

Секція: Економічні науки

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CRISIS MANAGEMENT IN ACADEMIC ENTERPRISE: THE ISSUE IS NOT "IF", BUT "WHEN"

"Teach me the art of small steps"

Antoine de Saint-Exupery [6]

In the conditions of COVID-dependent socio-economic space, martial law, energy and economic crisis threats, it is important to support and ensure resistance to challenges, search for new opportunities for entrepreneurial initiatives, in particular at the level of educational institutions. Academic Entrepreneurship is a leading provider of scientific, scientific, technical and innovative activities of higher education institutions to achieve economic and social results in order to earn a profit [5].

Initially, the consideration of the management of academic entrepreneurship is observed with the adoption of the Baye-Dole Law, which emphasizes the promotion of cooperation of higher education institutions with commercial

organizations through the use of inventions [5]. Today, it is strategically important to consider crisis management in academic entrepreneurship to form the preconditions for crisis response, crisis response preparation and post-crisis.

Analyzing the plane of Ukrainian realities of geopolitical, scientific, technical and other areas, we can theoretically distinguish two types of challenges of crisis phenomena [2]:

1) technical challenges - the assistance of which does not require detailed planning and analysis and involves the adoption of both stochastic and emergent decisions, do not have a significant impact on the activities of organizations;

2) adaptive challenges - play a material role for the subjects and cover all components of crisis management.

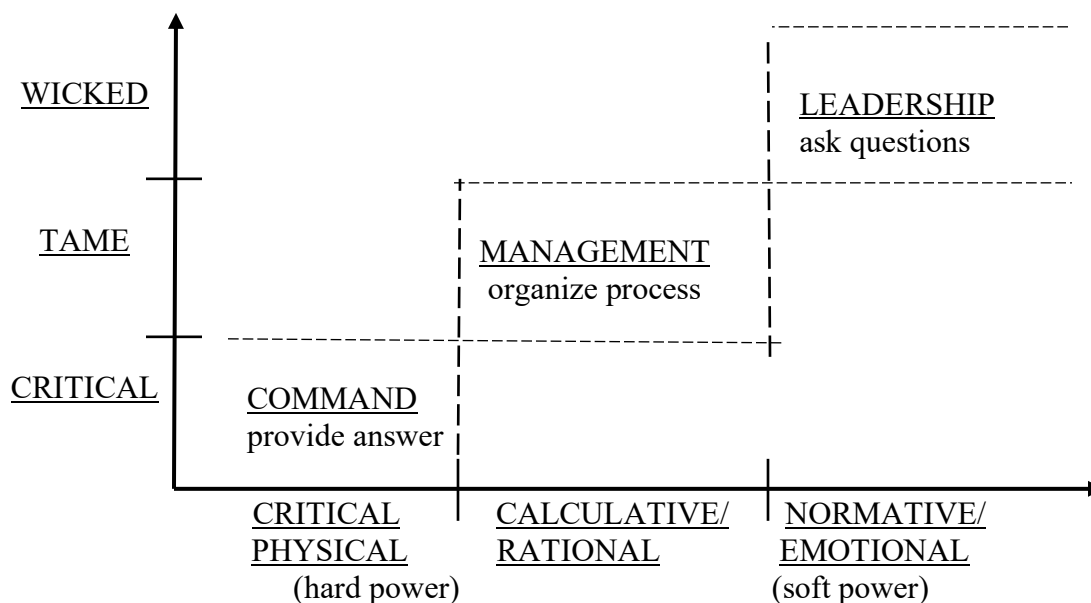


Fig. 1. Degrees of complexity of crisis challenges (GRINT 2005) [4]

Keith Grint breaks down the types of management into 3 types [4]:

- 1) Command - giving orders
- 2) Classical management - process management
- 3) Leadership - shared decisions

Each type of management corresponds to the type of situation of their use. As you can see Figure 1, these types consist of the following: WICKED, TAME and CRITICAL.

Therefore, in technical challenges, it is effective to use an authoritarian style of management or classical management. In cases individual decision-making is dangerous, there is a high risk of making the mistake of using leadership effectively in consultation with others. Thus, in the preparation phase for possible crises, attention should be paid to team training, development of strategic approaches to responding to potential challenges and continuous monitoring of the project environment.

At the stage of entering the crisis, understanding the philosophy of academic entrepreneurship emphasizes the importance of maintaining moderate team optimism. That is, we must not lose faith in victory, but it should reflect the realities of the crisis - the paradox of Stockdale [2]. The issue of moderate optimism during the crisis is widely covered in McKinsey's article. The authors focus on six main steps to follow during a crisis, including [1]: Adapt your personal operating model, Set your intention, Regulate your reactions, Practice reflection, Reframe your perspective and Manage your energy.

As it was emphasized in our research [7], entering the phase of crisis management creates the preconditions for exacerbating the issue of existential challenges for business in general and educational institutions in particular. Academic entrepreneurship is an area that covers the potential not only of an individual project, but also of an educational institution. Academic entrepreneurship has additional capacity building during the crisis by engaging scientific approaches to addressing crisis challenges. At the global level, consider the potential of Ukraine in terms of The Global Entrepreneurship Index [3; 8].

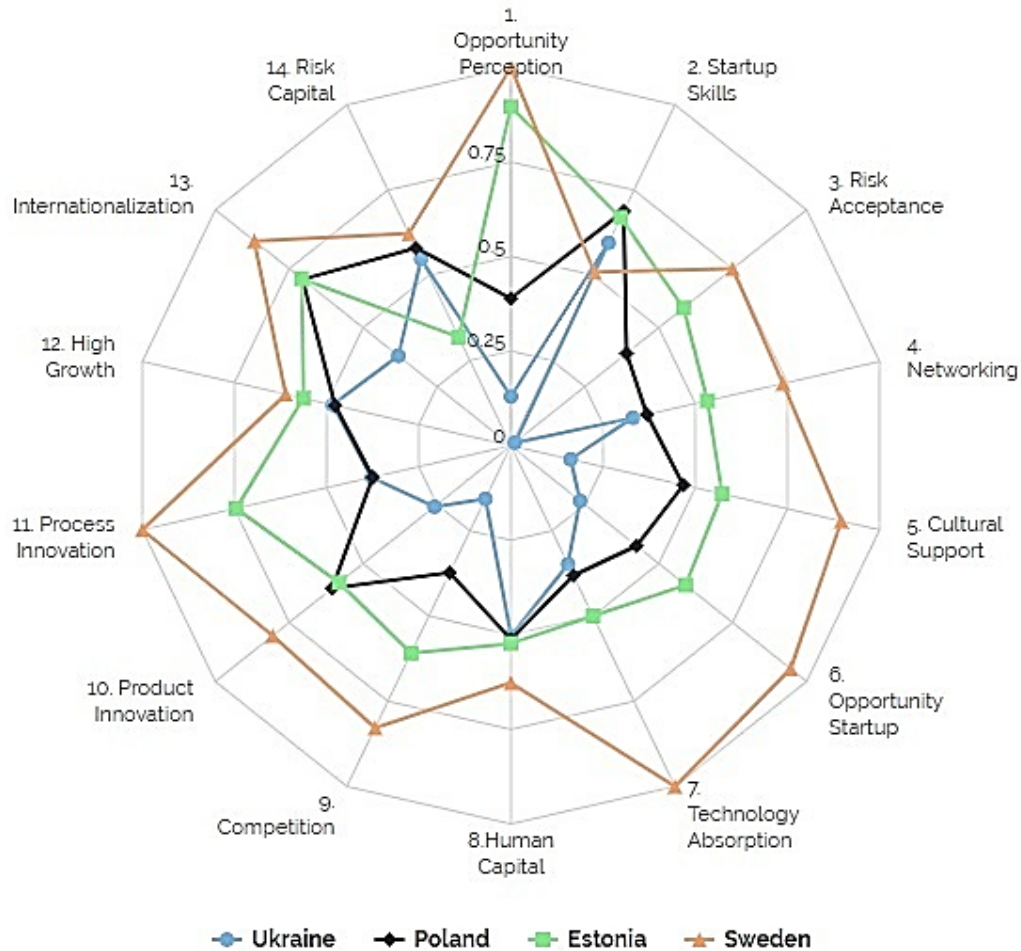


Fig. 2. Potential of Ukraine according to the Global Entrepreneurship Index [3; 8]

According to Figure 2, we observe the muscle of the Ukrainian ecosystem that has the greatest potential for development - "Perception of Opportunities" by entrepreneurs, as well as one of the most developed characteristics - "Startup Skills".

Thus, crisis management in academic entrepreneurship should be based on the one hand on the development of an action plan during the crisis project activities at the micro level, and on the other - to provide state support - the macro level.

At the macro level, it is important to clearly outline the priorities of the state, business and society for the development of entrepreneurship in the country. Prospects for the development of academic entrepreneurship in Ukraine are very high. The country's resources, large internal market, growing corporations' interest

in innovation, open borders and international cooperation, access to global knowledge through online educational platforms, increased competition among universities and new approaches to their accreditation can be good drivers of interest in the development of academic entrepreneurship [8].

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