

**Akademia Nauk Stosowanych
Wyższa Szkoła Zarządzania i Administracji w Opolu**

**MANAGEMENT SYNERGY: TECHNOLOGIES AND
STRATEGIES**

**SYNERGIA ZARZĄDZANIA: TECHNOLOGIE I
STRATEGIE**

**СИНЕРГІЯ УПРАВЛІННЯ: ТЕХНОЛОГІЇ ТА
СТРАТЕГІЇ**

Monograph

Edited by Mykola Ohienko

Tadeusz Pokusa

Opole 2026

ISBN 978-83-66567-98-6

Management synergy: technologies and strategies. Monograph. Opole: Academy of Applied Sciences Academy of Management and Administration in Opole, 2026; ISBN 978-83-66567-98-6; 156 pp., illus., tabs., bibls.

Recommended for publication
by the Academic Council
of Academy of Applied Sciences
Academy of Management and Administration in Opole
(Protocol No. 11 of November 2025)

45-085 Polska, Opole, ul. Niedziałkowskiego 18
tel. 77 402-19-00/01
E-mail: info@poczta.wszia.opole.pl

Reviewers

prof. dr hab. Marian Duczmal, prof. dr hab. Volodymyr Lagodiienko

Editorial Board

Mykola Ohiienko, Tadeusz Pokusa, Alona Ohiienko,
Andrii Skomorovskyi, Liudmyla Bezuhla

Publishing House:

Akademia Nauk Stosowanych
Wyższa Szkoła Zarządzania i Administracji w Opolu,
45-085 Polska, Opole, ul. Niedziałkowskiego 18
tel. 77 402-19-00/01

200 copies

Authors are responsible for content of the materials

ISBN 978-83-66567-98-6

© Authors of articles, 2026

TABLE OF CONTENTS

INTRODUCTION 5

PART 1

CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY

АКТУАЛЬНІ ПРОБЛЕМИ УПРАВЛІННЯ: ЗА ВИДАМИ ДІЯЛЬНОСТІ

1.1. The European model of administrative management: features and diversity of approaches
(*Daniel Palimęka, Iryna Kanevska*)..... 7

1.2. General characteristics of the IT market and its key trends
(*Vitaly Kustov, Roman Kornitskyi, Ferdinand Reiss*)..... 30

1.3. Adaptation of marketing strategies in crisis conditions
Адаптація маркетингових стратегій у кризових умовах
(*Olena Havrylova, Alona Obozna, Filip Pokusa*)..... 41

1.4. Peculiarities of personnel management under martial law
(*Denys Yakovunyk, Yurii Melnychenko*)..... 49

1.5. Experience and models of enterprise personnel management
(*Jadwiga Ratajczak, Olena Yakovunyk*) 54

1.6. Models and theories of work-life balance
(*Andrzej Skomorowskyi, Anastasiia Skomorowska*)..... 59

PART 2

**HOSPITALITY AND TOURISM INDUSTRY:
CURRENT STATE AND PROSPECTS.**

**ІНДУСТРІЯ ГОСТИННОСТІ Й ТУРИЗМУ:
СУЧАСНИЙ СТАН І ПЕРСПЕКТИВИ**

2.1. Cultural heritage of Ukraine in times of war: challenges of preservation and prospects of restoration (<i>Anna Bessonova, Liudmyla Bezuhla, Mariia Bieloborodova</i>).....	74
2.2. The impact of sport on the development of tourism potential, on the examples of Ukraine and Poland (<i>Alona Ohienko, Tadeusz Pokusa, Mykola Ohienko</i>).....	111
2.3. Challenges and future prospects for horse tourism in Ukraine (<i>Rostislav Yurchenko, Artem Ostapov</i>).....	124
ANNOTATION	147
ABOUT AUTHORS.....	151

INTRODUCTION

The synergy of management technologies and strategic approaches is a pivotal factor in addressing the challenges of contemporary economic and organizational transformations. The collective monograph *Management Synergy: Technologies and Strategies*, edited by Mykola Ohienko and Tadeusz Pokusa, explores this dynamic interplay through a multidisciplinary lens, focusing on the integration of innovative tools and adaptive strategies in diverse sectors to foster efficiency and resilience. This work, prepared under the auspices of Akademia Nauk Stosowanych – Wyższa Szkoła Zarządzania i Administracji w Opolu, aims to provide a comprehensive analysis of how management practices, digital advancements, and sector-specific innovations can respond to modern demands, promoting sustainable development.

The monograph is organized into two thematic sections, each addressing a critical aspect of management synergy:

Current Management Problems: By Type of Activity. This section examines contemporary challenges in management across diverse domains, including administrative models, human resource systems, marketing adaptations in crises, and the evolving IT market. It highlights innovative approaches to optimizing processes, balancing work-life dynamics, and enhancing organizational competitiveness in a globalized context.

Hospitality and Tourism Industry: Current State and Prospects. Focused on the pivotal role of tourism in economic and social recovery, this section explores the preservation of cultural heritage amid conflicts, the integration of sports for tourism potential, and the development of niche activities like equestrian tourism. It addresses the need for resilient strategies, infrastructure enhancements, and adaptive policies in an era of geopolitical and technological shifts.

By integrating theoretical insights with practical applications, this monograph offers valuable perspectives for researchers, practitioners, and policymakers. It underscores the importance of synergistic strategies in navigating the complexities of modern management and industry evolution, contributing to the broader discourse on technological and strategic progress.

Part 1

**CURRENT MANAGEMENT
PROBLEMS: BY TYPE OF ACTIVITY**

**АКТУАЛЬНІ ПРОБЛЕМИ
УПРАВЛІННЯ: ЗА ВИДАМИ
ДІЯЛЬНОСТІ**

1.5. Experience and models of enterprise personnel management

In HR practice, modern HR management is becoming internationalized, and foreign companies of various types and shapes employ management models, which are named according to their geographic characteristics—American, Japanese, and Western European. For domestic companies, the European model is the best HR management model, given their similar lifestyles and values, historical development, and economic development patterns.

Modern theory and practice of human resource management in organizations of industrialized countries shows that two diametrically opposed approaches are preferred here – the American and the Japanese.²¹The American model is characterized by certain characteristics, such as individualism, practicality, rigor, and pragmatism—that is, it embodies the qualities required for entrepreneurship in a competitive environment. This HR model focuses on employees' compliance with established job descriptions, instructions, orders, and mandates from management.

The American-style human resource management system views employees as a fundamental factor in increasing business efficiency. Human resource selection is based on specific criteria: education, practical work experience, skills and abilities, psychological compatibility, and the ability to work in a team. This model emphasizes the narrow specialization of employees, managers, engineers, and other workforce resources, as well as their individual value and results for the enterprise. All management activities are focused on the existence of a mechanism for individual accountability, the evaluation of individual employee performance, and the development of quantitative and qualitative indicators that identify specific enterprise goals. Responsibility for making and implementing management decisions falls on the specific officials making them. This human resource management model is characterized by a wide range of professions and job descriptions; a focus on flexible compensation; and the pooling of practical and scientific experience into specific teams called project target groups.²²

One of the hallmarks of the "American" HR management system is the use of a sound and appropriate compensation system, as well as ongoing employee performance reviews for career advancement, assessment of work organization effectiveness, and workplace security. Companies continually evaluate employee

²¹Niepokulczycka, M. (2003). *Etyka biznesu a konsumenci*. W W. Gacparski (Red.), *Europejskie standardy etyki i społecznej odpowiedzialności biznesu* (s. xx-xx). Warszawa.

²²Mroziewski, M. (2005). *Style kierowania i zarządzania*. Warszawa: Difin.

merit and contribution²³. A "pay for performance" system is widely used, aimed at rewarding employees based on their individual and group contributions. This compensation is expressed through flexible pay systems, variable pay systems, and other such systems.

Human resources management in American companies involves continuous organizational improvement and employee motivation. This improvement involves the elimination of hierarchical management structures, vertical chains of command, the creation of a broad circle of individuals responsible for the execution of assigned tasks, and the transfer of authority within work groups and teams with a certain degree of autonomy.

The task of facilitating collaboration between new employees and young professionals is handled by a management team. This team includes a lead information policy manager, whose job it is to collect data on information technologies and their application; a training manager, who selects employees for retraining in accordance with new requirements; and an intellectual capital manager, who combines the efforts of the first two managers and determines the impact of knowledge implementation on the company's business operations²⁴.

The Japanese HR model is characterized by certain cultural characteristics: a pronounced collectivism, practicality, punctuality, hard work, and interpersonal skills. This model analyzes the strengths and weaknesses of personnel and matches each employee with the appropriate position within the company. The Japanese HR model focuses on long-term commitment to a single organization; emphasizes the quality of education and personal potential; and determines compensation comprehensively, taking into account seniority, education, and ability to perform assigned tasks.

The Japanese model is based on certain principles of personnel management:

- integration of interests and spheres of activity of the organization and its personnel;
- high economic and socio-psychological dependence of personnel on the enterprise, providing the employee with significant guarantees in exchange for loyalty to the enterprise and the desire to work productively in it;
- priority of collective forms, encouragement of labor cooperation within small groups of workers within the enterprise;
- equality between employees regardless of their positions;

²³ Robbins, S. P. (2001). *Zasady zachowania w organizacji*. Poznań: Wydawnictwo Zysk i S-ka.

²⁴Zeffane, R., Al Zarooni, M. H. (2012). Empowerment, trust and commitment: The moderating role of work-unit centrality. *International Journal of Management*, 29(1/2), xx-xx.

- balancing the interests of managers, investors and employees who ensure the operation of the enterprise²⁵.

Employee commitment to the company is achieved by aligning the interests of personnel with those of the entire enterprise. The Japanese human resources management model places significant emphasis on the so-called lifetime employment system, a system of recording seniority and related wages, active communication and employee incentives, promotion and rotation of personnel, and an emphasis on continuous staff training. The key idea of the human resources management system is respect for people. Senior executives, other managers and executives, and ordinary employees are representatives of the enterprise, so a system of benefits, bonuses for significant profits, a system of sick leave payments, a system of selling and renting residential homes to employees at reduced prices, and providing loans to employees to purchase housing at lower interest rates create a unique psychological climate. Thus, the Japanese human resources management system is characterized by such criteria as innovation-oriented, socially oriented, centralized, horizontally specialized, and self-controlled.²⁶

The Western European model of HR management has its own distinctive characteristics in each country. For example, in Germany, a distinctive feature of the human resources management system is employee participation in production management, which entails joint participation in supervisory boards of enterprises and hired labor, as well as the existence of works councils at enterprises composed of workers. Employers are required to provide employees and the works council with relevant information, accept their requests and recommendations, and consider the works council's proposals for socio-economic development²⁷. In Germany, significant attention is paid to ensuring that employees are appropriate for their job profile, their internships, ongoing retraining of certain categories of personnel, training in related positions, the effective implementation of employee job descriptions during the performance of their functional duties, the use of various types of compensation depending on qualifications, experience, new skills and work methods, etc.²⁸.

In France, the labor market is fiercely competitive, placing high demands on employees and prioritizing staff retraining, as career advancement is possible through ongoing retraining and knowledge development. All employees are trained in specialized programs, and company personnel are constantly informed of new

²⁵Szwed, C. (2000). *Podstawy komunikacji w negocjacjach i relacjach interpersonalnych*. Gliwice: Wydawnictwo Jacek Skalmierski.

²⁶Szałkowski, A. (2006). *Zarządzanie personelem*. Kraków.

²⁷ Reilly, P., Williams, T. (2009). *Strategiczne zarządzanie zasobami ludzkimi*. Kraków: Wolters Kluwer Business.

²⁸Wiśniewski, J. (2017). *Miejsce kapitału ludzkiego w organizacji*. *Nowoczesne systemy zarządzania*, 12(1), xx-xx.

vacancies. Italian companies place significant emphasis on administrative, managerial, and coordinating management methods, with less attention paid to economic and social methods of influencing the workforce.²⁹

By summarizing the features and practical experience of the functioning of the personnel management system within the framework of different models and at enterprises in different countries, a table was formed that presents the general characteristics of management models.

Taking into account the experience of foreign companies, we can conclude that the main goal of the HR management system is to secure human resources, utilize them optimally, and guarantee professional and social development. By comparing these models, we can adopt practical aspects and recommendations for the functioning of the domestic HR management model.

The established HR management model in Ukraine is based on the concept of HR policy management, where the object of management is the workforce, focusing on their professional and qualification qualities. Therefore, the emphasis is placed on the employee solely as a good performer of specific tasks and defined tasks. The Ukrainian HR management model is aimed at optimally utilizing the company's workforce. When making decisions, preference is given to a collegial nature involving a small number of people, as well as to sole management decision-making. This HR management model is characterized by interpersonal competition among employees and the development of highly specialized personnel; individual responsibility for work performed predominates, and an underdeveloped organizational culture is weak; the collective performance of the workforce is assessed. It is characterized by a combination of long-term and short-term employment, and career advancement depends on the individual employee's individual achievements, their authority, and their relationships with senior management.

²⁹Żukowska, J. (2017). Istota motywacji pracowników tworzących zespoły w procesach innowacyjnych. *Studia i Prace WNEiZ US*, 48(2), xx-xx.

Table 1. Characteristic features of personnel management models at the enterprise

Japanese model	American model	Western European model
<ul style="list-style-type: none"> - dependence of wages on length of service, education, competencies and abilities of personnel to perform assigned tasks; - study of the strengths and weaknesses of employees, selection of a workplace depending on the presence of such strengths; - significant dependence of personnel on the company; - the presence of a lifetime employment system; - priority of collective forms of work; - a collectivist, innovation-oriented, socially-oriented, self-controlled system of labor management; - the existence of traditions of respect for elders, general agreement, and commitment to the values of the enterprise 	<ul style="list-style-type: none"> - the use of a payment system called "performance fee"; - preference for the principle of individualism in remuneration; - personnel is considered the main source of increasing the efficiency of business activities; - a selection system based on the following criteria: level of education, practical work experience, psychological compatibility within the team, ability to work in a team; - focusing on highly specialized workers; - availability of our own training programs and workshops at enterprises 	<ul style="list-style-type: none"> - emphasis on joint participation of investors and employees in the supervisory boards of the enterprise; - focusing on retraining employees through internship programs; - conducting trainings for related positions; - existence of job descriptions with balanced responsibilities and rights; - application of different forms and types of remuneration depending on the level of qualification, experience, and new working methods; - informing staff about new vacancies

Source: Compiled by the author based on³⁰

³⁰Sidor-Rządkowska, M. (2003). *Kształtowanie nowoczesnych systemów ocen pracowników*. Kraków: Oficyna Ekonomiczna.

Advanced training for staff is typically practiced on-the-job, preferably in combination with training programs. The distribution of authority among participants in work activities presupposes the establishment of responsibilities for individual departments, teams, and groups of employees. The remuneration system is predominantly collective, based on group or team performance. The motivational mechanism for managing work activities is dominated by methods chosen at the discretion of the company's management.³¹

The Ukrainian HR management model is characterized by high staff turnover, unfavorable socioeconomic and psychological conditions, the presence of military operations within the country, and insufficient funding for human resources development programs. This situation necessitates changes to the Ukrainian model and encourages the use of international experience in HR management.

1.6. Models and theories of work-life balance

In the context of globalization, digitalization, and the increasing intensity of work processes, issues of balance between professional and personal life are particularly important. To analyze this issue, a number of models and theories have been developed in the scientific literature. These models explain the mechanisms by which work and personal roles interact, identify risk factors, and propose practical strategies for achieving harmony.

In Fig. 1 we will consider the most significant concepts of work-life balance and their features.

One of the first concepts that formed the basis for understanding the nature of work-life balance is role Conflict Theory. It emerged in the 1960s and 1970s as part of a sociological and psychological approach to studying work and human social life. This theory assumes that each individual simultaneously fulfills several social roles: employee, parent, spouse, friend, community member, etc. Each of these roles is associated with specific expectations and responsibilities, which may conflict with one another³².

³¹Kharchenko T.O., Atamanenko O.O. (2019) Models for managing personnel policy of enterprises: research and foreign evidence, *Similar Europe: economics, business and management* (5 (22)), 169-175.

³²Ibid.