

# THE CRITERIA FOR AN EFFECTIVENESS OF AN ORGANIZATION'S ANTI-CRISIS STRATEGIC MANAGEMENT IN THE FIGHT AGAINST COVID-19 ON AN EXAMPLE OF „NEW HIGHER EDUCATION INSTITUTE“ LTD

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## Abstract

The challenges of 21st century force us to be always in shape, to perceive and control the rapidly changing environment, and to respond appropriately to the processes taking place in it.

In the modern world, in the open and global information space, where there is a constant and varied exchange of thoughts and ideas, where there are no restrictions and critical content is quite common, all types of organizations are vulnerable to negative information, of course, their reputation and business image.

An aim of the present research is to analyze the criteria for an effectiveness of the company's anti-crisis strategic management on the modern stage and to find ways to further develop it. Theoretical and methodological background of the research includes related works of famous scientists both national and international, articles, normative statements, annual publications, Internet resources, which contain analysis and evaluation of practical experience in developed and post-Soviet countries.

An article offers the stages of an organization's anti-crisis management process.

This paper outlines the risk management functions, there is found the positive and negative aspects of the company's anti-crisis strategic management on the modern stage; Also, as a conclusion, have been formed efficiency criteria to improve an above-mentioned process in the long run.

An object of research is the criteria for an effectiveness of an anti-crisis strategic management of „New Higher Education Institute“ Ltd. Accordingly, as a practical example, there is presented the social responsibility of this innovative, authorized Higher Education Institute in the fight against with Covid-19.

**Keywords:** Anti-crisis, Strategic, Management, Organization.

## 1. Introduction

In the context of the global pandemic, modern trends in career development, innovative communication between employee and employer, and methods of labor organization such as remote work format, virtual employment, etc. there are becoming more and more important day by day [Khomeiriki, 2008: 353].

As it is known, the world community has gained a lot of experience in creating legislation on bankruptcy.

More or less, organizations operating in developed countries have rich experience in bankruptcy proceedings.

It should be noted that communication crises of various scales are part of the normal agenda and each of them needs correct, long-term anti-crisis communication [11].

## 2. Anti-crisis management

Anti-crisis management is a PR direction that develops a framework plan for predicting and eliminating possible crisis situations; Formulates strategies to anticipate and stop an impending crisis; And in times of crisis, manages the communication process, which is focused on developing the position of an organization, as well as acting on the perception of the problem; Eliminates rumors and misinformation, neutralizes and minimizes the consequences of the crisis. The peak of professionalism is considered not only to focus on problem management to protect an organization from an influence of internal facts, but also to benefit the company by strengthening its business activities, at an expense of neutralizing the facts that threaten an advantages it has [6].

An anti-crisis management process includes pre-crisis management, crisis management, post-crisis actions and decisions. To get minimal damage from the crisis, you need to start preparing for it before the crisis actually starts.

The first thing that often develops during a crisis is spontaneity. Motivated managers anticipate anti-crisis strategies and create scenarios in case of danger, strengthen staff. This is management style used by a team of qualified professionals, an object of our research – „New Higher Education Institute“ Ltd in its activities.

Of course, it is very interesting how an anti-crisis campaign is planned. There are needed the following support measures to identify the crisis:

- ❖ Creating a working group and delegating functions;
- ❖ Timely planning of key actions;
- ❖ Identify the causes of the situation;
- ❖ Creating message boxes;
- ❖ Generate key messages;
- ❖ First person psychological support;
- ❖ Surveys and interviews;
- ❖ Assessment of external factors;
- ❖ Staff training;
- ❖ Development of media materials and communication of unwanted messages;
- ❖ Analyze the result at time intervals.

An organization's anti-crisis strategy involves providing it with accurate resources, which is a very difficult task in the face of unsustainable environmental conditions. Nevertheless, such situations are also subject to resolution with due effort.

## 3. The functions of risk management

Anti-crisis strategy is a set of measures to put risky situations in a strict „corridor“, an implementation of peculiar risk management. Risk management is management system of risk and economic relations (pri-

marily financial) and includes the strategy and tactics of managerial action.

It should be noted that anti-crisis management distinguishes the following functions of risk management:

- ❖ Function of the management object, which belongs to the risk avoidance organization;
- ❖ Venture capital investments;
- ❖ Risk reduction work;
- ❖ Risk insurance process: economic relations and connections between economic process entities; Functions of management entities, including forecasting, organizing, coordinating, regulating, stimulating and controlling.

### **Anti-crisis strategic management**

Anti-crisis strategic management, as a specific type of management activity, with strict boundary parameters and narrow target orientation, is subject to evaluation in terms of effectiveness. According to the purpose, the result of anti-crisis strategic management needs to be the transition of an organization to a higher economic degree of balanced functioning than it was in the pre-crisis period. In addition, if the end result for „external“ governance (mainly financial management) is settlement with creditors (including taxes) and staff remuneration, for an internal manager (mainly industrial management) the main goal is to achieve financial-economic balance as perfection of an industrial-economic system result. If in the first case an anti-crisis management, as a rule, does not have the continuation of production activities, in the second – its successful outcome is the basis for the further progressive functioning of an organization.

Thus, such differentiation of the company's „external“ and „internal“ anti-crisis management intentions simultaneously divides an intermediate goals into management activities. The first-line goal of the strategic manager (both existing and externally appointed) and the main intermediate measure of effectiveness (course accuracy) is to achieve stability of personnel processes and financial settlements in the crisis company team.

In an event of severe financial constraints, the general manager of the company is faced with the following two closely related tasks: to continue the playback process and to prevent „explosions“ in the team. In addition, an effectiveness of anti-crisis management is to ensure a calm state, longer management will be able to maintain business environment in the team, higher an accuracy (effectiveness) of an anti-crisis management course to be implemented.

It is believed that among four main types of crisis companies – product sales, costs, finance and management – latter has a special place. This is explained by the fact that if the problem of management and rulers is not solved, it becomes impossible to overcome another three negative events. As for management crisis, it is important that an attempt to overcome it can be unsuccessful when it is not possible to attract an appropriate number of qualified staff. The shortage of qualified staff is explained by the fact that when a company enters a crisis zone, it is primarily left with qualified staff from all levels of government. Such a situation forces the head of a crisis organization to take care of retaining qualified management personnel. Especially – to their deputies and specialists of subdivisions.

Ensuring peace of mind by balancing an interest of investors, management and staff is a matter of special concern to top management of a crisis company. The managers of an organization are obliged to ensure a balance of interests between an investor and the staff, which has possibility of partial coincidence only within a given company. It is known that due to the crisis of an organization, the zone of coincidence of interests „narrows“ and can turn into zero, which means liquidation of the firm.

There is used a method to assess the convergence of interests of investors, managers and staff, in which the concordance of interests is used as a criterion for an effectiveness of anti-crisis management. In addition, management of the company is separated from the staff because of its special status in an organization: on a one hand, it includes hired staff, so that its status coincides with the status of staff, but on another hand, it's in an interest of investors in an organization. These qualities of management in the form of top managers of the company give it, quality of a particular factor, or an entity that operates on a specific mark (indicator).

Thus, greater the „field“ of interest of investors and staff, i.e. the wider management base, more sustainable the state of an organization. It would be right to reverse such an attitude as well. In particular, the broader management base, more sustainable an organization. Different proportions of this condition represent an indicator of management effectiveness. Therefore, one of the central problems of crisis management is obtaining the means to expand its base („governance base“). Researches have shown that overall management, despite its intermediate position in its organization, still leans towards an interest of its staff and is more focused on the realization of this part of the company's economic complex. In this case, the property status of managers, especially senior management, is crucial. Removing management from property institutions (investors) can significantly diminish the resource of their strategic capabilities (the degree of trust and authority driven by this damping).

Every manager, especially the general manager of an organization needs to constantly think about future of the company. Even in severe crisis situations, the strategic thinking of manager must be aimed at creating a basis for high-speed development of the company in the post-crisis phase, such as: the formation of an organizational structure of internal relations; Study and processing of technical innovations; Production base upgrade; Purposeful formation of staff structure, etc. **Tamar Gardapkhadze**, rector, Academician of Georgian Academy of Social Sciences, Doctor of Law, Professor, is manager of our future research center – „New Higher Education Institute“ Ltd.

The summary criterion of anti-crisis management is not to overcome the crisis, but to give the company an organizational-technological quality that will ensure its active development after overcoming the crisis.

The result of managerial work in a crisis company needs to be a gradual overcoming of organizational stress by sector and direction, which ensures its progress. In this context, we can consider anti-crisis management as an art of governance, in which an ability to show erudition, insight, creativity, willpower and energy, as well as the work of other people, is maximized.

The main directions of the formation of management apparatus, an implementation of which allows the crisis company to maintain an ability to function effectively based on systemic approaches in extreme conditions, lies in creative thinking. Here we are talking about training managers to overcome the crisis effectively; Involvement of different categories of the governing apparatus in solving anti-crisis tasks; Formation of psychologically and organizationally trained management staff groups; To create organizational groups to strengthen the crisis company according to the principle of „addition“, which ensures the formation of the team from an intellectual and organizational point of view of General Manager.

It is necessary to form a „team of rulers“ in such a way as to exclude possible internal conflicts, which is especially disastrous for a crisis organization.

#### 4. Social responsibility

Social responsibility is based on the principle of voluntary response to the social problems of the society

and it is not defined by the current legislation or regulatory measures. According to research, social responsibility is becoming more and more important in 21st century. Managers interviewed believe that an impact on increasing the social responsibility of business is real, it is of great importance and this impact is growing even more today in the fight against Covid-19 [Shubladze, 2008: Chapter 6.2].

In this paper, we discuss in detail what business representatives are doing against the global pandemic in Georgia. One of the clearest examples is an activity of „New Higher Education Institute“ (hereinafter Newuni) Ltd. It, as an authorized, higher education institute with high social responsibility, works daily to help prevent the virus by taking preventive measures, providing a safe work environment and protecting both academic and administrative staff as well as students. It is noteworthy that in the modern „age of knowledge“ Newuni gives priority to solving more than one social problem.

### **The mission of New Higher Education Institute**

New Higher Education Institute is a higher education institution focused on the personal and professional development of students and staff, whose mission is:

- ❖ Training of specialists with education, skills, democratic values and civic self-awareness relevant to the requirements of knowledge-based civil society;
- ❖ Promoting student-centered learning, realization of their personal potential, development of creative and practical skills;
- ❖ Offer higher education programs relevant to needs of the changing public and labor market and train competitive specialists for their further employment;
- ❖ Promoting mobility of students and academic staff;
- ❖ Under the undergraduate program, to provide quality knowledge of the field to the student and to develop basic research skills, which will provide an opportunity to continue their studies at a further educational level.

### **The goals of New Higher Education Institute are:**

- Offer students a high-quality higher education that meets the needs of potential employers and the labor market;
- Training of highly qualified, competitive specialists;
- Creating a modern student-centered learning environment;
- Introduction of the latest methods of use of modern technologies and teaching in the process of implementation of educational programs;
- Implementation, improvement and continuous care of undergraduate academic higher education programs;
- Integration in the world educational space, implementation of joint exchange programs, multilateral events and sharing of mutual experiences with Georgian and foreign higher education institutions;
- Involvement of foreign qualified specialists in the training process;
- Promoting / encouraging mobility of students and academic staff;
- Constantly take care of the professional development of an academic staff and take appropriate measures;
- Providing appropriate learning conditions and environment for students with special needs and socially vulnerable.

**The Vision of New Higher Education Institute is:**

To be a student-centered higher education institution in line with European standards, which will have high trust and universal recognition both locally and internationally.

**The values of New Higher Education Institute are:**

- ✓ Good faith;
- ✓ Striving for continuous development;
- ✓ Academic freedom;
- ✓ Transparency;
- ✓ Fairness and equality.

**5. COVID-19, A global pandemic, Distance teaching**

From March 23, 2020, higher education programs (International Relations, Business Administration, Tourism) will be implemented through e-learning (using both synchronous and asynchronous elements). Given the dire epidemiological situation in the country, administration of Newuni has taken all appropriate measures to prevent the possible spread of COVID-19 and has switched to the distance work / training mode. In addition, it is essential for Ltd to protect an interest of students and to carry out the learning process according to an academic calendar. Consequently, an e-learning form allows learning process not to go beyond an above-mentioned calendar and to be implemented qualitatively and effectively.

For this:

- An administrative staff of Newuni constantly provides detailed information to students / professors about a use of electronic resources;
- The learning process is carried out through an electronic platform ZOOM, the guide of which is available for both students and professors. The mentioned guide is uploaded in an electronic database of an Institute, as well as on an official website of Newuni;
- Students are provided with information through the pre-compiled spreadsheet on when an e-courses will be available [5].

**6. Social responsibility of New Higher Education Institute:**

In both spring and autumn semesters, a survey was conducted at „New Higher Education Institute“ Ltd to identify which students, faculty, and administrative staff did not have computers and remote work environments in the family. Based on the results of research, for such a category, at an initiative of the Rector, the computers owned by an Institute were temporarily transferred for use and Internet packages were purchased.

It should also be noted that at an initiative of the Rector, Affiliated Professor of „New Higher Education Institute“ Ltd, Academician of Georgian Academy of Social Sciences, Doctor of Law, Mrs. **Tamar Gardapkhadze**, within the framework of social responsibility, all suspended students are offered 50% of the status in case of restoration. As it was revealed in the course of the given research, as a result of this service, the status was restored by several dozen students.

In the course of the research, we also clarified that an Institute has expressed its full readiness to mitigate the damage caused by new coronavirus infection (COVID-19) in an administrative-territorial unit of Geor-

gia, with a high rating, socially vulnerable and / or other needs selected by local governments. In case of enrollment in a New Higher Education Institute based on the results of 2020 Unified National Examinations, the Rectorate offered the student free tuition for 1 year (2 semesters) and a tuition fee discount for the next 3 years (6 semesters) under the following conditions:

- 2020-2021 academic year (first and second semester) -100% grant / funding;
- 3 Next 3 years (six semesters) – 30% grant / funding (1 year – 675 GEL, total 2025 GEL);
- For 3 years, redistribute the remaining part of the annual fee (1575 GEL) for 12 months.

Rector, Mrs. **Tamar Gardapkhadze** and head of Quality Assurance Service, Affiliated Professor of „New Higher Education Institute“ Ltd, Doctor of Economics, Ms. **Natia Gogolauri**, wrote to an administrative-territorial unit of Georgia, local self-governments to provide Selection / informing of possible candidates, as well as providing information about selected candidates before the start of Unified National Examinations. If necessary, due to the severe epidemiological situation in the country, an Institute offered them additional information by online or telephone consultation.

The most important thing for justice is to mention the fact that during this whole period salaries of an academic staff and administration were transferred on time and there are still transferred.

## Conclusion

Based on an analysis, we can conclude: It is extremely important to improve the strategic orientation of an organization's anti-crisis management by integrating the country's economy into global market relations and strengthening its position, which mainly focuses on the fight against Covid-19 in 21st century, a functioning, authorized, innovative organization with such social responsibility as „New Higher Education Institute“ Ltd.

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