism, within which there is interaction between objects and subjects of strategic management, establishing strategic communications between participants in strategic management processes, adapting, updating, reviewing and modifying the strategy, updating strategic guidelines, strategic analysis, strategic monitoring and strategic control; and organizationally providing for the presence in the company's personnel of persons responsible for formalizing strategic goals and controlling their achievement. Strategic management as a vector for managing the functional areas of the enterprise's activities covers such sets of management tasks as: strategic management of the enterprise's financial activities, strategic management of human resources, social, intellectual, capital; strategic management of the enterprise's marketing activities, strategic risk management, strategic management of competitiveness, strategic management of financial and economic security, strategic management of innovation activities, changes, research, development and development of the business entity and strategic management of the enterprise's production activities. At the same time, this list is not exhaustive or established, and new functional areas of strategic management are constantly being added to it, including those that are formed under the influence of the realities of the functioning of the wartime economy. Prospects for further research lie in the development of adaptive and digital strategies for managing enterprises in various functional areas of their financial and economic activities and in revising strategic guidelines for business development in the direction of specifying the goals of ensuring long-term economic security and sustainable resilience of companies in a situation of increasing and diversifying external risks.

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СУТНІСНІ МОДИФІКАЦІЇ ТЕОРЕТИКО-МЕТОДИЧНИХ ЗАСАД СТРАТЕГІЧНОГО УПРАВЛІННЯ ПІДПРИЄМСТВАМИ В РЕАЛІЯХ ВОЄННОГО ЧАСУ

Вступ. З початку набуття Україною незалежності, її національна економічна система ще не стикалась із такою кількістю ризиків і загроз. Їх наймасштабнішим джерелом з 2022 року залишаються війна та окупація територій. Воєнні ризики для функціонування підприємницьких структур можуть мати катастрофічні наслідки – наприклад, цілковите знищення виробничих потужностей внаслідок ворожих атак. Вони мають і інші характерні особливості порівняно з іншими видами ризиків – важко прогнозуються та майже не передбачаються заздалегідь, породжують ланцюговий негативний ефект для ресурсів підприємства, оскільки створюють похідні економічні, соціальні, демографічні, інформаційні, фінансові ризики, які, у свою чергу, теж впливають на результати функціонування бізнесу. З огляду на це, теоретико-методичні засади стратегічного управління підприємствами в реаліях воєнного часу зазнають сутнісних трансформацій, які потребують ідентифікації і характеристики на сучасному етапі розвитку науки управління.

Метою дослідження є обґрунтування, конкретизація і узагальнення сутнісних модифікацій теоретико-методичних засад стратегічного управління підприємствами в реаліях воєнного часу.

Результати. Встановлено, що стратегічний менеджмент об'єднує такі процеси, як стратегічне управління ресурсами, формування набору стратегічних управлінських рішень, визначення стратегічних цілей і завдань, налагодження функціонування механізму стратегічного управління, встановлення стратегічних комунікацій, адаптація, оновлення, перегляд та модифікація стратегії, актуалізація стратегічних орієнтирів, стратегічний аналіз, стратегічний моніторинг та стратегічний контроль. Виявлено, що стратегічний менеджмент як вектор управління функціональними напрямками діяльності підприємства охоплює такі набори управлінських завдань, як: стратегічне управління фінансовою діяльністю, стратегічне управління людськими ресурсами, соціальним, інтелектуальним, капіталом; стратегічне управління маркетинговою діяльністю, стратегічне управління ризиками, стратегічне управління конкурентоспроможністю, стратегічне управління фінансово-економічною безпекою, стратегічне управління інноваційною діяльністю, змінами, дослідженнями, розробками та розвитком та стратегічне управління виробничою діяльністю суб'єкта господарювання.

Оригінальність. Сформовано оновлене термінополе теорії стратегічного управління підприємством, що ґрунтується на використанні таких понять, як стратегічна ціль, стратегічні завдання, стратегічні ресурси, стратегічні орієнтири, стратегічний план, стратегія та її функціональні підвиди, стратегічні ризики, стратегічні сценарії, стратегічні альтернативи, реалізація стратегії, стратегічний потенціал та стратегічний аналіз.

Висновки. Сучасне термінополе стратегічного менеджменту охоплює широкий спектр класичних та інноваційних категорій, що дозволяють комплексно описувати процеси довгострокового розвитку підприємства на науковому та прикладному рівнях. Теоретичний базис стратегічного менеджменту представлений у науці управління двома концептуальними течіями: стратегічне управління як цілісна самостійна підсистема у архітектурі менеджменту організацій та стратегічне управління як спеціалізований набір завдань для окремих функціональних напрямів діяльності суб'єкта господарювання. Попри багаторівневість термінополя стратегічного управління та трансформації його змістової сутності у реаліях воєнного часу, його метою залишається забезпечення довгострокової стійкості, економічної безпеки та досягнення цільових показників розвитку підприємства в умовах динамічного зовнішнього середовища.

Ключові слова: стратегія, управління підприємством, стратегічний менеджмент, ризик, війна, стратегічні орієнтири, гнучке управління, адаптація.

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