

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

UDC 658. 016.46

УДК 658. 016.46

P. V. Rakosii, Applicant, Postgraduate

П. В. Ракосій, здобувач, аспірант

THEORETICAL APPROACHES TO THE
FORMATION OF THE ENTERPRISE SYSTEM
CRISISТЕОРЕТИЧНІ ПІДХОДИ ДО ФОРМУВАННЯ
СИСТЕМОЇ КРИЗИ ПІДПРИЄМСТВА

Urgency of the research. Crisis phenomena in the Ukrainian economy reduces the effectiveness of traditionally used management practices, actualize the need for enterprises to use modern management methods.

Target setting. Enterprises tend to consider certain crisis phenomena not paying attention to the systemic crisis, which will have deeper consequences for the enterprise's activities in the future.

Actual scientific researches and issues analysis. A significant contribution to the development of theoretical aspects of the process of forming a crisis at the enterprise was made by such well-known domestic and foreign scientists as: M. Aistova, O. Amosha, A. Armenakis, N. Bieliaieva, D. Voronkov, O. Harafonova, V. Hrynova, R. Daft, I. Ihnatieva, I. Mazur, V. Mykytenko, V. Otenko, V. Ponomarenko, V. Shapiro, A. Shehda, Z. Shershynova, H. Shyrokovna.

Uninvestigated parts of general matters defining. In recent decades, the aggravation of political and macroeconomic instability, even in developed countries with a traditionally stable economy, has significantly complicated the operating conditions of all economic entities and caused an increase in the uncertainty of the external environment.

The research objective. Thus, the occurs a need for a theoretical justification of the basic approaches to the definition of the concept of "system crisis" and the features of its formation.

The statement of basic materials. Approaches to the definition of the concept "system crisis" are considered in the article. The features of the formation of a systemic crisis in the enterprise are pointed. The factors forming the crisis in the enterprise are justified.

Conclusions. The systemic crisis affects not only one subsystem, but the whole enterprise, complicating communication between the individual objects of the firm and considerably complicating the management process.

Keywords: crisis; the systemic crisis; factors of systemic crisis; especially the crisis of the company.

Актуальність теми дослідження. Кризові явища в українській економіці зменшують ефективність традиційно використовуваних управлінських практик, актуалізують потребу підприємств у використанні сучасних методів управління.

Постановка проблеми. В Україні підприємства, як правило, розглядають окремі кризові явища, не приділяючи при цьому увагу системній кризі, що матиме більш глибокі наслідки для діяльності підприємства в майбутньому.

Аналіз останніх досліджень і публікацій. Значний внесок у розробку теоретичних аспектів процесу формування кризи на підприємстві зробили такі відомі вітчизняні та зарубіжні вчені, як: М. Аїстова, О. Амоша, А. Арменакіс, Н. Беляєва, Д. Воронков, О. Гарафонова, В. Гриньова, Р. Дафт, І. Ігнат'єва, І. Мазур, В. Микитенко, В. Отенко, В. Пономаренко, В. Шапіро, А. Шеґда, З. Шершіньова, Г. Широкова.

Виділення недосліджених частин загальної проблеми. В останні десятиліття загострення політичної та макроекономічної нестабільності, навіть у розвинених країнах з традиційно стабільною економікою, значно ускладнили умови функціонування всіх суб'єктів господарювання та зумовили наростання невизначеності зовнішнього середовища.

Постановка завдання. Таким чином, потреба теоретичного обґрунтування основних підходів до визначення поняття «системна криза» та особливості її формування.

Виклад основного матеріалу. У статті розглянуто підходи до визначення поняття «системна криза». Зазначено, особливості формування системної кризи на підприємстві. Обґрунтовано фактори, що формують кризу на підприємстві.

Висновки. Системна криза впливає не лише на одну підсистему, а на все підприємство загалом, ускладнюючи комунікацію між окремими об'єктами фірми та істотно ускладнюючи процес управління.

Ключові слова: криза; системна криза; фактори формування системної кризи; особливості кризового стану підприємства.

DOI:10.25140/2410-9576-2017-2-2(10)-74-77

Urgency of the research. The process of development of the modern economic environment is not steady. Periodic fluctuations and crises are characteristic of any economic system and have a cyclical nature of development, that is, a regular and constant movement from one type of equilibrium of the system to another. The crisis is a sharp disruption of the existing equilibrium, which is caused by a growing imbalance. Crises reflect contradictions in the functioning environment of any company. Intensive and painful transformations of Ukrainian society in 2014 - 2016. lead to rapid changes in its basic institutions: political, economic, social. Crisis phenomena in the Ukrainian economy reduce the effectiveness of traditionally used management practices, actualize the need for enterprises to use modern management methods. Constant changes in the external environment, in particular the continuous intensification of competition, necessitate the constant development of enterprises to

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

maintain the market position and ensure the long-term viability of the company. Such factors of the macro- and microenvironments promote the search for adequate methods to better the efficiency of enterprise management.

Target setting. In recent years, enterprises are paying increasing attention to identifying the financial crisis in the enterprise. In Ukraine, enterprises tend to consider individual crisis phenomena without paying attention to the systemic crisis, which will have deeper consequences for the enterprise's activities in the future. These aspects determine the relevance of this scientific research.

Actual scientific researches and issues analysis. A significant contribution to the development of theoretical aspects of the process of forming a crisis at the enterprise was made by such well-known domestic and foreign scientists as: M. Aistova, O. Amosha, A. Armenakis, N. Bieliaieva, D. Voronkov, O. Harafonova, V. Hrynova, R. Daft, I. Ihnatieva, I. Mazur, V. Mykytenko, V. Otenko, V. Ponomarenko, V. Shapiro, A. Shehda, Z. Shershnova, H. Shyrokova. Crisis phenomena in economic systems have always attracted increased interest among scientists from different countries, but they were mainly considered at the macro level. At the level of an individual enterprise, this issue, until recently, was given insufficient attention, which made it impossible to effectively influence the development of crisis phenomena, to make the crisis more manageable. But in recent decades, the aggravation of political and macroeconomic instability, even in developed countries with a traditionally stable economy, has significantly complicated the conditions for the functioning of all economic entities and caused an increase in the uncertainty of the external

The statement of basic materials. It is now clear that the crisis phenomenon at the enterprise is an objective process that leads to the improvement of the existing system or to its destruction in case of insolvency to adapt to new conditions. Anti-crisis management aims to improve the systems and processes in the enterprise in order to not only exit from the threatening state, but also to develop an adequate strategy, which will enable them to move to a qualitatively new competitive level.

Strategic and anti-crisis management is an actual topic in both foreign and domestic literature of the economic direction. Disclosed in the scientific literature, the achievements create a sufficient theoretical basis for further research on this issue, namely, the development of specific practical algorithms for assessing the level of crisis phenomena, the formation of a systemic crisis, and for building a set of tools to assess the level and consequences of the crisis for the enterprise. It should be noted that in the literature there are no practical recommendations and models of the behavior of organizations in crisis situations, the algorithms of actions in typical crisis states of enterprises.

In modern literature, the concept of "enterprise crisis" [2-7] characterizes the various problem factors in the enterprise's activity from simple obstacles in the functioning of the enterprise due to organizational turmoil to the complete destruction of the enterprise as a result of the development of a systemic crisis.

In the works of foreign and domestic authors there are two main relations to crisis situations - negative and positive [3-7]. With a negative attitude towards the crisis, attention is focused on its destructive effect on the activities of the enterprise; On the threat of bankruptcy, causes a crisis. The positive attitude is based on the understanding of the crisis as an objective process related to the development of the system, related, inter alia, to the crisis of strategies, in previous periods have been developed, implemented, but lost their relevance.

It follows that the enterprise crisis is a turning point in the sequence of processes, events and actions. The crisis at the enterprise is an objective process, which leads to the adaptation of the system to changes or to its destruction in case of insolvency to adapt to new conditions and to develop, because it is based on the dialectical unity of the main trends in the existence of a system of stable functioning and development, gradually succeeding each other.

The approach of scientists who provide a crisis of positive or negative coloration is quite justified for countries with a stable economy, where a crisis enterprise can relatively easily restore its balance due to links with a stable external environment. But in the modern domestic economy there is a significant amount of destabilizing factors, which are difficult even to predict. Therefore, there is always a risk for enterprises to overcome the crisis.

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

As was clearly indicated in the work of S.E. Shershnev, the systematization of the main factors that cause the crisis development of the enterprise constitutes the basis of fundamental diagnostics, and therefore special attention must be paid to it [3, p. 109]. In accordance with the above, it is necessary to classify the factors responsible for the emergence and deployment of crisis phenomena in the enterprise (Tab. 1).

Table 1

Classification of the factors responsible for the emergence and deployment of crisis phenomena in the enterprise *

Classification feature	Classification group
Depending on the place of origin	External Internal
Depending on the will of man	Objective Subjective
By the regularity of origin	Random Regular
By origin	Artificial Natural
Depending on the manifestation consequences	common Specific Individual
Depending on the degree of influence	Basic Secondary
Depending on the degree of interdependence	Independent Derivatives
Depending on the time of action	Permanent Temporary
Depending on the approach to the definition	Permanent Temporary

* **Source:** summarized and compiled by the author [on the basis 2-7]

Through the fundamental difference in the nature of the manifestations and methods of overcoming the pernicious effects acting on the enterprise, the identification of groups of external (exogenous) and internal (endogenous) crisis factors and the identification of various factor subgroups within each of them is of primary importance in the research process. This is necessary for a better understanding of the crisis-talking processes, and therefore the opportunity to anticipate in advance the possibility of each of them, gives the enterprise the opportunity to respond in a timely manner to external and internal challenges.

An important prerequisite for the application of anti-crisis measures is the identification of the depth of the crisis, that is, the definition of its phase.

There are three phases of the crisis [2-3]:

- Phase of the crisis, which does not directly threaten the operation of the enterprise (if it is transferred to the regime of anti-crisis management);
- Phase, which threatens the further existence of the enterprise and requires immediate financial sanitation;
- Crisis state is incompatible with the continued existence of the enterprise, leads to its elimination.

The issue is that most entrepreneurs do not realize the presence of the factors of the crisis in the company and does not carry out a timely comprehensive diagnostic condition of the enterprise with modern methods, which, unfortunately, the majority of companies operating in the Ukrainian market and do not possess. Therefore, one of the essential factors in achieving positive results and emerging from the crisis situation, local and systemic crises is the determination of the causes of its onset and its early diagnosis, since it is at the initial stages of the formation of a crisis state that an enterprise can overcome the negative trend with minimal losses, while how to bring the crisis to a state of "state

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

bankruptcy" will cost the company significantly more resources and may even call into question its further existence. Timely detection of a chain of crisis phenomena (from risks to crisis situations), local crises (through the definition is not an existing strategic crisis) provides an opportunity for the enterprise to timely diagnose crisis-related factors of a systemic crisis. So, crises can arise as a chain reaction, then the avalanche-like growth of crisis-leading causes leads to a state when an enterprise, by its own efforts, does not have to overcome the crisis. The main reason for this is the low level of use of strategic and crisis management, does not allow the company to adapt to changes.

Conclusions. In general, the consequences of the crisis are closely connected with two factors: its causes and the ability to manage the processes of crisis development, since the management process itself must ensure the company's ongoing readiness to overcome crisis phenomena. The basis of anti-crisis management is a clear definition of not only the causes, but also the types and parameters of the crisis. And also important in this context is the development of strategies for overcoming crises.

It should be noted that the fundamental difference of the system crisis from other types of crises is its all-embracing. The systemic crisis affects not only one subsystem, but the whole enterprise, complicating communication between individual objects of the company and significantly complicating the management process. Overcoming the systemic crisis by implementing strategies and implementing anti-crisis measures is the activity of strategically oriented enterprises.

In today's rapidly changing environment, the organization's activities are important to withstand all negative influences and successfully take advantage of certain opportunities, allow the company to retain its competitiveness in the market, and in addition to ensure the development of the enterprise. This problem is especially aggravated during the systemic crisis of the economy as a whole.

References

1. Rakosiy P. V. (2016). *Osoblyvosti pobudovy mekhanizmy antykrizovoho upravlinnya na pidpryyemstvakh* [Features of the construction of the mechanism of crisis management in the agricultural enterprises] // Scientific Bulletin Polissia. A series of "Economics." - № 1 (5). - Chernihiv, 2016. - pp. 110-113 [in Ukrainian].
2. Harafonova O. I. (2014). *Upravlinnya zmunamy: teoriya, metodolohiya ta praktyka: monographya* [Change Management: Theory, Methodology and Practice: monograph.] - K. : KNUTD, 2014. - p. 364 [in Ukrainian].
3. Shershnyova Z. E., Bagatskyi V. M., Getmantseva N. D. (2007). *Antykrizove upravlinnya pidpriemstvom: Navch. posib. [Tekst]* – K. : KNEU, 2007. – p. 680s. [in Ukrainian].
4. Vasilenko V. O. (2003). *Antykrizove upravlinnya pidpriemstvom: Navch. posibnik*. [Anticrisis management of an enterprise: manual] - K. : TsUL, 2003. - p. 504 [in Ukrainian].
5. Garafonova O. I. (2008). *Antykrizove upravlinnya pidpriemstvom na osnovi innovatsiy* [Anticrisis management of an enterprise based on innovation] // Strategy of economic development of Ukraine : scientific collection. – Vip. 22-23 / – K. : KNEU, 2008. – p. 172. - pp. 91-97 [in Ukrainian].
6. Korotkov E. M. (2002). *Antykrizisnoe upravlenie: uchebnyk* [Anticrisis management of an enterprise: textbook] - Moskva, Infra - M., 2002. – p. 380 [in Russian].
7. Skibitskyi O. M. (2009). *Antykrizovyi menedzhment: navch. posib.* [Anticrisis management of an enterprise: manual] / O. M. Skibitskiy. — K. : Centre of scientific Literature, 2009. – p. 457 [in Ukrainian].

Література

1. Ракосій, П. В. Особливості побудови механізму антикризового управління на підприємствах агропромислового комплексу / П. В. Ракосій // Науковий вісник Полісся. – 2016. – №1 (5). – С. 110-113
2. Гарафонова, О. І. Управління змінами: теорія, методологія та практика: монографія / О. І. Гарафонова. - К. :КНЕУ, 2014. – 364 с.
3. Шершньова, З. Є. Антикризове управління підприємством: навч. посіб. / З. Є. Шершньова, В. М. Багацький, Н. Д. Гетманцева. – К. : КНЕУ, 2007. – 680с.
4. Василенко, В. О. Антикризове управління підприємством: навч. посібник / В. О. Василенко. - К. : ЦУЛ, 2003. - 504с.
5. Гарафонова, О. І. Антикризове управління підприємством на основі інновацій / О. І. Гарафонова // Стратегія економічного розвитку України : наук. зб. – 2008. - Вип. 22-23. – С. 91-97.
6. Коротков, Э. М. Антикризисное управление: учебник / Э. М. Коротков. - Москва, Инфра - М., 2002. – 380с.
7. Скібіцький, О. М. Антикризовий менеджмент: навч. посіб. / О. М. Скібіцький. - К. : Центр учб. літератури, 2009. – 457с.

Received for publication 11.04.2017

Бібліографічний опис для цитування :

Rakosii, P. V. Theoretical approaches to the formation of the enterprise system crisis / P. V. Rakosii // Науковий вісник Полісся. – 2017. – № 2 (10). Ч. 2. – С. 74-77.