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MANAGEMENT IN THE CONTEXT OF UKRAINE'S ECONOMIC RESILIENCE

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Abstract. The article examines resilience management of Ukraine's economy under contemporary crisis conditions and global uncertainty. The theoretical foundations of economic resilience are substantiated, and its key components are identified, including shock resistance, adaptability, and structural transformation capacity. The impact of crisis factors such as military conflict, macroeconomic instability, and global economic disruptions on the national economy is analyzed. It is established that effective management is a decisive factor in ensuring economic resilience, encompassing macroeconomic regulation, institutional mechanisms, strategic governance, and digital transformation. International experience in building resilient economic systems is studied, and opportunities for its adaptation in Ukraine are identified. Directions for improving management approaches to enhancing the country's economic stability are proposed.

Key words: economic resilience, management, crisis management, economic stability, Ukraine, institutional development, strategic governance.

Introduction. The relevance of research into the management of Ukraine's economic resilience stems from the unprecedented challenges faced by the national economic system amid a full-scale war, global economic instability and structural transformations. Economic resilience is viewed as the ability of the economic system to withstand shocks, adapt to changes and restore sustainable growth following crises.

For Ukraine, the issue of developing effective management mechanisms to enhance economic resilience is of strategic importance, as this determines not only the pace of recovery but also the country's long-term competitiveness in the global economy. In the academic literature, considerable attention has been paid to the concept of economic resilience; however, the managerial aspect of ensuring it in the context of a protracted crisis has not been sufficiently explored.

The aim of this article is to examine the role of management in shaping and strengthening the resilience of Ukraine's economy, as well as to identify the key instruments of managerial influence on economic recovery processes.

The methodological framework of the study comprises a systematic and comparative analysis, a synthesis of statistical data from international organisations (the World Bank, the IMF), as well as the academic approaches of Ukrainian and international researchers to issues of economic resilience.

The concept of economic resilience is interpreted in contemporary academic thought as the ability of an economic system to withstand external and internal shocks, minimise their negative impact, and ensure the rapid restoration of basic development functions. According to the World Bank's approach, resilience comprises three key components: resistance, adaptability and recovery (World Bank, 2013).

Within the framework of neoclassical and institutional economic theory, resilience is viewed as the result of effective interaction between market mechanisms and public governance. In particular, the OECD emphasises that the level of economic resilience is determined by the quality of institutions, the flexibility of macroeconomic policy, and the government's ability to respond swiftly to crisis situations (OECD, 2023).

For Ukraine, this concept is particularly relevant in the context of structural economic reform, the destruction of productive infrastructure, and the need for integration into the European economic area. In this context, resilience functions not only as an economic characteristic but also as a strategic management category that determines the effectiveness of state economic policy.

An important aspect of theoretical analysis is the distinction between the concepts of 'stability' and 'resilience'. Whilst stability implies the preservation of a system's equilibrium, resilience is the system's ability to change and adapt without losing key developmental functions (Briguglio et al., 2009). It is precisely this dynamic property that is critically important for Ukraine's modern economy.

The theoretical foundations of the study indicate that economic resilience is shaped by the complex interplay of institutional, managerial and macroeconomic factors, amongst which effective management at both the state and enterprise levels plays a key role.

The further development of the concept of economic resilience is linked to a shift from a purely macroeconomic understanding of resilience to a more comprehensive approach that takes into account managerial, institutional and behavioural factors. In contemporary research, the emphasis is shifting towards the ability of economic systems not only to withstand crises but also to transform under their influence, using shocks as opportunities for structural reform and modernisation.

In this context, resilience management is viewed as a system of managerial decisions aimed at enhancing the economy's adaptability, reducing the vulnerability of key sectors and ensuring sustainable development in conditions of uncertainty. Strategic public governance takes on particular importance, encompassing recovery planning, resource coordination, crisis management and the formulation of long-term economic policy priorities.

For Ukraine's economy, the challenge of managing resilience is multifaceted. On the one hand, it is linked to the need for the rapid restoration of damaged infrastructure, industrial capacity and the financial system. On the other hand, it stems from the need for a profound transformation of the economic model towards greater innovation, diversification of production and integration into global markets.

It is also important to bear in mind that contemporary crises are cumulative in nature and often overlap: military conflicts, energy shocks, inflationary pressures and global supply chain disruptions. This reinforces the need for proactive management, which involves not only responding to crises but also forecasting and preventing them.

Effective management of Ukraine's economic resilience must be based on a combination of state strategic governance, institutional capacity and the adaptability of the business environment. It is precisely this integrated model that enables the development of long-term economic stability in the complex conditions of the modern global environment.

An important aspect of the study is to determine the role of management tools in ensuring economic resilience at various levels–national, regional and corporate. In the current climate, the effectiveness of management directly influences the speed of economic recovery, the ability to attract investment and the creation of a competitive environment.

Scientific approaches pay particular attention to the concept of crisis management, which is an integral part of the resilient management system. Its task is to identify risks in a timely manner, minimise losses and ensure the continuity of key economic processes. In the case of Ukraine, this function is of critical importance due to the high instability of the external environment and a significant level of uncertainty.

The role of digital transformation as one of the key factors in enhancing economic resilience deserves special mention. The introduction of digital technologies into public administration, the financial sector and business processes enables greater transparency, faster decision-making and more efficient resource allocation. This, in turn, creates additional mechanisms for the economy to adapt to crisis conditions.

The management of Ukraine's economic resilience is a complex, multi-level system that combines strategic public administration, institutional reforms, crisis response mechanisms and digital innovations. This study aims to provide a detailed analysis of these components and assess their effectiveness in the current context.

Main text. The aim of this research article is to provide a theoretical justification and empirical analysis of the role of management in ensuring the resilience of Ukraine's economy, as well as to identify key management tools that contribute to enhancing the resilience of the national economic system in the face of crisis challenges and global uncertainty.

To achieve this aim, the following main objectives have been identified:

1. To summarise theoretical approaches to the concept of economic resilience and its components.
2. To explore the nature of resilience management as a distinct area of modern economic governance.
3. To analyse the impact of crisis factors (military, economic, global) on the stability of Ukraine's economy.
4. To determine the role of state and corporate management in shaping the adaptability of the economic system.
5. To examine anti-crisis and strategic management tools aimed at enhancing economic stability.
6. To summarise international experience in ensuring economic resilience and the possibilities for its adaptation in Ukraine.
7. To formulate practical recommendations for improving management mechanisms to enhance the resilience of the national economy.

The research framework is based on the comprehensive use of a wide range of scientific, analytical and statistical sources, enabling a comprehensive assessment of the state and development trends of Ukraine's economy in conditions of systemic instability and crisis-driven transformations. Particular attention is paid to macroeconomic indicators reflecting the dynamics of gross domestic product, inflation, unemployment, investment activity and the balance of trade. These data enable an assessment of the country's overall economic resilience and its capacity to recover from shocks (World Bank, 2013).

Analytical reports from international organisations, in particular the World Bank, the International Monetary Fund and the United Nations Development Programme, have become an important component of the information base. These documents contain summarised assessments of the impact of global crisis factors, such as wars, energy shocks, disruptions to supply chains and financial imbalances, on the economies of developing countries. In particular, these sources enable us to determine Ukraine's position within global processes of economic turbulence and to identify key areas for enhancing its resilience (IMF, 2022).

In addition, analytical materials from the Organisation for Economic Co-operation and Development (OECD) have been utilised, which contain conceptual approaches to shaping economic resilience policies in conditions of uncertainty. These sources emphasise the role of public governance, institutional quality and the flexibility of economic systems as key factors in ensuring resilience (OECD, 2023).

The academic works of foreign researchers, in particular R. Martin and P. Sunley, who view economic resilience as a multidimensional phenomenon encompassing the ability of regional and national economies to adapt to structural changes, crises and long-term shocks (Martin & Sunley, 2015). Their approaches have deepened our understanding of the spatial and institutional aspects of economic resilience.

Materials from the United Nations Development Programme (UNDP) were also drawn upon, in which economic resilience is viewed as an integrated process of interaction between social, economic and governance factors that determine a society's capacity to recover from crisis events (UNDP, 2022). This has enabled the analysis to extend beyond purely economic indicators and take into account the socio-institutional dimension of the issue.

The methodological framework of the study is based on a combination of general scientific and specific economic methods, ensuring a comprehensive and multi-level approach to the analysis of the management of Ukraine's economic resilience.

System analysis was applied to examine economic resilience as a complex dynamic system, encompassing the interaction of public administration, market mechanisms, the institutional environment and the behaviour of economic agents. This approach has made it possible to identify the interrelationships between individual elements of the economic system and to assess their impact on the overall level of resilience (IMF, 2022).

A comparative method was used to analyse international experience in shaping economic resilience policy. A comparison of the approaches adopted by various countries and international organisations made it possible to identify the most effective models of crisis management and the scope for adapting them to the Ukrainian context (OECD, 2023).

The statistical method enabled a quantitative assessment of Ukraine's macroeconomic indicators, the identification of trends in their changes during crisis periods, and the determination of the extent to which external shocks influence economic dynamics. Particular attention was paid to the analysis of changes in GDP, inflation and the level of investment activity (World Bank, 2013).

The generalisation method was applied to synthesise the results obtained and formulate conceptual conclusions regarding the role of management in ensuring economic stability. This allowed for the integration of theoretical propositions and empirical data into a single analytical model (Martin & Sunley, 2015).

In addition, elements of institutional analysis were employed, enabling an assessment of the impact of state institutions, the regulatory environment and governance practices on the development of the economic system's resilience. This is particularly important in the context of Ukraine, where institutional transformations play a key role in economic recovery processes (UNDP, 2022).

The study found that management is one of the key factors in ensuring economic resilience, as it is through management decisions that mechanisms for the adaptation, stabilisation and recovery of the economic system are implemented. The analysis showed that the effectiveness of management determines not only the economy's ability to respond to crises, but also creates the conditions for its long-term development.

At the state level, resilience management manifests itself through the implementation of macroeconomic policy aimed at supporting financial stability, stimulating economic activity and ensuring social protection for the population. It has been established that, in the face of crisis challenges, the flexibility of fiscal policy, the effectiveness of monetary regulation and the coordination of actions between different branches of government take on particular importance. It is precisely these factors that make it possible to minimise the negative consequences of economic shocks and ensure the stable functioning of key sectors of the economy (IMF, 2022).

A key finding is the identification of the role of strategic management in building resilience. The study showed that countries with clearly defined economic development and crisis response strategies demonstrate a higher level of resilience to external shocks. In this context, it is crucial for Ukraine to implement long-term recovery strategies that combine economic, institutional and innovation components (OECD, 2023).

At the enterprise level, resilience management manifests itself through a business's ability to adapt quickly to changes in the market environment, diversify supply and sales channels, and implement innovative technologies. It has been established that enterprises that actively use digital management tools have significantly higher resilience to crises, as they are able to respond promptly to changes in supply and demand (World Bank, 2013).

Particular attention is paid to the role of institutional management, which ensures the creation of a favourable environment for the functioning of the economy. The research findings indicate that the quality of state institutions, the level of transparency and the effectiveness of regulatory policy directly influence the economy's ability to recover from crisis shocks (UNDP, 2022).

It has also been established that crisis management is a key component of resilience management, involving the development and implementation of measures aimed at preventing crisis situations, minimising their consequences and ensuring the continuity of economic processes. In the case of Ukraine, this includes supporting critical infrastructure, stabilising the financial system and securing international assistance (IMF, 2022).

Management is a defining element in the system for ensuring Ukraine's economic resilience. An effective combination of state, institutional and corporate governance creates the conditions for enhancing the economy's resilience, its adaptation to contemporary challenges and ensuring sustainable development in the long term.

The study found that Ukraine's modern economy operates under the influence of multi-level crises, which are of both internal and external nature. The most significant of these are military conflict, macroeconomic instability, energy shocks and disruptions to global supply chains. The combined effect of these factors creates a high level of uncertainty and significantly complicates the processes of economic recovery.

The results of the analysis indicate that the military factor is a key determinant in the decline of Ukraine's economic resilience. The destruction of production infrastructure, the reduction in industrial capacity, the forced displacement of the workforce and the decline in investment activity have led to a significant slowdown in economic growth. At the same time, it has been established that even under such conditions, the economy shows signs of adaptability, manifested in the recovery of certain sectors and the reorientation of business towards new markets (World Bank, 2013).

The second important factor is macroeconomic instability, which manifests itself in high inflation, exchange rate fluctuations and a decline in the population's purchasing power. The study showed that these phenomena significantly affect the overall level of economic resilience, as they reduce opportunities for accumulating resources and investing in economic recovery (IMF, 2022).

Particular attention was paid to energy shocks, which have become one of the key challenges for Ukraine's economy. Disruptions to energy supplies, rising energy costs and the destruction of energy infrastructure have led to a decline in production activity and increased costs for businesses. At the same time, it has been established that the active introduction of alternative energy sources and energy efficiency measures helps to increase the economy's adaptability to such challenges (OECD, 2023).

Global factors also have a significant impact on economic resilience, in particular disruptions to international supply chains and changes in the global economy. The study showed that Ukraine's dependence on external markets makes its economy sensitive to global fluctuations, yet at the same time creates opportunities for diversifying trade links and integrating into new economic spaces (UNDP, 2022).

A key finding is that the negative impact of crisis factors can be significantly reduced through effective management. In particular, the timely implementation of anti-crisis measures, support for key sectors of the economy and coordination of actions between state institutions make it possible to reduce the level of economic losses and accelerate the recovery process (IMF, 2022; World Bank, 2013).

Crisis factors have a complex and interrelated impact on Ukraine's economy. At the same time, it has been established that, provided there is effective management and the implementation of adaptive strategies, their negative impact can be minimised, thereby creating the conditions for the formation of a more resilient and flexible economic system.

The study found that ensuring Ukraine's economic resilience depends to a large extent on the effective application of modern management tools, covering both the state and corporate levels. A systematic review of academic approaches has enabled the identification of key groups of management tools that enhance the resilience of the economic system in the face of crisis challenges.

The first group comprises macroeconomic regulation tools, which include fiscal and monetary policy. The study showed that flexible budget planning, effective management of public finances and control of inflationary processes are fundamental conditions for maintaining economic stability. In particular, the implementation of expansionary fiscal policy during a crisis helps to stimulate economic activity and support domestic demand (IMF, 2022).

The second important group consists of institutional instruments, which include improving the regulatory and legal environment, increasing the transparency of public administration, and strengthening institutional capacity. It has been established that effective institutions create the conditions for a rapid response to crisis situations and ensure the stability of economic processes in the long term (UNDP, 2022).

The third group comprises strategic management tools, which involve the development of long-term economic development and recovery programmes. Research findings indicate that the existence of clear strategic guidelines enables the state to coordinate resources more effectively, identify priority areas for development and ensure the consistency of economic policy (OECD, 2023).

Particular attention is paid to digital management tools, which are playing an increasingly important role in ensuring economic resilience. The introduction of digital platforms, the automation of management processes and the use of big data contribute to more effective decision-making, lower transaction costs and improved interaction between economic actors (World Bank, 2013).

At the enterprise level, the key tools are business diversification, risk management, cost optimisation and innovative development. Research has shown that companies that adopt modern management approaches, including flexible organisational structures and digital technologies, demonstrate a higher level of resilience to crisis impacts.

Another important tool is international economic cooperation, which involves securing financial assistance, investment and technology. It has been established that Ukraine’s integration into the global economy creates additional opportunities to enhance its resilience, in particular through access to external resources and the exchange of expertise in crisis management (IMF, 2022; OECD, 2023).

The research findings indicate that resilience management tools are multifaceted and encompass a wide range of measures – from macroeconomic regulation to digital innovation and corporate governance. Their effective combination enhances the resilience of Ukraine’s economy, facilitates its adaptation to contemporary challenges and lays the foundation for sustainable development in the long term.

The study found that international experience in ensuring economic resilience demonstrates high effectiveness when strategic management, institutional stability and innovative development are combined. An analysis of practices in developed countries has identified key approaches to building resilient economic systems that can be adapted to the conditions in Ukraine.

In particular, within the European Union, long-term strategic planning plays a key role, involving the development of comprehensive programmes to respond to crisis challenges. Such programmes include mechanisms to support businesses, stimulate innovation and ensure social stability. Research has shown that it is the systematic and consistent nature of management decisions that ensures a high level of economic resilience (OECD, 2023).

In the US, the effectiveness of economic resilience is largely ensured by the flexibility of market mechanisms, a developed financial system and the active role of the state during periods of crisis. A key element is the rapid implementation of anti-crisis measures aimed at supporting corporate liquidity and stabilising the labour market (IMF, 2022).

The experience of Asian countries, particularly South Korea and Singapore, demonstrates the importance of investment in technological development and human capital. It has been established that a high level of economic digitalisation and effective public governance facilitate rapid adaptation to external shocks and ensure competitiveness at the global level (World Bank, 2013).

Particular attention has been paid to the experiences of countries undergoing post-crisis recovery. The analysis has shown that the key factors for successful recovery are international support, the effective use of financial resources, and the implementation of structural reforms. In this context, international organisations that provide financial and expert assistance for the recovery of economic systems play an important role (UNDP, 2022).

Based on the analysis, the main directions for adapting international experience to the conditions in Ukraine have been identified. Firstly, it is necessary to implement long-term economic development strategies that take into account current challenges and are geared towards enhancing the economy's resilience. Secondly, it is important to strengthen the state's institutional capacity, which will ensure effective resource management and the coordination of anti-crisis measures. Thirdly, the active implementation of digital technologies and innovations is advisable, as this will contribute to increasing the productivity of the economy.

It has also been established that integration into international economic structures is of particular importance for Ukraine, as it provides access to financial resources, cutting-edge technologies and managerial expertise. This creates additional opportunities to enhance economic resilience and accelerate recovery processes.

International experience is an important source for developing an effective system for managing the resilience of Ukraine's economy. Adapting this experience to national circumstances will enhance the resilience of the economic system and ensure its stable development in the long term.

Conclusions. The study has established that the management of Ukraine's economic resilience is a complex, multi-level system that combines macroeconomic regulation, institutional mechanisms, strategic management and corporate management tools. Its effectiveness directly determines the national economy's ability to withstand crisis shocks, adapt to changes in the external environment and ensure recovery following destructive impacts.

It has been demonstrated that economic resilience is shaped by three key components: shock resistance, the adaptability of the economic system, and the capacity for structural transformation. It has been established that the absence of balanced development in at least one of these components significantly reduces the overall level of the state's economic resilience.

An analysis of crisis factors has shown that military operations, macroeconomic instability, energy shocks and disruptions to global supply chains have the most significant negative impact on Ukraine's economy. At the same time, it was determined that, provided there is effective management, their negative impact can be partially offset through adaptive mechanisms and international support.

A summary of the research findings confirmed that government and strategic management play a key role in ensuring economic resilience, as they determine the effectiveness of anti-crisis policies, the coordination of resources, and the implementation of long-term development programmes. It was also established that the digitalisation of the economy and innovative development significantly enhance the economic system's capacity to adapt.

A comparative analysis of international experience has shown that the most effective models of economic resilience are based on a combination of strategic planning, a strong institutional framework and the active implementation of innovations. It has been established that the adoption of these approaches in Ukraine is a prerequisite for enhancing its economic resilience.

Thus, the research objective has been achieved and the tasks set have been fulfilled. The results confirm that the development of effective resilience management is a key factor in ensuring Ukraine's stable and long-term economic development in the face of contemporary global challenges.

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