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Olha Komelina, Doctor of Sciences (Economics), Professor,
Honored Education Worker of Ukraine
National University «Yuri Kondratyuk Poltava Polytechnic» (Poltava, Ukraine)

MANAGEMENT IN EXTREME CONDITIONS: REGION, TERRITORIAL COMMUNITY, ORGANIZATION

The dynamism of innovative changes in organizations in response to global challenges, risks, dangers, as well as challenges of society regarding the establishment of sustainable development universal values require justification of innovative mechanisms of organizational sustainability strategic management. At the same time, the implementation of universal values of sustainable development becomes extremely difficult and even impossible in the conditions of extreme challenges, which quickly turn into systemic, large-scale, all-encompassing ones.

Extreme exogenous challenges due to the Russian invasion of Ukraine on February 24, 2022, call for an investigation into how Ukraine can achieve sustainable development in the conditions of war. In this quest, it appears beneficial, if not warranted, to combine the perspectives of regional development and sustainability in Ukraine [1-4] with the perspectives of organizational adaptation to crisis [5-7] and natural resource management and conservation [8]. The achievements of foreign colleagues regarding the joint development of scientific and research proposals in the field of open innovation with the involvement of practitioners (potential users of scientific developments) are extremely updated [9]. This is what we aim to pursue in a joint project – in collaboration with and/or advised by international colleagues from these disciplines (Andreas König, Carolin Häußler, and Christine Schmitt, University of Passau, Germany; Jonathan Bundy, Arizona State University, USA, and Alina Kasinska, Pylyp Orlyk International Classical University, Ukraine) – and generously supported by the Volkswagen Foundation (“Volkswagen Stiftung”, Germany).

Unfortunately, in the modern scientific literature on management, the problems of management in extreme conditions are little studied, or focused on the study of extreme events, primarily related to natural disasters, man-made accidents, emergency situations. The management of extreme crises is a very complex problem, which reduces the ability to quickly adapt to changes in the environment. Information overload, subjectivity, rapid dissemination, unreliability, bias, and uncertainty create an environment that challenges even the best management decision makers. The problem of leadership in extreme conditions from various aspects (moral, ethical, organizational, etc.) is ambiguous. Leaders and followers not only act in an extreme context without any restrictions, they are embedded in the organizational context [10-11], moreover, leadership is socially constructed in society and can vary significantly over time and in different organizations under different conditions [12-13]. These features are significantly enhanced in conditions of extreme crisis.

There is a lack of systematic research on management in extreme conditions and because they should be interdisciplinary (strategic management, risk management, cognitive management, information and communication management, social management, management psychology, regional management, etc.), provided with a serious methodological basis, accompanied by experimental research, as well as analysis of the best practices in this field, both domestic and global. In addition, it is extreme crises that become a strong stimulus (or impulse) for the unification

of scientists from different fields of science and different countries around the study of such strong by nature manifestation of processes, which are accompanied by large-scale destruction of infrastructure, loss of economic, human, natural, territorial resources, etc.

The systemic and large-scale manifestation of extreme crises requires accelerated innovations in the field of crisis management, management in extreme conditions, but at the same time, this is possible only on the basis of adherence to modern concepts of social development, where the concept of sustainable development has found strong support from the entire world community. It is imagined that this kind of approach in the conditions of an extreme crisis should provide a platform for uniting national and regional governing bodies, local self-government bodies, territorial communities, and organizations around the universal values of sustainable development. The practical implementation of this approach should be aimed at ensuring the effectiveness of management, as well as creating conditions for the formation of a quality management system and the introduction of new non-traditional tools in conditions of uncertainty, taking into account the best global practices. It becomes necessary to rethink the essence, content and tools of management in such complex conditions. So, we are talking about the expediency of reviewing sustainable management practices in crisis conditions at all levels (national, regional, local self-government, territorial communities, organizations), as well as implementing innovative mechanisms for their prevention, elimination, or overcoming the consequences.

From these positions, it seems necessary to propose a number of key areas of further theoretical research in the field of management, practical tools for their implementation, as well as areas of training and retraining of management specialists.

First, it should be paid attention to the study:

- (1) the concept of “extreme crises”, their identification and impact at different levels of management;
- (2) organization and management of development at the regional, local and organizational levels in extreme conditions;
- (3) modern aspects of strategic risk management of territories and organizations in extreme conditions;
- (4) concepts of the territories and organizations development as innovative ecosystems in extreme conditions;
- (5) systemic impact of extreme conditions on the effectiveness of the management system, the economic, social, and ecological state of territories and organizations.

Secondly, they require the development of:

- (1) methodology and methodical tools for diagnosis, monitoring and evaluation of the impact of extreme conditions on the sustainable development of territories and organizations;
- (2) tools for evaluating the response of territories and organizations to the impact of extreme challenges;
- (3) methodology and methodological toolkit of sustainable development assessment at higher, central, regional, local and organizational levels;
- (5) methodology and methodical approaches to assessing the current state of the territory and organizations (or damage, amount of damage and lost benefit) in conditions of extreme challenges.

Thirdly, the strategic management of the territories and organizations development in extreme conditions takes into account new tools for determining development goals, namely:

- (1) strategic risk management, strategic planning and projecting strategic goals for the development of territories and organizations (management, social, economic, environmental) in extreme conditions;
- (2) methodology of digital transformation and sustainable development of territories and organizations as innovative ecosystems;
- (3) a platform approach for establishing social interaction, cooperation between the territorial community and its potential stakeholders, as well as preventing or eliminating conflicts in conditions of extreme challenges;

(4) strategic management of projects and programs of territories sustainable development taking into account the best European practices and tasks of European and Euro-Atlantic integration of Ukraine.

For each organization, territorial community of the region, country in conditions of extreme crisis, these processes are unique, they require the use of non-standard management tools, rethinking of opportunities, resources, knowledge, experience, etc. to achieve the goals of organizational sustainability and making non-traditional decisions. At the same time, the implementation of the concept of sustainable development presupposes, first of all, awareness of one's own contribution (of the country, region, territorial community, organizations) to environmental protection, economic growth and social stability. Therefore, a strategic approach to ensuring the organization stability, the territorial community of the region, and the country in conditions of extreme challenges is important in the implementation of economic, ecological, and social development goals, which, as a rule, require new solutions, innovative technologies, and ethical compromises.

The complexity of the global operating environment combined with the pressure of global competition requires maximizing employee productivity. Very promising from both a theoretical and a practical point of view are studies on the employee's organizational commitment, as a carrier of organizational values and goals, as well as the employee's efforts to achieve these goals. These issues are especially relevant in the framework of the global strategies implementation, as well as in the development and implementation of transnational companies' strategies [14]. This is extremely relevant for Ukraine in the context of post-war recovery of its economy, deepening of European integration processes and future membership in the European Union, preservation of economic competitiveness and implementation of universal values of sustainable development.

World experience shows that no organization can cope with a systemic crisis alone, let alone an extreme crisis, which requires inter-organizational cooperation in risk assessment, planning, collective response to extreme events and recovery strategies with stakeholders, including support at the state level.

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Гришко В.В., д.е.н., професор, завідувач кафедри менеджменту і логістики;
 Павленко А., магістрантка
 Національний університет «Полтавська політехніка імені Юрія Кондратюка»
 (м. Полтава, Україна)

ДЕМОГРАФІЧНІ ПРОБЛЕМИ РЕАЛІЗАЦІЇ 9 ЦІЛІ СТАЛОГО РОЗВИТКУ УКРАЇНИ «ІНДУСТРІЯ, ІННОВАЦІЇ ТА ІНФРАСТРУКТУРА» ШЛЯХОМ СТВОРЕННЯ СТІЙКОЇ ІНФРАСТРУКТУРИ, СПРИЯННЯ ІНКЛЮЗИВНІЙ І СТАЛІЙ ІНДУСТРІАЛІЗАЦІЇ ТА ІННОВАЦІЯМ

Україна прийняла і розробила проєкт «Про стратегію розвитку України до 2030», яка була сформована на основі розвитку 17 глобальних Цілей сталого розвитку. Згідно цього документу Україна зобов'язалася не тільки їх моніторити, але і реалізувати. Так, згідно досліджень ООН, щоби були опубліковані у 2020 році у аналітичній записці «Демографічні процеси» в Україні існує серйозна проблема щодо демографічної ситуації. Зокрема, низький коефіцієнт народжуваності, високий рівень смертності та постійне зростання масштабів зовнішньої міграції є основними причинами скорочення чисельності населення України. Населення України має найшвидший темп скорочення у світі, де основною проблемою є не скорочення кількості населення, а якість життя, що руйнує людський капітал. Така стрімка негативна тенденція пов'язана і із старінням нації. Відсутність у жінок поєднувати кар'єру й догляд за дітьми залишається призводить до того, що українські сім'ї не мають можливостей мати бажану кількість дітей. Наступною проблемою є те, що існує висока смертність серед чоловіків, де основною проблемою є неінфекційні хвороби, яким можна запобігти і тим самим покращити ситуацію. Однак, наявність на території України військового конфлікту на Сході України призвело до зростання не тільки зовнішньої міграції, але і внутрішньої, що посилювати негативні процеси та відповідно міграційні процеси будуть посилюватися. І як свідчить практика, станом на середину 2023 року саме міграція збільшилася суттєво і