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METHODOLOGICAL APPROACHES TO MANAGERIAL DIAGNOSTICS AND EXPERT ANALYTICS IN CORPORATE GOVERNANCE

Abstract. *In today's environment, businesses are forced to respond quickly to numerous external and internal factors that affect their operations. Management diagnostics and expert analytics play an important role in the management process, providing managers with the necessary information to make informed decisions and assess the prospects of the enterprise. However, the absence of a clear methodological basis and differentiation of these approaches complicates their effective use in enterprise management.*

The article examines the conceptual foundations and methodological approaches to management diagnostics and expert analytics as tools for effective enterprise management. Management diagnostics is defined as a systematic process of research and evaluation of enterprise functioning aimed at analyzing economic, financial and organizational indicators, which is based on the study of actual performance results, internal and external factors of influence, as well as other relevant information with a view to identifying problems, determining reserves for improvement, assessing the effectiveness of management decisions and formulating recommendations for the future development of an enterprise. Instead, expert analytics is focused on long-term forecasting, analyzing the relationships between internal and external factors, and forming the basis for strategic decisions. The article highlights the main differences between these approaches in terms of such characteristics as purpose, objectives, methods, subject and object of research, as well as the results of their application Management diagnostics is aimed at analyzing current processes and effectively solving operational problems, while expert analytics forms the information basis for long-term decision-making, taking into account macroeconomic and industry changes.

Particular attention is paid to the complementarity of these approaches in modern management, which allows creating a holistic analysis system aimed at maintaining the efficiency of the enterprise in the short and long term. It is established that the integration of management diagnostics and expert analytics allows managers to get a clear picture of the state of the enterprise, potential threats and opportunities for development

Keywords*: management diagnostics, expert analytics, analysis, diagnostic methods, economic research, management decisions.*

JEL Classification: M10, M21, C80, D22

Absztrakt. *A mai környezetben a vállalkozások kénytelenek gyorsan reagálni a működésüket befolyásoló számos külső és belső tényezőre. A menedzsmentdiagnosztika és a szakértői analitika fontos szerepet játszik a menedzsmentfolyamatban, mivel a vezetők rendelkezésére bocsátja a megalapozott döntések meghozatalához és a vállalkozás kilátásainak értékeléséhez szükséges információkat. Azonban e megközelítések világos módszertani alapjának és megkülönböztetésének hiánya megnehezíti hatékony alkalmazásukat a vállalatirányításban.*

A cikk a menedzsmentdiagnosztika és a szakértői analitika mint a hatékony vállalatirányítás eszközeinek fogalmi alapjait és módszertani megközelítéseit vizsgálja. A menedzsmentdiagnosztika a vállalkozás működésének szisztematikus kutatási és értékelési folyamata, amelynek célja a gazdasági, pénzügyi és szervezeti mutatók elemzése, amely a tényleges teljesítményeredmények, a belső és külső befolyásoló tényezők, valamint más releváns információk tanulmányozásán alapul a problémák azonosítása, a fejlesztési tartalékok meghatározása, a vezetői döntések hatékonyságának értékelése és a vállalkozás jövőbeli fejlődésére vonatkozó ajánlások megfogalmazása céljából. A szakértői analitika ehelyett a hosszú távú előrejelzésre, a belső és külső tényezők közötti kapcsolatok elemzésére, valamint a stratégiai döntések megalapozására összpontosít. A cikk rávilágít az e megközelítések közötti főbb különbségekre az olyan jellemzők tekintetében, mint a cél, a célkitűzések, a módszerek, a kutatás tárgya és tárgya, valamint alkalmazásuk eredményei A menedzsmentdiagnosztika a jelenlegi folyamatok elemzésére és a működési problémák hatékony megoldására irányul, míg a szakértői analitika a hosszú távú döntéshozatal információs alapját képezi, figyelembe véve a makrogazdasági és iparági változásokat.

Különös figyelm van fordítva e megközelítések egymást kiegészítő jellegére a modern menedzsmentben, ami lehetővé teszi egy holisztikus elemzési rendszer létrehozását, amelynek célja a vállalkozás hatékonyságának fenntartása rövid és hosszú távon. Megállapítást nyer, hogy a menedzsmentdiagnosztika és a szakértői analitika integrációja lehetővé teszi a vezetők számára, hogy világos képet kapjanak a vállalkozás állapotáról, a potenciális veszélyekről és a fejlesztési lehetőségekről.

Kulcsszavak: *vezetési diagnosztika, szakértői analitika, elemzés, diagnosztikai módszerek, gazdasági kutatás, vezetési döntések.*

Анотація. *У сучасних умовах підприємства змушені оперативно реагувати на численні зовнішні та внутрішні фактори, які впливають на їхню діяльність. Управлінська діагностика та експертна аналітика відіграють важливу роль у процесі управління, забезпечуючи керівників необхідною інформацією для прийняття обґрунтованих рішень і оцінки перспектив діяльності підприємства. Однак відсутність чіткого методологічного підґрунтя та розмежування цих підходів ускладнює їхнє ефективне використання в управлінні підприємством.*

У статті досліджено концептуальні основи та методологічні підходи до управлінської діагностики й експертної аналітики як інструментів ефективного управління підприємством. Управлінська діагностика визначена як системний процес дослідження та оцінки функціонування підприємства, спрямований на аналіз економічних, фінансових та організаційних показників, який ґрунтується на вивченні фактичних результатів діяльності, внутрішніх та зовнішніх факторів впливу, а також іншої релевантної інформації з метою ідентифікації проблем, визначення резервів для покращення, оцінки ефективності прийнятих управлінських рішень і формування рекомендацій щодо перспективного розвитку підприємства. Натомість експертна аналітика орієнтована на довгострокове прогнозування, аналіз взаємозв'язків між внутрішніми та зовнішніми чинниками і формування основ для стратегічних рішень. Висвітлено основні відмінності між цими підходами за такими характеристиками, як мета, завдання, методи, предмет і об'єкт дослідження, а також результати їхнього застосування. Управлінська діагностика спрямована на аналіз поточних процесів і ефективне вирішення оперативних проблем, тоді як експертна аналітика формує інформаційну основу для прийняття довгострокових рішень, враховуючи макроекономічні та галузеві зміни.

Особливу увагу приділено взаємодоповнюваності цих підходів у сучасному управлінні, що дозволяє створити цілісну систему аналізу, спрямовану на підтримання ефективності

підприємства в коротко- та довгостроковій перспективі. Встановлено, що інтеграція управлінської діагностики та експертної аналітики дає змогу керівникам отримати чітке уявлення про стан підприємства, потенційні загрози та можливості для розвитку.

Ключові слова: *управлінська діагностика, експертна аналітика, аналіз, діагностичні методи, економічні дослідження, управлінські рішення.*

Problem statement. In today's environment, businesses face the need to respond quickly to external and internal factors that affect their operations. Management diagnostics and expert analytics are becoming integral components of the decision-making process, providing managers with relevant information about the state of the enterprise and its prospects. However, insufficient substantiation of methodological principles and differences between these two approaches creates difficulties in their effective application.

Existing studies mainly focus on certain aspects of management diagnostics or expert analytics, leaving aside the issue of their integration into a single enterprise management system. In addition, there is a lack of a clear distinction between these tools in terms of their purpose, objectives, subject and object of study. This complicates the practical use of these tools in enterprise management.

Thus, there is a need to study the theoretical and methodological foundations of management diagnostics and expert analytics, to clarify their roles in the enterprise management system and to substantiate approaches to their integrated application, which will increase the efficiency of enterprise management in the new economic realities.

Analysis of recent research and publications. The formation of scientific approaches to expert analytics and management diagnostics has a long history, based on the fundamental works of recognized researchers. One of the first significant works in this area is Joseph Schumpeter's Theory of Industrial Entrepreneurship (1911). In it, the author substantiated the role of entrepreneurs as initiators of innovations that can create new economic realities by changing industries and markets. Schumpeter showed how innovations change the existing order, forming the basis for the development of analysis tools aimed at identifying potential opportunities. Further development of this topic was reflected in Norbert Wiener's work Cybernetics or Control and Communication in the Animal and the Machine [1]. The author introduced the concept of feedback, which allows us to better understand the interaction of elements in complex systems. His ideas became the basis for building control models that take into account changes in the environment and the system's response to them.

The ideas of information analysis were developed in the work of Claude Shannon and Warren Weaver “The Mathematical Theory of Communication” (1949) [2]. In their research, they defined the basics of information theory, in particular the concept of entropy, which allows to estimate uncertainty in information transfer processes. This knowledge is widely used in expert analytics to assess information flows and predict changes.

In his article “The Architecture of Complexity” [3], Herbert Simon proposed a

multi-level approach to system analysis. His concept of hierarchy in complex structures allows us to identify elements that require more attention, as well as to assess the interaction between them. This approach contributed to a systematic understanding of organizational processes.

In 1977, Toffler R. and Tishaw H. published a scientific paper "Going, Going, Gone - Four Factors Which Predict" [4], in which they considered the main factors that affect the economic condition of enterprises. Their findings were useful for creating methods for risk assessment and change planning. Similar topics were explored by Gordon Springate [5], where he suggested using financial statements to analyze the situation, which allows finding weaknesses and responding, to potential threats.

In his article "Financial Ratios and the Probabilistic Prediction of Bankruptcy" [6], James Olson proposed to use financial ratios as a tool to assess the likelihood of negative changes. This work is based on accurate data, which allows us to get an objective picture of the state of the object under study.

The scientific work of Edward Altman [7] became the basis for the development of risk forecasting tools. His Z-score model provides an assessment of threats in the short and long term, which is especially important for analyzing economic systems.

Itzhak Adizes in his book Managing Corporate Lifecycles [8] explores the stages of enterprise development and their characteristics, offering effective models for analysis and management at each stage. The author shows how a timely understanding of the state of the enterprise helps to effectively solve problems and ensure its efficient development.

Igor Ansoff's works [9, 10] propose a systematic approach to assessing the conditions that may affect the company's operations. The author described in detail the methods for identifying threats and opportunities in the environment, which allows for efficient resource allocation and response to changes.

The works of the above-mentioned researchers laid a solid foundation for the development of modern expert analytics and management diagnostics, the problems of which are addressed in the scientific works of such Ukrainian researchers as Savchuk V., Deriy V. [11], Petrenko I.I. [12], Andrushkiv B.M, Pikhurko A.I. [13], Goley Y.M. [14], Dovbnia S.B. [15], Terletska Y. [16], Telin S.V. [17], Mnykh E.V. [18], Pavlovski G. [19], Tomchuk O.F, Gradomska I.O. [20], Putsenteilo P.R. [21], Yakymchuk T., Lysenko O. [22], Skrynkovskyi R.M. [23], Cherchyk L.M. [24] and others. Their scientific works allow not only to better understand the nature of expert analytics and management diagnostics, but also provide a basis for further development of analysis methods that contribute to effective management in today's conditions.

Thus, based on the literature analysis, it can be concluded that although many aspects of expert analytics and management diagnostics have already been studied, there is a need to clarify their differences. In particular, it is important to take a closer look at their methodological foundations, research time horizons and role in ensuring effective management decision-making, which is the main focus of this article.

Identification of previously unresolved parts of the overall problem. Despite the significant scientific achievements in the field of expert analytics and management diagnostics, there are still issues that require deeper consideration. One such problem is

the lack of substantiation of management diagnostics as a separate type of analytical activity. Most studies focus on applied methods or specific areas, but a systematic understanding of its essence, goals, and functioning is still fragmented.

The issue of a clear distinction between management diagnostics and expert analytics is also unresolved. In particular, their timeframe, methods of collecting and analyzing information, and role in decision-making need to be more clearly defined.

The identified problems create the need for further research aimed at developing management diagnostics as a scientific field.

Formulating the objectives of the article. The purpose of the article is to study the theoretical and methodological foundations of management diagnostics, to determine its place among other types of analytical activities, in particular, expert analytics, and to substantiate its specific features as an independent area. The study aims to analyze the main historical prerequisites for the formation of management diagnostics, to reveal its economic essence, and to explore approaches to its use in management decision-making.

Summary of the main research material. Management diagnostics is an important component of an enterprise's management system, which allows assessing its current state, identifying problems that affect performance, and suggesting ways to solve them. This area of analytical activity arose in response to the need to respond in a timely manner to changes in the company's operations and to maintain its competitive position. Management diagnostics is based on a systematic approach, which involves considering an enterprise as an integral system that interacts with many internal and external factors [25].

The main purpose of management diagnostics is not only to identify shortcomings in the work of the enterprise, but also to determine its reserves and opportunities for development. The main emphasis is placed on the analysis of internal processes, resource utilization, effectiveness of management decisions and efficiency of interaction between structural units. Management diagnostics is aimed at creating conditions for prompt resolution of problems arising in the current activities of the enterprise and ensuring its effective functioning [26].

Thus, managerial diagnostics is a process of analyzing and evaluating the economic performance of an enterprise, which is based on the study of specific results of its work and other relevant information in order to identify possible development prospects and consequences of current management decisions [27].

Unlike expert analytics, which is focused on assessing long-term prospects, management diagnostics focuses on short- and medium-term tasks. It is aimed at analyzing current data, identifying bottlenecks in the company's functioning, formulating recommendations to eliminate problems and improve the efficiency of operations.

Expert analytics, on the other hand, performs the function of forecasting and assessing macro- and microeconomic changes that affect the company's operations in the long term. Its tasks include developing development scenarios, analyzing dynamics and modeling situations that may arise in the future. Expert analytics is aimed at providing enterprise managers with information for making decisions that determine the

vector of its development for years to come [28].

Despite the commonality of some goals, management diagnostics and expert analytics have certain differences in approaches, methods and scope (Table 1).

Table 1

Conceptual and methodological differences between management diagnostics and expert analytics

Indicator	Management diagnostics	Expert analytics
Linguistic roots	The term “diagnosis” comes from medicine, where it means recognizing a patient's condition. The analogy with medicine emphasizes the process of identifying the “diseases” of an enterprise and finding ways to overcome them.	The term “analytics” comes from the Greek word “άναλυτικά” and is the basis for logical and intellectual activities aimed at solving practical problems and addressing specific issues.
Historical origins	Borrowing from medicine, where diagnosis was used to identify problems and create a treatment plan. Over time, diagnostic methods spread to engineering and then to management.	It arose out of the need to assess financial and economic processes and trends on the scale of an enterprise, industry, or the economy as a whole.
Goal	Identification of problems and bottlenecks in the company's operation, risk assessment, search for resources to stabilize and maintain efficiency.	Providing managers with tools for making decisions based on objective analysis and forecasting of economic phenomena
Task	Identification of the causes of negative changes, assessment of the current state of the enterprise, development of solutions to eliminate deviations and stabilize operations.	Analyzing trends, assessing long-term risks and opportunities, modeling future scenarios, and setting strategic priorities.
Subject of research	Assessment of the financial condition, analysis of the use of resources at the enterprise, analysis of costs associated with the production and sale of goods, assessment of the effectiveness of management activities, as well as marketing analysis, identification of the possibility of bankruptcy, risk assessment, etc.	Economic processes in their interconnection, which arise under the influence of objective economic laws. The research is aimed at studying phenomena that are important for enterprise management: from analyzing business plans and evaluating their implementation to identifying unused reserves and quantifying the impact of factors.
Object of research	Financial, economic and organizational activities of the enterprise, its financial condition, resource provision, production processes, efficiency of management strategy, market position, development opportunities, as well as possible risks and problems affecting its functioning.	The economy of the state, the economy of the industry, the economy of the region, economic aspects of the implementation of state programs, financial and economic activities of the enterprise, resources, business processes, types of activities, economic results, organizational and technical level, structural units, etc.
Subjects	Analytical departments of the enterprise, government authorities, potential investors and the media interested in obtaining information about the state and prospects of the enterprise.	Analytical departments of the company, consulting companies, investment companies and banks, government agencies and institutions, audit companies, media and specialized news agencies.
Frequency	As needed, especially in cases of crisis or	Conducted regularly as part of strategic

Indicator	Management diagnostics	Expert analytics
of holding	negative changes.	planning, at least once a year or in case of significant changes in external or internal conditions.
Research methods	Methods of deterministic, correlation, factor analysis, economic and mathematical methods and integrated methods, SWOT, PEST and ABC analysis, assessment of financial ratios, etc.	Traditional methods, methods of deterministic, correlation and factor analysis, economic-mathematical and complex methods, etc.
Results	Solutions aimed at overcoming problems, stabilizing activities, ensuring current management efficiency.	Recommendations for the long-term development of the enterprise, determination of strategic priorities, forecasting of future opportunities and risks.

As can be seen from the table, management diagnostics and expert analytics have certain conceptual and methodological differences. They perform different functions in the management of an enterprise, complementing each other, but have different nature and methodological approaches.

Management diagnostics is focused on the prompt assessment of the state of the enterprise and the solution of current problems arising in the course of its operation. Its main goal is to maintain efficiency by identifying weaknesses, deviations from the normative state and the reasons that lead to these deviations. Management diagnostics focuses on analyzing the internal processes of an enterprise, such as resource utilization, effectiveness of management decisions, and assessment of financial performance. This makes it a powerful tool for ensuring the efficiency of the enterprise and eliminating potential risks.

Expert analytics, on the other hand, is aimed at in-depth research of both internal and external factors affecting the company. Its task is to formulate recommendations that allow the company to navigate in the long term. This approach is based on a comprehensive analysis of economic conditions, forecasting changes, and assessing potential opportunities that can ensure further development. Expert analytics pays great attention to external conditions, including economic, social and technological factors that may affect the company's operations.

One of the differences between these approaches is the scope of the study. Management diagnostics is more localized, focusing on the current state of the enterprise and internal processes. It is carried out when necessary, especially in cases of negative changes in the company's operations. Instead, expert analytics covers a wider range of studies that include both internal and external factors. It is carried out on a regular basis in order to form a general vision of the company's prospects.

Another important difference is the methods used. Management diagnostics uses methods that allow you to quickly assess the current state of the enterprise, such as SWOT analysis, PEST analysis, ABC analysis, financial ratio assessment, and risk analysis. These methods are aimed at promptly identifying problems and developing solutions to overcome them. Expert analytics uses methods such as multivariate analysis, forecasting models, economic and mathematical calculations, and other tools

that allow analyzing the relationships between the factors under study.

Management diagnostics results in specific solutions aimed at overcoming the identified problems, stabilizing the company's operations and increasing the efficiency of its resources. It provides a quick response to emerging problems, helping to maintain performance. Expert analytics, on the other hand, provides recommendations on how an enterprise can adapt to future changes using available opportunities.

Thus, management diagnostics and expert analytics have different approaches, but together they create a management system that allows an enterprise not only to respond to current circumstances but also to develop effectively. Management diagnostics ensures stability and efficiency in solving problems, and expert analytics forms the basis for the long-term development of the enterprise, helping it to achieve its goals.

Conclusions and prospects for further research. Management diagnostics and expert analytics are two important tools that ensure effective enterprise management. Management diagnostics is aimed at promptly assessing the state of the enterprise, identifying problems and determining ways to eliminate them, which helps to maintain the stability of operations in the short and medium term. Expert analytics, in turn, focuses on an in-depth analysis of internal and external factors that affect the development of the enterprise in order to formulate sound decisions for the future.

Both approaches complement each other, creating a comprehensive analysis system that takes into account both the current state and development prospects. Management diagnostics ensures timely response to problems and stabilization of the company's operations, while expert analytics creates the basis for making long-term decisions that contribute to the efficient operation of enterprises. Their integrated application allows enterprises to increase management efficiency and better utilize their capabilities.

Further research can be aimed at improving approaches to combining management diagnostics and expert analytics, which will allow enterprises to better achieve their goals in the long run.

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