

## ФІЛОСОФІЯ ЕКОНОМІКИ ТА УПРАВЛІННЯ PHILOSOPHY OF ECONOMICS AND MANAGEMENT

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### FORMATION OF THE PARADIGM OF GLOBAL ANTI-CRISIS MANAGEMENT DURING THE COVID-19 PANDEMIC CRISIS

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#### Abstract

*The relevance of the research* is in the face of the COVID-19 pandemic crisis, which is a global crisis in health care, organizations have developed a new global management paradigm. Managers should engage in a comprehensive compliance monitoring with the policies and Business Continuity Planning procedures. The purpose of the research is to conceptualize the global crisis management paradigm during the crisis of the COVID-19 pandemic. The purpose of the research is to conceptualize the global crisis management paradigm during the crisis of the COVID-19 pandemic. The object of the research is the formation of the global crisis management paradigm as a complex social and economic phenomenon and dynamic process. The subject of the research is an impact of the COVID-19 pandemic crisis on the global crisis management formation paradigm. The methodological basis of the research is formed by the general scientific principles of system approach; analytic methods – logical, factorial, comparative, strategic, managerial; economic-mathematical and organizational-structural modeling methods, quantitative and qualitative research of the main trends and formation and development directions of services, network and digital infrastructures, industry (services) management. The result before the research. 1. The main global crisis management problems are analyzed. 2. The global crisis management components paradigm during the COVID-19 pandemic crisis have been identified. 3. The organization management paradigm in the context of global crisis management is developed. 4. The anti-crisis program of global management of the organization is substantiated. 5. New compliance management problems in context of the global crisis management paradigm are investigated. 6. Developed Agile-management as part of the anti-crisis global management paradigm. It is concluded that in the current realities of the global crisis turbulent environment of the COVID-19 pandemic, organizations must develop their own system of global crisis management paradigm, adapted to the present and future prospects requirements.

**Keywords:** paradigm, global crisis management, COVID-19 pandemics, risk management, Agile management, compliance management.

#### Problem statement in general and its connection with important scientific or practical tasks

*The relevance of the research* is to face COVID-19 pandemic crisis, which is a global crisis in health care, international organizations have developed a new global management paradigm. The impact of the COVID-19 pandemic crisis on the global economy is growing exponentially and has both short-term and long-term consequences for business. Therefore, companies need to effectively resist this crisis and each level of the corporate organizations' structure playing a significant role in responding to the crisis by ensuring the application of best management practices. This is a problem situation, the solution of which is the main

and primary task management philosophic, which requires the formation of a global crisis management paradigm.

#### Highlighting previously unsolved parts of the general problem to which this article is devoted

To overcome the COVID-19 pandemic crisis, which is a global health crisis, a new crisis management paradigm has been developed that can be useful for company management to develop practical recommendations for overcoming it. At the heart of the paradigm is the preservation of the health and safety for employees, which is paramount. In order to overcome the crisis, organizations must demonstrate leadership and maintain an appropriate organizational culture, including clear and timely communication employees and business. Commitment to national guidelines on employee health and safety and virus prevention should also be clearly demonstrated, with a Business

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Continuity Plan review and a review (if necessary) to determine whether it is relevant and innovative. If some provisions are out of date, consider updating the Business Continuity Plan immediately. Managers should engage in a comprehensive compliance monitoring with the policies and Business Continuity Plan procedures (Odysseus, 2019).

**Purpose and formation of the goals in the article (task setting):**

**The purpose** of the research is to conceptualize the global crisis management paradigm during the crisis of the COVID-19 pandemic.

**Objectives of the research:**

- analyze the main global crisis management problems;
- to determine the components of the global crisis management paradigm during the crisis of the COVID-19 pandemic;
- to develop an organization management paradigm in the context of global crisis management;
- substantiate the anti-crisis program of global management in the organization;
- explore new issues of compliance management in the context of the global crisis management paradigm;
- to find out Agile management as a component of the anti-crisis global management paradigm.

**The object of research** is the formation of the global crisis management paradigm as a complex social and economic phenomenon and dynamic process. **The subject of the research** is the impact of the COVID-19 pandemic crisis on the formation of the global crisis management paradigm.

**Research methodology.** The methodological basis of the research is formed by the general scientific principles of the systems approach; analytic methods – logical, factorial, comparative, strategic, managerial, etc.; of economically-mathematical and organizational-structural modeling methods, quantitative and qualitative research of the main trends and directions of formation and service development, network and digital infrastructures, industry (services) management, etc. The methodology is related to the organization for economic analytic methods and organization of any methods for the efficiency formation of organization or enterprise areas (Appello, 2019).

Presentation of the main material of the research with the obtained scientific results substantiation

**1. The main global crisis management problems**

This requires a global crisis management paradigm to provide a clear signal of strong leadership

and oversight, to establish a special COVID-19 response committee either crisis management committee, or a risk management committee to oversee the impact of the crisis on organizations, involving top managers, HR representatives to implement the operational function or information technology function. To this end, open discussions should also be held on the development of new creative knowledge and skills needed to oversee the implementation of the global crisis management program. When crisis occurs, effective management allows companies effectively plan crisis response measures, distribute clearly defined functions and responsibilities, and implement an effective communication strategy. Such actions help companies recover quickly and minimize losses in their business (Odysseus, 2020)

Therefore, the main problem for modern management is to create a crisis management group in your organization from among top managers to develop a comprehensive plan to overcome the consequences of the crisis in different possible scenarios. The program should be commensurate with the intensity and duration of the crisis, the potential impact on liquidity, funding, key business lines and supply chains. It is also necessary to establish periodic communication channels between the crisis response team and the anti-crisis committee for the implementation of these programs, providing all the necessary information for all governmental levels. It is necessary to determine who is of paramount importance to the company during this crisis and what critical “anti-crisis skills” may be needed to form a team, affecting the readiness for anti-crisis measures and their reliability (Gerben & Petersma, 2020).

**2. Component paradigms of global crisis management during the crisis of the COVID-19 pandemic**

The paradigm should include management development, including: internal control: adequacy of PNB policies and procedures; IT control mechanisms related to remote work; workplace safety; food safety, etc. and other problematic IT issues. In times of crisis, these weaknesses may be exacerbated, including: the adequacy of appropriate controls, including but not limited to PNB, IT security, controls and remedies; risk management, risk assessment and mitigation measures, as well as their long-term consequences. If these aspects have not been recently tested or management is not sure that such an inspection has been carried out, it should be carried out (Sunil, 2020).

If these aspects have recently been reviewed, continue to monitor the implementation of appropriate measures, combined with regular reporting and necessary corrective action. One of the programmatic points of the crisis management paradigm is information disclosure and transparency, which should create an atmosphere of trust by communicating with investors and all important stakeholder groups about how COVID-19 affects the organization. Stakeholders include employees, customers, suppliers, local communities and local authorities. Why publish information on COVID-19-related activities and practices on its website in the event of a diversified shareholder and stakeholder base, and consider disclosure requirements for significant changes that may affect profits and future prospects. Not forgetting constant communication and openness in relations with investors and stakeholders can create an atmosphere of trust and a good reputation of the company (Peter, Drucker, 2000).

The organization of production processes during the crisis of the COVID-19 pandemic plays an important role. Putting sales online, changing production volumes, building logistics and corporate culture – companies of various sizes have had to reconsider the usual processes due to the pandemic. The paradigm of organizational management considers how management will change and what tasks will be solved by anti-crisis management in the post-quarantine world.

### **3. The organization management paradigm in the context of global crisis management**

The organization's management paradigm in the context of global crisis management includes the following management components:

1) Administrative processes and motivation. The number one trend is to review the work schedule of employees. For example, in Japan, reducing the working week from five to four days has made people more efficient: it turns out that the same amount of tasks is performed.

2) Most companies, moving to remote work, felt that you can also be productive from home, but in this situation, the HR department of the organization must remember the flexible motivation for employees:

3) Flexible working day: it is important for workers with children to pick them up from kindergarten or school and the opportunity to leave two hours earlier will be an additional motivation for them.

4) Organization and payment for leisure: payment for a fitness club, organization of interest clubs – good points to add them to the company's bonus. A series

of joint meetings with colleagues will be especially relevant now, after leaving the distance and will help unite the team (Peter, Drucker, 2020).

5) Partial preservation of remote mode, especially for those who have shown high efficiency working from home; for some employees, you can enter a reduced working day or week. This flexibility of the employer can be a good help in changing working conditions and finding ways to reduce costs.

6) Corporate culture: for many, isolation is psychologically difficult to endure, and returning to the office is stressful again. Therefore, you can create online competitions with teams from different departments and thus give the opportunity to communicate with new people, and open public talk with management will help to get timely feedback from both ordinary employees and top management (Karlgaard, 2017).

Now businesses have begun to actively audit current roles and organizational structure in search of more effective solutions. Many processes will be digitized, made less dependent on the human factor. For example, document management will be optimized (no need to go to the HR department for help), artificial intelligence in customer chats will replace call center operators, and supporting IT functions to configure the workplace (laptop or desktop computer) can be performed remotely. IT infrastructure and security. At the time of full return to the offices, many IT processes will have already been formed. But they need to be optimized for the revised strategic goals. Those who have not yet had time will have to think about digitizing processes and do so as soon as possible. The key to survival in a crisis situation – rapid adjustment to market changes: customer preferences and demand structure. And speed depends on technology (Kennedy, 2019).

Finance. Most companies are waiting for a review of sales plans – in the negative or positive direction. In this regard, it is necessary to analyze how the expenditure part will change: logistics costs, rent (some companies will reduce the leased space, close or change the location of facilities), salaries. Budgets for digitization and optimization of online processes will increase. Sales and customers. In some industries, demand may go online, mostly a mix is possible. But the percentage of offline and online work will change. Analyze the change client path in the new reality. Conduct an online loyal customer's survey – it's fast and inexpensive. If customers have switched from offline to online, you need to make sure that online processes work just as effectively

as offline (or even better). Customers are already accustomed to a certain service level and are now waiting for it online: delivery times, return, payment by card, check the goods buying and refuse, purchase cost, call center and the ability to quickly get advice on the product.

Completely automate all processes from scratch, make them seamless – it's slow and expensive, but necessary for survival. Analyzing the changing customer path in the new reality, conducting online surveys of loyal customers – it's fast and inexpensive, and if customers have moved from offline to online, you need to make sure that online processes work just as effectively as offline (or better yet) (K Liker, 2019).

Customers are already accustomed to a certain service level of and are now waiting for it online: delivery times, return, payment by card, check the goods when buying and refuse, purchase cost, call center and the ability to quickly get advice on the product. Completely automate all processes from scratch, make them seamless – it's slow and expensive, but necessary for survival.

Marketing. How to build a pricing policy, which sales channels to promote, which promotions will be effective, which competitors remain and whether new ones have appeared, which new opportunities for partnership have emerged – the marketing function also rethinks strategy and learns to work in a new market. Existing promotion channels and approaches need to be reviewed. Personalizing product recommendations is often many times more effective than regular advertising – and now is the best time to implement it. Supply chain. Logistics in this situation is one of the most vulnerable areas. It is important to pay attention to inventory rebalancing, supplier review, redesign and supply optimization. Properly established processes in these areas will definitely speed up the process of overcoming the crisis for the company. Achieve the maximum, for which to define a new strategy and start with the main thing – to diagnose the current situation and define a strategy based on the new reality. Analyze losses (if any) and identify a different approach and possibly a new company culture (Lalu, 2017).

Raise morale, confidence and motivation of many employees, both undermined by fears caused by the pandemic and the risk of losing their jobs, by organizing a series of events to raise morale, communicate a new strategy and engage employees. Manage changes. Think about it, how to communicate about new information and key

messages to employees, and how they will adapt to new conditions. Involve project managers, so these people know how to introduce something new, gather a team from different departments and properly manage risks and budget. These are agents of change who have the skills for the transformations that are happening now in companies, so do not be afraid to use their abilities properly. Emphasize what brings value; implement projects only in accordance with strategic priorities and available resources. Use agile techniques and be creative, look for flexible approaches to solving problems, digitize processes, look for new solutions for optimization, research innovations and leave only what is critical and important for the company.

Over the past couple years, companies around the world have faced a number of unprecedented challenges. Many of the tasks that their managers have just learned to cope with will remain relevant in 2022. Unsurprisingly, that high priority of ensuring long-term business sustainability and strong focus on environmental, social and management (“ESG”) aspects of the business. (Porter (2019).

#### **4. Anti-crisis global management program in the management of the organization**

The global crisis management program includes: Diversity, equality and inclusiveness. These three concepts are so often mentioned together that in the English business literature you can increasingly find a combination of “DEI”, which secretly refers to something “divine” abbreviation, meaning “diversity, equity, and inclusion”. DEI social programs are developed and implemented by many organizations, but many of them, despite the seemingly common goals, lack real clarity and specificity (Steiner, 2018).

Social programs to ensure diversity, equality and inclusiveness are inconceivable without culture and values, so professional ethics and compliance are most directly linked to them. Strengths and weaknesses analysis of their organizations, their risks and opportunities should be included to determine where to direct the work of managers, allocating adequate resources and staff. ESG priorities. Significant from a financial point of view, ESG risks logically connect compliance teams to direct participation in the management of these risks, including, and this trend will continue next year without any doubt. Organizations are experiencing increased public awareness of ESG issues, and the role of compliance in ESG risk management should continue to grow along with the priority given to the creation and development of ESG initiatives by organizations.

Mandatory ESG reporting. Related to this, the third major trend is the preparation for new ESG reporting requirements in the US, Europe, the UK, and around the world, which has led to the formation of the EU's Corporate Sustainability Reporting Directive (CSRD), which will affect more than 50,000 organizations, including American ones with European representations. In 2022, the transition from voluntary ESG manuals to binding requirements will continue and accelerate, especially with CSRD. The digital economy also requires adaptation to conditions that require increased cybersecurity measures. It is equally important to be able to "label" your data, which can be stored on cloud servers. However, it becomes more difficult to cultivate a culture of open communication, when employees can, without fear of dismissal, persecution, etc., share what worries them in the life of their native organizations. The virtual world creates a lot of information "noise", which is harder to break through, but it must be done to reach your employees and help them focus on what is important to them (Tetlock & Gardner, 2018).

Corporate learning and policy. Experts believe that many years will be a continuation of the previous few years, including the period before the pandemic. Even then, there was a development and adaptation trend of corporate policies and training programs to a polarized environment while investing in technology and resources to ensure education equality in the workplace. Simply put, this means prioritizing access to high technology for all and ensuring that training programs are equally accessible to all employees, including even blue-collar workers. Adapting corporate training programs to new risks has reached a new level of relevance for all organizations in recent years, including the introduction of anti-discrimination protocols, measures against discrimination and sexual harassment, and new approaches to diversity and inclusiveness (Foster & Tom, 2019).

Continuity risks. For two years now, business continuity has been a really special place in practice. The national requirements of individual countries can be the most difficult. For example, Directive 2019/1937 requires that formal channels and information procedures are established in each organization with more than 50 staff members. It sounds clearly, but how to organize everything in practice so that it was right, it is not clear to everyone. The biggest challenges will be in how organizations investigate all these local requirements.

With the entry into force of the new requirements, companies will have to take care not only to comply with them in simple compliance terms, but also to actually investigate all potential violation cases that are reported (Voronkova, 2019).

Personal data protection. At the global level, attention to personal data security programs will continue next year, and current and new legislation in this area will require management to direct additional resources to support compliance. Many will have to move in their work to comprehensive data security programs that go beyond the requirements proposed by any one law. One way to do this is to take a well-known foundation and build a universal corporate data retention policy. There are many options to choose from: OECD Guidelines for the Protection of Privacy and Transboundary Movements of Personal Data, ISO 27001: 2013 Information Technology. Protection methods. Requirements", Generally Accepted Privacy Principles (GAPP) of the AICPA, Fair Information Practice Principles (FIPP) of the US Federal Trade Commission, NIST Privacy Framework.

#### **5. Compliance management in the context of the global crisis management paradigm**

Compliance – comes from the verb to comply – "perform" – and literally means compliance with certain rules, requirements or conditions. In the context of business, compliance means the legitimacy of the company as a whole and each of its employees, from top management to all branches and departments. In the eyes of the counterparties, compliance verification confirms that you meet law requirements, the proposed rules, the norms of certain standards and / or the terms of the contract. Sabermetry is the use statistics for complete and accurate analysis. Big data will force managers to reconsider their approaches. This refers to the phrase "compliance sabermetrics" – sabermetrics in the context of compliance. Here's an example: While many organizations still believe that numerous reports of violations indicate an organizational culture problem, a new look at the data will raise some questions in the future: Do organizations have enough resources to effectively investigate increased information? Flow for employees. In general, all compliance risks can be divided into three main types of risks: financial, operational and business. Violation of compliance threatens financial and reputational losses (Voronkova, Andryukaitene, & Maksymenyuk, 2017).

For compliance departments, the key conclusion is in increasing the messages frequency and their further

analysis will cast even more doubt on assumptions about which indicators require attention and what they say about the organizational state culture. To be successful, you will need to investigate in this area, abandoning the usual intuitive approach in favor for more careful research of empirical data. The main task of the compliance department head is to ensure compliance with the law, regulations, standards, rules of fair competition, internal policies to resolve conflicts of interest, corporate ethics, information on abuse, fraud, etc. and other internal regulations of the Fund. (Voronkova, 2015).

The head of the compliance department belongs to the professional group “Managers”. Appointment to the position of the compliance department head and dismissal from it is carried out by Director of the Fund with the consent (approval) of the Supervisory Board, in compliance with the Labor Code of Ukraine and current labor legislation of Ukraine. The head of the information technology department reports directly to the financial director of the Fund. Types of compliance – tax, labor, anti-corruption, criminal law, antitrust, banking, etc. The main risk management principle is their early prevention. Thus, compliance control is based on three “whales”: detection (ability to identify risks), prevention (risk control), response (ability to act correctly in certain situations). Simply put, you need to minimize the likelihood of any risk or at least mitigate the consequences of its implementation. To do this, all employees of the company must not only know and follow the rules, but also understand what they will do in case of risk and how they will continue their activities. The main strategy for compliance risk management in the company is the introduction of business ethics based on compliance with the letter of the law (Voronkova, 2014).

Purpose and objectives of compliance policy:

- 1) Creation and implementation of a high culture of compliance policy at the enterprise;
- 2) Doing business in compliance with the standards of business ethics and values of the enterprise;
- 3) Analysis and prevention of situations in which non-compliance with legal requirements, regulatory requirements and principles of ethical business conduct is possible;
- 4) Minimization of the risk of negative consequences associated with the application to the company of measures of influence for non-compliance with the law, regulatory requirements and principles of ethical business conduct

and generally accepted norms of business ethics;

5) Obligation of the employees of the enterprise to know and adhere to the principles and requirements of the current Regulations on Compliance – the policy, the basics of the current anti-corruption legislation and procedures to prevent corruption (Voronkova, Metelenko, Nikitenko, & Silina, 2019).

#### **6. Agile-management as a component of the paradigm of anti-crisis global management**

Risk management is implemented in companies in various fields – not only in finance, but also in manufacturing, medicine, trade, government agencies and many other industries. That is, if your field of activity is associated with certain risks and / or requires a license – then compliance control is literally necessary. It is also extremely useful if you care about maintaining the reputation and assets of the business. So far, only a few Ukrainian companies have acknowledged that compliance is a factor in business success (Kirichenko, 2019).

Agile management is a set of methods that helps developers and managers to carry out pragmatic project management. The team that uses Agile to develop provides managers with the data they need to make management decisions. Agile management is first and foremost a feedback-oriented approach. The Agile project begins with analysis, but it never ends. Managers divide the time allocated to the implementation of certain problems into regular steps, called iterations, sprints. The iteration begins with the number of problems that the organization will need to solve. Agile management – helps managers solve problems and integrate the team into one. An organization’s software is the lifeblood through which organizations thrive and strive for continuous improvement and persistent learning. Agile is a set of methods that form the basis of professional ethics and business interaction.

An integral Agile-management part is compliance-management, which will help: protect the interests of the company, investors, customers, employees; avoid problems with regulators responsible for maintaining the purity of doing business; to acquire and maintain its reputation as a worthy market participant, work with which does not carry additional risks. Thus, the compliance function is as follows: to consult on adopted laws, rules and standards, as well as to inform about the latest changes in this area; identification, assessment and analysis of compliance risks; control, inspection, reporting; compliance program. Therefore, compliance specialists need to: constantly be up to date on legislation and recent

changes; understand the business management intricacies in the area where they implement the compliance system; be able to inform everyone about what should be done and what can not be done at all (from top managers and business decision makers to all employees of the company); Establish communication so that employees can anonymously detect violations in the company through the so-called Hotline, but care should be taken to ensure that whistleblowers do not abuse this mechanism in order to harm someone.

The main Agile-management document is the compliance program, which is based on the Code of Conduct. This document regulates the conduct rules of organization employees in interaction with customers, other employees, contractors, suppliers, supervisors and other third parties with whom an employee deals in the performance of their professional duties. In addition to the Conduct Code, the company can develop documents such as the Corporate Ethics Code (Ethics Code), Gift Policy and others (Fursin, 2008).

Compliance management – compliance of the enterprise and employees with current requirements, and activities outside Ukraine in cases – applicable foreign law, domestic production, organizational – administrative documents, as well as other decisions of the company’s management.

Compliance management – the company’s policy aimed at minimizing the legal and reputational risks arising from violations by its employees, regardless position, persons acting on behalf of the Company by potential and current contractors, professional and ethical requirements, including principles and norms to prevent, prevent, detect, assess and monitor corruption risks established by organizational and administrative and production documents of the Enterprise or directly provided by law.

Compliance management is a policy applied in the daily activities of the Company in the activities implementation and functions in all departments. The main circle of persons covered by the provision is employees of the enterprise who are in an employment relationship with him, regardless of the position held and the functions performed.

**Analytic results can be summarized in the following contradictions:**

- Contradictions between the main theses of the concepts of “digital” economy and understanding of the “digital” economy and the policy implemented essence by the authorities on its development. The goals of the state innovation policy, the policy

of scientific and technological development are often declarative in nature and are not supported by specific measures in practice;

- Contradictions between some components of the institutional infrastructure of the “digital” economy (a number of institutes of science and education) and modern requirements for the development of the “digital” economy and modern economic reality;

- Contradictions between the nature of imported components of the institutional infrastructure of the “digital” economy (development institutions, institutions of management of the “digital” economy) and the institutional conditions of high-tech economic activity in the economy;

- Contradictions between institutions – rules and norms enshrined in regulations (including tax law, intellectual property institutions), and the peculiarities of economic activity in the “digital” economy, their unwillingness to regulate the above area (Cherep, Voronkova, Mutz, & Fursin, 2019).

The above contradictions should be taken into account when developing public policy measures in the development direction of information and digital economic sector in a pandemic crisis. There is a need for a conceptual rethinking by the authorities of the economy essence of modern technological generation (primarily the development of high-tech production), construction and implementation of state strategy for information and digital economy based on this concept. Such components of the institutional infrastructure in modern technological generation economy, as science and education institutes, require radical modernization of scientific and technological processes, bringing them in line with modern world standards in the above field. Ineffective formal institutions that hinder the intensification of the innovation process in the “digital” economy require quality replacement.

**Conclusions of the research and prospects for further exploration in this direction**

Currently turbulent global crisis COVID-19 pandemic environment, based on the real research analysis, leading concepts and theorists in management, we must develop our own global crisis management paradigm system, adapted to today’s requirements and future prospects. Identifying modern management current issues should be mandatory for managers’ at all governmental levels, starting from the highest hierarchy level. Organizations still have to deal with growing concerns about the negative

digitalisation effects, including the shrinking or even disappearing traditional markets, replacing some professions with automated systems, increasing cybercrime, human rights vulnerabilities in the digital space, and threats to digital identity.

Chief Executive Officers must come to the development of the “pure Agile” paradigm, that is based on:

1) people and cooperation are more important than processes and tools;

2) the working product is more important than comprehensive documentation;

3) cooperation with the customer is more important than discussing the terms of the contract;

4) readiness for change is more important than the following the plan.

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## **ФОРМУВАННЯ ПАРАДИГМИ ГЛОБАЛЬНОГО АНТИКРИЗОВОГО МЕНЕДЖМЕНТУ У ПЕРІОД КРИЗИ ПАНДЕМІЇ COVID-19**

### **Анотація**

*Актуальність дослідження у тому, що, зіткнувшись із кризою пандемії COVID-19, що є глобальною кризою у сфері охорони здоров'я, організації виробили нову парадигму глобального менеджменту. Керівники повинні задіяти функцію комплексного контролю за дотриманням політик та процедур Плану забезпечення безперервності бізнесу. Мета дослідження – концептуалізація парадигми глобального антикризового менеджменту у період кризи пандемії COVID-19. Мета дослідження – концептуалізація глобальної парадигми антикризового менеджменту у період кризи пандемії COVID-19. Об'єктом дослідження є формування парадигми глобального антикризового менеджменту як складного соціального та економічного феномена і динамічного процесу. Предметом дослідження – вплив кризи пандемії COVID-19 на формування парадигми глобального антикризового менеджменту. Методологічна основа дослідження сформована загальнонауковими принципами системного підходу; методами аналізу – логічного, факторного, порівняльного, стратегічного, управлінського; методами економіко-математичного та організаційно-структурного моделювання, кількісного та якісного дослідження основних тенденцій та напрямків формування та розвитку сфери послуг, мережевої та цифрової інфраструктур, галузевого (у сфері послуг) менеджменту. Результат дослідження. 1. Проаналізовано головні проблеми глобального антикризового менеджменту. 2. Визначено складові парадигми глобального антикризового менеджменту у період кризи пандемії COVID-19. 3. Розроблено парадигму управління організацією у контексті глобального антикризового менеджменту. 4. Обґрунтовано антикризову програму глобального менеджменту в управлінні організацією. 5. Досліджено нові проблеми менеджменту комплаєнсу у контексті парадигми глобального антикризового менеджменту. 6. Розроблено Agile-менеджмент як складову парадигми антикризового глобального менеджменту. Зроблено висновок, що у сучасних реаліях турбулентного середовища глобальної кризи пандемії COVID-19, організації повинні розробити власну систему парадигми глобального антикризового менеджменту, адаптовану до вимог сьогодення та перспектив на майбутнє.*

**Ключові слова:** парадигма, глобальний антикризовий менеджмент, пандемія COVID-19, управління ризиками, Agile-менеджмент, комплаєнс-менеджмент.

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