

оскільки нестабільність ринку може значно обмежити доступ до звичних джерел коштів [2].

Висновок. Управління некомерційними проектами в умовах кризи є багатокомпонентним та складним процесом, який вимагає високого рівня гнучкості, здатності адаптуватися та активно управляти ризиками. Проектні керівники мають бути готовими до постійної зміни пріоритетів, моніторингу нових умов та ефективного управління обмеженими ресурсами. Використання інноваційних підходів до управління та підтримання ефективної комунікації з усіма зацікавленими сторонами є ключовими чинниками, що сприяють успішній реалізації некомерційних проектів навіть у найбільш непередбачуваних і складних ситуаціях.

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*Krasniuk Svitlana,
senior lecturer,
Kyiv National University of Technologies and Design*

PECULIARITIES OF MANAGING EDUCATIONAL PROJECTS IN CRISIS CONDITIONS

Management of educational projects in crisis requires adaptation to changing circumstances, quick decision-making and effective use of resources [1]. Crisis

situations, such as economic instability, pandemics or other global challenges, can significantly affect the educational sphere [2]. Let's consider the key features of managing educational projects in crisis conditions.

1. Flexibility and adaptability of management

In times of crisis, it is especially important to be flexible and quickly react to changes. Plans can change due to external factors, so managers of educational projects must be ready to quickly adapt their strategies.

- Adaptation of project goals: Crisis circumstances may require revision of the main project goals, reallocation of resources or change of focus. For example, during the pandemic, educational institutions were forced to switch to distance learning, which required significant changes in projects and approaches to learning.

- Flexible management methodologies: The use of project management methodologies, such as Agile or Scrum, allows you to quickly adapt the educational process to new realities, providing the possibility of frequent reassessment and correction of plans.

2. Digitization and implementation of technologies

The crisis often forces educational institutions to switch to digital technologies, which makes the management of educational projects even more dependent on IT solutions [3].

- Online platforms: The use of learning management systems (LMS), such as Moodle, Google Classroom or Microsoft Teams, allows you to coordinate the learning process remotely, while maintaining its structure and control.

- Automation of processes: The use of artificial intelligence and automated systems for monitoring student performance, task management and communication can significantly reduce the burden on teachers and administration.

3. Effective communication and coordination

A crisis is often accompanied by increased uncertainty and stress, so clear and open communication becomes a key aspect of management.

- Constant feedback: Creation of communication channels between all participants of the educational process (students, teachers, administration, partners) allows to quickly react to changes in the situation and solve problems.

- Management information systems: Information systems that allow real-time tracking of task progress, monitoring costs and resource allocation are essential for making timely decisions.

4. Risk management

Crisis situations increase the level of risks in projects, so effective risk management becomes a key task.

- Risk assessment: Regular analysis of risks and creation of strategies for their minimization. For example, in the event of a pandemic, it was necessary to take into account the risks of interruptions in the educational process and prepare alternative scenarios.

- Resource reserves: Creation of contingency plans and budgets for unforeseen situations. This can include both financial reserves and alternative options for implementing educational technologies or materials.

5. Financial management and optimization of resources

The crisis is often accompanied by the limitation of financial resources, so the ability to effectively manage the budget and other resources becomes crucial.

- Cost optimization: It is necessary to optimize project costs, looking for opportunities to reduce unnecessary costs or redirect funds to key areas.

- Search for additional funding: The conditions of the crisis force educational institutions to look for new sources of funding, for example through grants, partnerships or public initiatives.

6. Motivation and support of personnel

Crisis conditions can affect the motivation and productivity of faculty and staff, so it is important to maintain their morale and engagement.

- Support and training of staff: Offering training or support to adapt to new tools and working methods can significantly increase their confidence and efficiency.

- Psychological support: It is important to provide emotional support to employees, as a crisis can cause stress and burnout.

7. Evaluation of results and analytics

Constant monitoring and assessment of project results in crisis conditions allow for timely corrections and increased efficiency.

- Intelligent data analysis (Data Mining): Using data to evaluate the effectiveness of projects (for example, student success, attendance, activity in the online environment) allows you to quickly react to negative trends [4, 5, 6].

- Analytical tools: Integration of analytical platforms to track project progress, forecast results and identify potential issues.

Conclusions

Management of educational projects in crisis conditions requires a high level of flexibility, adaptation to new realities, effective communication and optimization of resources. The use of digital technologies, risk management and constant monitoring of projects make it possible to reduce the negative consequences of crisis situations and ensure the continuity of the educational process.

Discussion

Innovations in IT for crisis management of educational projects play a decisive role in ensuring the continuity of the educational process, management efficiency and adaptation to new realities [7, 8]. In crisis situations such as pandemics, economic instability or man-made disasters, innovative IT solutions can help reduce risks and ensure a quick response to challenges [9, 10]. Innovations in IT for crisis management of educational projects are an important factor in ensuring the continuity and quality of education during crisis situations. The use of cloud technologies, artificial intelligence, big data analytics and other advanced technologies allows educational institutions to quickly adapt to new realities, maintain management efficiency and ensure the quality of educational services even in the most difficult conditions.

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