

ANTICRISIS MANAGEMENT OF THE COMPANY DEVELOPMENT

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The term «crisis management» has recently emerged with the beginning of economic reforms in Russia and with the gradual entry of the country into a state of crisis. Obviously, the economic crisis requires a new type of control, radically different from the management, to be implemented in stable conditions. The aggravation of the crisis in Russia has caused the need for policy crisis management. This special type of management received the name of crisis management.

This raises the question of the need for crisis management as a practical activity, science and educational discipline after the country out of the crisis, because, of course, the economic crisis, how deep it was, and ever will be.

Crisis management is a form control, which developed the mechanisms of foresight and monitoring of crisis, his analysis of the nature, likelihood, signs, application of methods to reduce negative effects of the crisis and the use of its results for the future a more sustainable development.

The causes of the crisis the company can be many and diverse, since the company as an open system is under the influence of factors of external and internal environments, objective and subjective. Obligatory element of the strategy and tactics of the company must be measures, programs, algorithms, behavior of this or that crisis phenomena that lead an active strategy on the market.

Since any, including those undertaken in conditions of crisis, the activities implemented employees of the company, management of the personnel management must not only be informed of actions taken, but also to actively participate in their development and implementation, with the aim to minimize the damage both for the company and for workers. Western experience shows the priority problems of staff, especially of key specialists in the success of reconstructions and reorganizations. Any redistribution of resources related to the needs of companies in qualified managers and specialists at minimum costs of living labor. Solutions in the field of personnel should, of course, take into account the situation on the labour market, labour costs, motivate workers to work at this company, the value of each individual worker from the standpoint of current and future objectives of the organization. In such cases are objective certification of employees, redistributing responsibilities, optimization of loading and subsequent revision of job descriptions; it is sometimes useful for partial upgrades of the staff, and engaging of the specialists of high qualification (this measure requires special care not to disturb the positive attitude of employees to the organization). In this period, it is useful to make changes planned character or a number of unpopular but long-overdue measures.

Preventive actions of the personnel management:

1. Flexible organizational structure «under tasks of the organization, extra units should be eliminated, and redistributing partially dismissing employees.

2. The definition of priorities in personnel development and implementation of management functions to them.

3. Annual certification.

4. Systematic review (update) «Regulations on departments and Job descriptions for their improvement in accordance with changes in the division and organization of work, as well as changes in the level of professionalism of the workers themselves.

5. Development of compensation packages (size, structure, ratio of different forms of employee benefits) with focus on the end results are significant for the organization (the system of through rates, for example), and subject indexing.

6. Development of a system of constantly operating antidementia measures, including on the occurrence of objective reasons to reduce the level of firm commitment (for example, with the threat of dismissal). The question is about the protection of confidential information, including relevant provisions in contracts of employment, and measures against fraud, including internal audit.

7. Permanent informing employees about the market of goods and services on which the organization operates, formation of market thinking, ensuring involvement in the problems of organization.

8. Preventive measures (starting from the moment of receipt of the employee) in case of reduction of business activity of the company and the need to cut workers, although these measures do not contribute to the formation of the worker's firm commitment and coordination his life goals with the goals of the firm. This action type: concluding a fixed term employment contract, contract on the keeping of commercial secret and confidential information, official secrecy, liability, introduction of a receipt with the job description (for heads of departments or even with the Regulations on the unit), the internal Regulations, the Regulations for remuneration and incentives, the Collective agreement (if available)special measures in case of need dismissal.

9. Unconditional compliance with the Law.

Legitimate to add: the introduction of normative documents on industrial relations sections that define the behavior of the parties in the conditions of crisis the organization, principles, criteria, indicators, based on which the decision on the assignment or dismissal.

On the basis of the strategy, available resources, accumulated experience and projected consultants draw up a plan of anti-crisis measures, which determines the period of (duration), cost and outcomes (generalized parameters of the enterprise) crisis management. This is the most important moment of the anti-crisis consulting, allowing: - customer to receive representation about those problems and the chance is associated with crisis management of its business; it is at this stage clients often refuse from the further implementation of anti-crisis consulting and decide to sell their business; consultants to start a specific plan of anti-crisis measures (if the customer has not suspended the project).

Preliminary definition of the term (duration) and output parameters of the enterprise demonstrates the basic principle of anti-crisis planning - from the end to the beginning. Anti-crisis measures are planned not to the here and now to solve some problems of organization and overcome some difficulty, and that the target date to achieve the goal (to ensure the achievement of target parameters of the enterprise).

As a rule, the anti-crisis program in detail planned in the first quarter of the period of implementation of anti-crisis project. Planning for the longer term is useless because the realization of the antirecessionary program is fraught with many uncertainties that may make too long a plan fictitious.

Anti-crisis plan should be a detailed list of interconnected events. Each of them should contain the following information:

- dates of beginning and end (usually in weeks from the start of the program);
- the costs of implementing the activities;
- intermediate and final results of the event;
- organizational structure (organizational unit, top-Manager) responsible for the implementation of activities;
- conditions of implementation activities (for example, the successful completion of another event).

Anti-crisis strategy always identifies three main areas of action for the managers of the enterprise:

- search for the optimal ways to increase revenue, either through mobilization internal reserves (by entering new markets, increase of sales plans, expansion of the nomenclature of products), or through the potential sale of assets not involved in the current business to repay part of the debt from the proceeds of sale;
- seek opportunities to reduce costs (and often large-scale decline «cost cutting») through the reduction of the wage Fund, the failure of the implementation of investment projects, reduce operating expenses and other;
- reduction of the financial cycle, either by revising the policy of work with buyers and reduction of delays, either through trying I agree about the delays with suppliers, either through a change of supplier or dealer or through a review of the production cycle.

Within the anti-crisis strategy is necessary to develop detailed a schedule that shows the whole complex of measures planned for implementation, with exact indication of performers, sources of financial or material resources, responsibilities, etc.

Anti-crisis planning is a complex of the actions directed on overcoming of crisis situation in case of its occurrence. The content of the anti-crisis planning varies depending on the specifics of the organization, the risks to which it is most vulnerable, the situation in the industry and in the region where the organization operates, the size of the enterprise and the extent of its activity.

It is necessary to pay attention to the features and specificity of the anti-crisis

planning in the system of planning of activity of the enterprise. Crisis planning is a new direction for Russian planning, which is carried out as one of the functions of crisis management.

In the situation when the organization is stable and successfully operates and develops leadership hard to force myself to think about the possibility of a crisis in the future and, moreover, to allocate time and resources for the implementation of anti-crisis planning. Many managers deny the necessity of such events for their organizations, arguing that the threat of a crisis is unlikely to be relevant for their enterprise, as it operates in a stable environment has reliable suppliers and existing client base. However, crises can happen in any, even the most successful companies, even in the period when its main indicators grow and the situation seems favorable.

The list of literature:

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