

ANTICRISIS MANAGEMENT OF INDUSTRIAL ENTERPRISES STAFF

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Annotation. Anticrisis approaches to industrial enterprise management are considered in the article, as well as a new paradigm of anticrisis management which lies in the preventing character of anticrisis actions and constant monitoring of extern and intern enterprise environment aimed at revealing the conditions of anticrisis phenomena. Personnel training is offered as one of the anticrisis tools.

Key words. Anticrisis management, staff development, industrial enterprise.

INTRODUCTION

A firm in its wide understanding as an economic subject is a part of the functional economy in general and material production in particular [Coase 1937]. Entrepreneur activity is actually enterprise management, i.e. enterprise management is the process of taking and fulfilling decisions concerning the external and internal material, financial, human and social resources; investing; using the produce for production and sales with the aim to achieve tactical and strategic purposes of the enterprise. Thus, the enterprise is an open system which is influenced by the external issues with the respect of availability, pricing resources and marketing of the goods. In particular negative effects on these factors are called as anticrisis ones. The crisis phenomena at the enterprise can be caused by both these external factors and internal ones [Govan 2009]. All these processes are objective and probable that is why the problems of anticrisis enterprise management is up-to-date.

RESEARCH OBJECT

However, the anticrisis management in the modern researches is represented as a separate or partial or temporary unit of the enterprise management component, which is only used under the condition of the crisis phenomena as a rule. Anticrisis management as an enterprise management principle is not examined properly nowadays.

Profound experience of crisis overcoming was gained as a result of the consequences of the great depression. The economic system was considered to be self-controlled and out of need for systematic and constant state control and management before it, whilst the anticrisis management of enterprises did not exist. But nowadays it is beyond any doubt that anticrisis processes must be arranged [Van Horne 2005], in this connection the options of anticrisis administration and anticrisis management are figured out. According to the idea of the majority of scientists the anticrisis administration is macroeconomic category and consists of organizing and economic and legal actions of the state aimed at the protection of the enterprise from crisis situations, preventing bankruptcy or deletion in case of uselessness of further work [Keynes 1936]. There is no such generosity concerning the anticrisis management so let us examine and analyze the notion of anticrisis management given by contemporary economists. In the Ukrainian economic science there exist three levels of understanding anticrisis management.

The first level with the simple understanding the anticrisis management which appeared during the economic crisis in the early 90es and consists in the realization of definite forms and methods impact on the work of an enterprise-debtor within the bankruptcy procedure.

The second level presupposes the management within the crisis which has already started with the aim of overcoming it. Such a management form began to develop after overcoming the anticrisis phenomena in the economy at the end of the 90es.

The third level presupposes preventing the crisis situations at the enterprise as a result of negative changes in the internal or external environment, as well as the management errors. Such a management form became the result of the crisis analysis of the 90es and the foreign experience.

RESULTS OF RESEARCH

There exists an opinion concerning the anticrisis management that is must be reactive, i.e. it must be the reacting to the crisis phenomena or a situation. However, the speed of macro- and in particular megaeconomic processes has grown since the middle of the 20th century, electronic payment systems, funding and financial resource markets have reacted fast and sensitively to the environment revolt [Toffler 1970]. That is why any processes including crisis phenomena may spread out globally very fast with a significant influence on the economic situation [Amsden 1992]. For all that there can be lack of time for the anticrisis idea development and these ideas must be applied constantly or must be pre-planned. Anticrisis events should not be the reaction to the definite crisis phenomena but must have the preventive function [Hopple 1980].

As well, to our mind, one cannot agree with the opinion which is accepted in the business society about the contraposition of anticrisis management and strategic and tactic one. According to these views the latter ones are aimed at achieving the firm mission or increasing the profit, and the anticrisis management is only necessary for the crisis period at the enterprise. However, anticrisis management elements must be

present both in strategic and tactic management for the effective enterprise management.

The presupposition of paradigm change of the anticrisis management is actually the crisis phenomena controllability. With such a possibility we can accept the preventive events for its expansion and decrease of the crisis results if revealed on time. The more complicated and effective level of anticrisis management is preventing the crisis rise itself at the enterprise and outer crisis forecasting.

We consider the anticrisis management not to be the reaction to the definite negative phenomena of the enterprise external and internal environment, but the essential of the strategic management targeted at forecast, prevention and decrease of the influence of the crisis situations and crisis.

With reference to this the anticrisis management must:

1. be guided by the experience of enterprise anticrisis management with the aim of processing the crisis development program and its early revealing.

2. use the information search and analysis about the external and internal environment with the aim to seek crisis phenomenon features.

3. include a range of events which increase the resistance of the enterprise to crisis situations and full crisis.

4. provide anticrisis preparation of enterprise management for the effective resistance to crisis situations and phenomena and crisis itself.

The effectiveness of the anticrisis management is defined as the way to achieve the aims of preventing or adjusting the crisis in comparison with the resource expense for these aims. The forecast and timely prevention of the crisis beginning are related to the significant expenses for information search and analysis, nevertheless, the diagnosis makes it possible to resist the crisis effectively.

One of the anticrisis events is anticrisis staff management. Let us consider anticrisis staff management as a part of enterprise anticrisis management. One of the most important aspects of anticrisis management is staff management. The staff can be considered both as a saving object and the crisis way out. On the one hand the expenses reduction for the staff can improve the financial condition of the enterprise, on the other hand the lack of finances for the human resource of the enterprise worsens the management quality, work effectiveness and general competitiveness of the enterprise. Reviving the financial condition of the enterprise at the expense of its staff is fast and effective but not always so effective regarding the prospects of the enterprise functioning.

To overcome the crisis it is necessary to increase the effectiveness of the staff work. One of the ways to achieve it is the analysis of business processes and information spreading at the enterprise. Based on such an analysis the ineffective process can be figured out. The results of this analysis may give the solutions for improvement of organization structure, reorganization and restructuring. These problems are solved according to the deepening and increasing of the crisis in conformity with the strategic aims of the enterprise and the ways out of the crisis

The important part of anticrisis staff management is staff development and its training in particular. Staff training can expand the limits of possible strategies of the enterprise to overcome the crisis, to increase the flexibility in the staff distribution to the work positions and simplifying the enterprise reprofiling.

CONCLUSION

The effective anticrisis management of the industrial enterprise must have the preventive character and have the monitoring of the external and internal environment of the enterprise with the aim of defining the presuppositions of crisis phenomena.

The important unit of the enterprise anticrisis management is the development and in particular training of the enterprise staff aimed at expansion of the possibilities of the staff and the enterprise in general in order to not admit the crisis or decreasing its influence in case.

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АНТИКРИЗИСНОЕ УПРАВЛЕНИЕ ПЕРСОНАЛОМ ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ

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Аннотация. В статье рассмотрены подходы к антикризисному управлению промышленным предприятием. Предложена новая парадигма антикризисного управления, заключающаяся в прогнозно – предупредительном характере антикризисных действий и постоянном мониторинге внешней и внутренней среды предприятия с целью выявления предпосылок кризисных явлений. Как один из инструментов антикризисного управления предложено обучение персонала.

Ключевые слова: антикризисное управление, развитие персонала, промышленное предприятие.