

**PROJECT MANAGEMENT APPROACHES TO IMPROVING RUSSIAN UNIVERSITY
STARTUP PERFORMANCE AND DECISION MAKING**

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Annotation. The number of Russian startups has been growing rapidly in recent years, with university startups playing a key role in driving innovation and development. However, the success of these startups depends on their ability to effectively manage projects and make informed decisions and in Russia there is still no unified approach and methodology for the development of student startups. This paper explores the potential benefits of project management in improving the performance and decision-making of Russian university startups and concludes that it is necessary to involve a project manager in every student startup working on a university grant.

Introduction. In recent years, Russian universities have become increasingly active in the field of entrepreneurship and innovation. With the rise of technology and the availability of resources, universities in Russia are now able to provide a platform for students and faculty to launch their own startups. This report examines the role of project management in improving university startup performance and decision-making. It provides an overview of the current trends in university startup development, examines the benefits of project management for startups, and includes suggestions for a new approach to startup development, includes examples of successful university startups, as well as discussion for further research.

Main part. Project management is a process that involves planning, organizing, and managing resources to achieve specific goals. It is an essential part of any successful business, and can be particularly beneficial for startups that are just getting off the ground. Project management can help startups maximize their resources, stay organized, and make better decisions.

The use of project management in Russia is still relatively low, but there are some promising signs. According to a survey, by the Russian Venture Company (RVC) [1] more than 50% of Russian startups use project management tools, and over 40% use project management software. Furthermore, research has shown that startups that use project management tools are twice as likely to succeed than those that do not.

Examples of successful Russian startups that have used project management to improve their performance include Yandex, Kaspersky Lab, and Mail.ru Group. These companies have all successfully implemented project management tools to manage their projects and make better decisions. In technical startups, there is a low awareness of the need for project management solutions and/or the presence of a project manager as part of the team. Another example of a successful experience of interaction between exclusively technical teams and an invited project manager is the experience of joint work between the ITMO Impact Center and the ITMO Advanced Engineering School. A unique experience of cooperation lies in the collaboration of various departments within the university. We can observe the following criteria: Projects within the grant refer to short to medium term, are adaptive, focused on the potential client, with a small team and a small budget. based on this we can conclude that the agile approach is necessary for successful work[2].

On the example of the results of joint work of the team in the Advanced Engineering School and the invited project manager from the side of ITMO Impact Centre it can be assumed that there is a need to introduce the requirement for mandatory involvement of a project manager in a technical team within the framework of university grant for startups in order to synergize technical and business approaches and to achieve better results. Such a solution can be described as a strategic alliance [3] that promotes the full benefit of all parties involved. It is necessary to take into account with the help of organizational control elements in the project product quality assurance program, project content

and project management process correlated with the stages of an innovative project. The use of this approach in the implementation of the project quality management function will help to improve the efficiency of innovative project management processes [5]. Also it reduces significant risk factor in project management is the correctness of the transition from one stage to another, which ensures the integrity of the product [6]. In addition to these examples, there is also a number of potential use cases for project management in Russian university startups. Despite the many criticisms of the Russian [4] approach to management, the creation of multidisciplinary teams can bring many benefits. Project management can help startups plan and prioritize tasks, track progress, and identify areas for improvement. It can also help startups keep track of their finances and manage their resources more effectively. In addition to professional hard competencies, it can also increase the overall level of decision-making through the soft skills of a professional project manager[7].

Conclusion. In conclusion, universities are increasingly becoming hubs for entrepreneurship and innovation. To improve university startup performance and decision-making, project management techniques can be utilized to help startups define their objectives and ensure that they are achieved in an efficient and effective manner. Examples of successful university startups demonstrate the potential of these technical teams and project management tools synergy. With the right resources and support, university startups can be hugely successful. project management can be a valuable tool for improving the performance and decision-making of Russian university startups. It can help startups maximize their resources, stay organized, and make better decisions. However, while project management can be beneficial for Russian university startups, there are still some challenges that need to be addressed. For example, there is a lack of awareness among startups about the potential benefits of project management, as well as a lack of resources to implement it effectively. In addition, there is a need for more research into the best practices for implementing project management in Russian university startups.

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