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THE ROLE OF AN ANTI-CRISIS MANAGER IN ENTERPRISE MANAGEMENT

Recently, crisis phenomena have firmly entered into the daily lives of many businesses. Today, neither small firms nor large corporations can feel confident. Businesses develop through crises. In addition, the current conditions of economic activity are characterized by instability, which is the source and cause of various crisis situations. However, the need to support the competitiveness of enterprises contributes to the expansion of innovation processes and their introduction into staffing. As a result, employees carry out their activities in atypical conditions, often solving non-standard tasks, which require them to mobilize their professional and personal potential, increased mental stress, which changes the behavior of staff and affects the effectiveness of its activities [1; 3].

It is very difficult to perform management functions under uncertainty. Top managers need new knowledge and skills related to the ability to anticipate, prevent the threat of the existence of the company, and if necessary, minimize losses, quickly eliminate their consequences.

One of the main factors in the effectiveness of crisis management is professionalism, which is determined by the training of specialists who are able to predict, timely identify and successfully solve all problems of enterprise development. Therefore, studying the issues of crisis management of the enterprise and defining in it the role of anti-crisis managers is extremely relevant.

The crisis management of the enterprise provides constant attention to the issues of both crisis prevention and minimization of losses in case the crisis cannot be prevented. Ideally, every manager should be a specialist in crisis management and know how to prevent and manage crises [5]. At the same time in large enterprises it is advisable to enter a separate position of anti-crisis manager or to create a department of anti-crisis management, whose functions will be continuous consistent implementation of the whole complex of anti-crisis measures.

In small enterprises, the manager or one of the top managers may perform the functions of crisis management. In this case, if necessary, from a consulting company can invite an independent consultant on crisis management.

Regardless of the presence or absence of official status, an enterprise crisis management manager must perform a number of functions, among which:

- knowledge of strategic plans for enterprise development. It is best if he/she directly participate in management meetings and working groups on strategy development, is aware of the current status of the enterprise in the industry, and has an understanding of trends in environmental parameters, threats and opportunities arising from such development. Crisis manager with his participation in strategic decision-making should contribute to the formation of crisis strategic thinking in the management of the enterprise;

- defining the goals of crisis management, assessing the vulnerability of the enterprise before the crisis. The professional activity of the crisis manager allows the management to re-evaluate the weaknesses of the enterprise as a potential source of difficulties in overcoming possible crises;

- working out scenarios and planning possible ways of overcoming the crisis and developing proposals to implement measures that prevent the weaknesses of the enterprise from becoming a potential source of crisis;

- planning and organization of the work of the Crisis Management Department, which will deal with crisis planning and ensure effective crisis management;

- development of measures for information support of crisis management, selection and training of personnel, who will represent the enterprise in the media, before internal and external stakeholders, because during the crisis specialists will be needed, able to present the situation in a favorable for the company light;

- monitoring of the strategy and tactics of enterprise behavior in the changing environment, monitoring the timeliness of adaptation to change, developing recommendations for enterprise leadership [2-4].

The philosophical setting that drives the actions of a crisis manager or crisis management consultant, namely, understanding the need to work, anticipating the onset of worse times, with the belief that the negative effects of such times will be minimized – an integral part of effective leadership and management. The task of top managers, whose responsibility lies in creating certain values and a favorable climate in the enterprise, is complicated by the need to develop a crisis management culture, the main one being the ability and willingness of managers at all levels to plan and act effectively during a crisis [3].

Each employee should be held accountable to the employer for enhancing the company's reputation and increasing its earnings. This responsibility is manifested in daily work. All employees should help to support the most valuable asset of the company – its image. They must be prepared for the imminent onset of a crisis situation, be prepared for a determined and confident response to it, which will minimize the damage caused by it.

Risk managers, in the process of forming a crisis management system, should consider the following components:

- 1) marketing analysis of the market;
- 2) managing the financial condition of the enterprise;
- 3) strategic management of investment policy;
- 4) effective management and personnel management [4].

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APPROACHES TO THE CHOICE OF THE COMPANY’S DEVELOPMENT STRATEGY

The success of the company in the market is largely determined by the right development strategy. The objective of the organization’s strategy is to create its competitive advantage, level the negative effect of instability of the environment, ensure profitability, balance external requirements and internal capabilities of the enterprise. Through the prism of the strategy, various business situations that the organization is faced with in everyday life are analyzed.

In this regard, modern management puts forward a number of requirements for strategic planning systems for business development, the role of which is to maximize the competitive advantages of the enterprise and generate maximum financial results. There is a need for a new methodological approach to the design of systems and mechanisms of strategic planning that would be oriented towards the harmonious development of business in a number of areas.