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FEATURES OF THE ADOPTION AND IMPLEMENTATION OF MANAGEMENT DECISIONS IN THE SYSTEM OF COUNTERING CRISIS SITUATIONS AT THE ENTERPRISE

Abstract. *The purpose of the article is to study the features of the adoption and implementation of managerial decisions in the system of counteracting crisis situations at enterprises. In the study, to study the features of making and implementing managerial decisions in the system of countering crisis situations at the enterprise, general scientific research methods were used, namely the method of theoretical and comparative analysis, induction and deduction, and the graphical method. It has been proved that the timely application of tools to prevent crisis situations and eliminate their consequences is a condition for achieving long-term stability and efficiency in the functioning of any socio-economic system, including enterprises of various forms and types of activity. Research aimed at developing such tools meets specific difficulties due to the complexity and versatility of the crisis as a phenomenon in the functioning of the company. This has led to discrepancies in the definition of crisis situations, which, in turn, leads to inaccurate diagnosis, and blurring of the mechanisms for preventing and overcoming crisis situations. Therefore, work on managing crisis situations for such socio-economic systems as enterprises should begin using a systematic approach. It has been established that crisis situations management at an enterprise is a set of measures for analyzing, monitoring, and eliminating the negative impact of crisis phenomena and consequences, designed to destabilize all elements of the socio-economic system. It has been determined that crisis situations management is a complex process that requires appropriate skills, means, capabilities, and other priority elements to achieve the maximum socio-economic effect, one of which should be effective counteraction to any manifestations of the formation of a crisis. The key threats in the crisis situations management system at the enterprise are identified.*

Keywords: *crisis, crisis situations, crisis situations management, counteraction to crisis situations.*

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ОСОБЛИВОСТІ ПРИЙНЯТТЯ ТА РЕАЛІЗАЦІЇ УПРАВЛІНСЬКИХ РІШЕНЬ В СИСТЕМІ ПРОТИДІЇ КРИЗОВИМ СИТУАЦІЯМ НА ПІДПРИЄМСТВІ

Анотація. Метою статті є дослідження особливостей прийняття та реалізації управлінських рішень у системі протидії кризовим ситуаціям на підприємствах. У дослідженні для вивчення особливостей прийняття та реалізації управлінських рішень у системі протидії кризовим ситуаціям на підприємстві використано загальнонаукові методи дослідження, а саме метод теоретичного та порівняльного аналізу, індукції та дедукції та графічний метод. Доведено, що своєчасне застосування інструментів запобігання кризовим ситуаціям та усунення їх наслідків є умовою досягнення довгострокової стійкості та ефективності функціонування будь-якої соціально-економічної системи, в тому числі і підприємств різної форми та виду діяльності. Дослідження, створені задля розробки такого інструментарію, зустрічають об'єктивні труднощі, зумовлені складністю і багатогранністю кризи як явища у функціонуванні підприємства. Це спричинило виникнення різночитань у визначенні кризових ситуацій, що, у свою чергу, зумовлює неточність діагностики, розмитість механізмів попередження та подолання кризових ситуацій. Тому роботу з управління кризовими ситуаціями для таких соціально-економічних систем як підприємства, слід починати використанням системного підходу. Встановлено, що управління кризовими ситуаціями на підприємстві – це сукупність заходів аналізу, моніторингу та елімінації негативного впливу кризових явищ та наслідків, що мають на меті дестабілізувати усі елементи соціально-економічної системи. Визначено, що управління кризовими ситуаціями є складним процесом, який вимагає відповідних навичок, засобів, можливостей і інших пріоритетних елементів, щоб досягнути максимального соціально-економічного ефекту, одним з яких повинно бути ефективна протидія будь-яким проявам утворення кризи. Виділено ключові загрози в системі управління кризовими ситуаціями на підприємстві.

Ключові слова: криза, кризові ситуації, управління кризовими ситуаціями, протидія кризовим ситуаціями.

Introduction. It is well known that the timely application of tools to prevent crises and eliminate their consequences is a condition for achieving long-term stability and efficiency in the functioning of any socio-economic system, including enterprises of various forms and types of activity. Research aimed at developing such tools meets specific difficulties due to the complexity and versatility of the crisis as a phenomenon in the functioning of the company. This has led to discrepancies in the definition of crisis situations, which, in turn, leads to inaccurate diagnosis, and blurring of the mechanisms for preventing and overcoming crisis situations. Therefore, work on managing crisis situations for such socio-economic systems as enterprises should begin using a systematic approach.

It should be noted that any solution to the problem of preventing and diagnosing crisis situations, based on monitoring violations of consistency between the parameters of the enterprise's functioning and environmental conditions, comes down to identifying the criteria for such a violation and determining the boundaries along which it becomes dangerous for the enterprise's activities. The possibility of

a positive outcome in crisis situations makes it possible to form an appropriate crisis situations management system.

Materials and methods. Important aspects of the essence of crisis situations management at the enterprise are disclosed in the works of such scientists as Ansoff I., Golovach K., Gavrilenko V., Davydenko N., Evtukh A., Epifanova I., Zakharov V., Kopylyuk A., Kopytko M., Koshkin V., Kovan S., Ligotenko L., Litvin A., Lyashenko E., Prokhorova Yu., Panchenko A., Rudyk A., Savchuk D., Sylkin A., Tereshchenko A., Chernysheva V., Schwartz I., Shkolnik A., Shtangret A., etc. However, a number of theories and concepts have not yet been fully disclosed, which led to the choice of this topic and its relevance.

The purpose of the article is to study the features of the adoption and implementation of managerial decisions in the system of counteracting crisis situations at the enterprise.

In the study, to study the features of making and implementing managerial decisions in the system of countering crisis situations at the enterprise, general scientific research methods were used, namely the method of theoretical and

comparative analysis, induction and deduction, and the graphical method.

Results. Today's world cannot be imagined without the phenomenon of management in all spheres of activity. The need for coordinated activity of people in the spheres of production, the creation of the state, and other areas led to the active development of managerial thought in the world. With the advent of the first beginnings of management, humanity began its evolutionary path as a society in which all its members have their role and place, and function harmoniously to achieve certain goals and objectives. In itself, the development of society would simply be impossible without the formation of a set of management elements, such as laws, ethical standards, traditions, and rules. All of them were formed with one goal – to manage the activities of a person, a group of people or an entire state, in order to achieve the desired result, which manifested itself both in the formation of a safe and favourable living environment for people and in the development and prosperity of a separate country [1–3].

The modern management theory, despite the basic similarities and the preservation of key elements, has gone through a significant evolutionary path and developed along with the world society. The current management is scientifically normalized, it obeys not only the principles of efficiency but also relies on the paradigm of humanism [4–6]. The scientific substantiation and regulation of the management phenomenon led to the formation of new functions and principles in its structure, the implementation of which creates the basis for the introduction of protective and preventive activities in response to phenomena, challenges, and crises that can negatively affect not only the result but also the structural elements of the management system.

Management has gone through a significant evolutionary path, having transformed from isolated simple management systems that concerned a separate type and sphere of human activity into a separate scientific discipline, the field of activity of which covers all spheres of human life, and the importance of which is

generally recognized and is a condition for the continued development of world society. Today's aspects of security management, given the complexity and multi-vector nature of its phenomenon, are characterized by the presence of a significant set of functions, principles, and tasks that determine its activities and determine the formation in its structure of basic mechanisms and methods for implementing and maintaining managerial links [7–10].

Management is at all hierarchical levels of human activity. One of the most common, and therefore the most interesting among the scientific community, is enterprise management. Although the basic essential characteristics correspond to the main elements of a unified management theory, the development of enterprises led to a parallel active development of management theory, the structure and content of which included elements of management psychology, as well as elements of protection against potential and real threats, risks and crisis situations. Today, without taking into account security aspects, the consequence for the enterprise may be the creation of a crisis situation, the management of which constitutes a separate scientific direction for research.

A crisis in an enterprise's activities is not an unpredictable process if it is not caused by force majeure or natural phenomena, such as floods, fires, hurricanes, wars, explosions, epidemics, pandemics, etc. On the contrary, a crisis is a result that economic entities can influence. In addition, with constant monitoring and control, managers can predict the emergence of a crisis in the organization's activities. Forecasting bankruptcy or the occurrence of crises in the development of an enterprise leading to bankruptcy is designed to prevent in advance the likelihood of negative consequences up to the complete loss of the financial solvency of the enterprise.

The model of the essence of the crisis situations management system at the enterprise is shown in Figure 1.

Crisis situations at an enterprise are a turning point in the functioning of the system, due to the creation of a certain level of negative influence of factors of the internal and external environment,

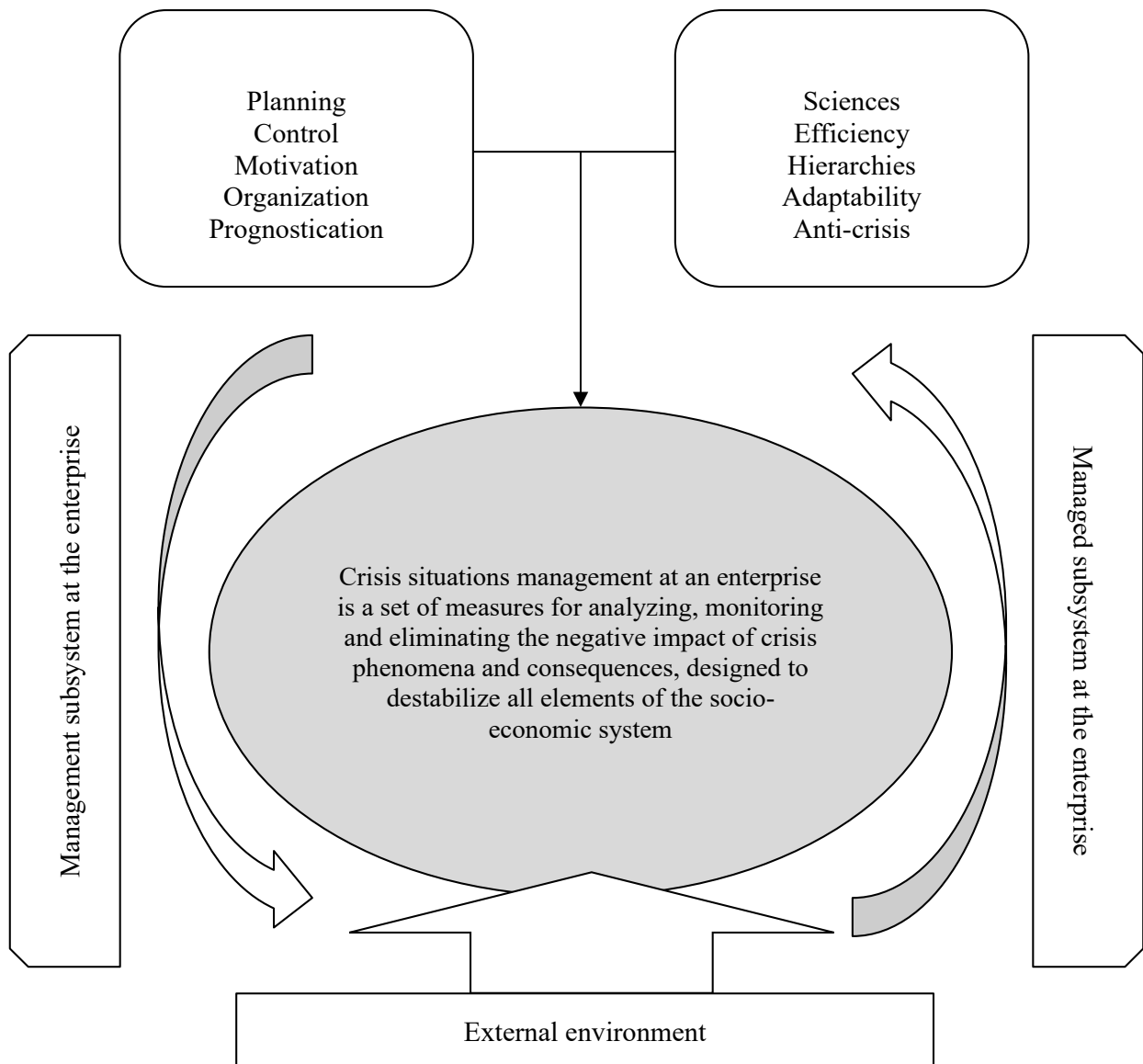


Figure 1. The model of the essence of the crisis situations management system at the enterprise

which requires a response from the system and measures aimed at restoring normal functioning and adapting to new conditions of existence.

The main threats to the crisis situations management system at the enterprise are presented in Figure 2.

Crisis situations management at an enterprise is a set of measures for analysing, monitoring, and eliminating the negative impact of crisis phenomena and consequences, designed to destabilize all elements of the socio-economic system.

Conclusions. Summing up, it should be noted that in the conditions of instability of the modern human environment, crises have

become an inseparable companion of all human activity, ranging from individual crises in the physiological and mental state of a person to the threat of existential crises that can have a negative impact on all of humanity. In addition, with the intensification of globalization processes, crises practically cannot be limited to one country, covering a significant number of states during their manifestation.

The onset of a crisis is marked by the beginning of a difficult period, during which the system affected by the crisis can either degrade to complete destruction or adapt and form effective mechanisms to counteract and manage crisis situations. Given such a significant impact and

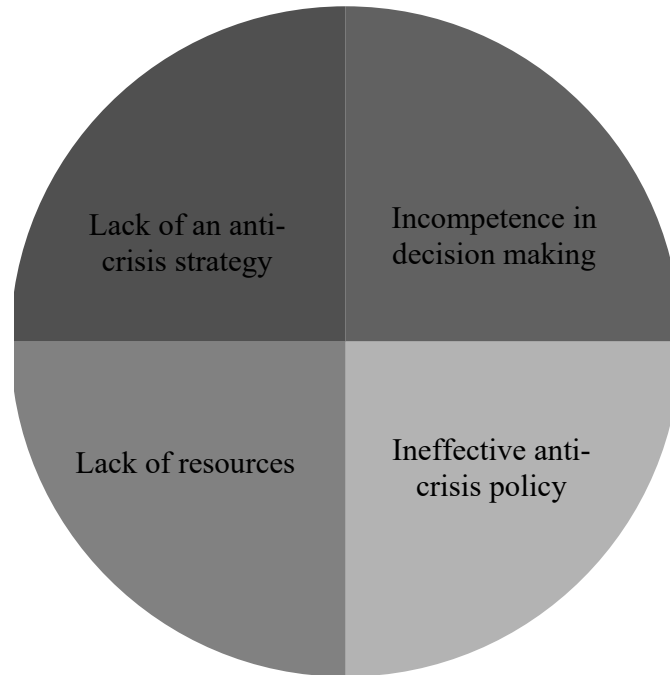


Figure 2. The main threats to the crisis situations management system at the enterprise

possible significant negative consequences, the issues of studying the phenomenon of the crisis, as well as finding ways out of it, are relevant and actively discussed in the circles of both domestic

and world scientists. That is why further research should be devoted to the search for new methodological approaches to counteracting crisis situations in enterprises.

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