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**CRISIS MANAGEMENT ECONOMY OF PROCESSING ENTERPRISES
OF AGROINDUSTRIAL COMPLEX OF KAZAKHSTAN**

Abstract. The article reveals the content of the concept of "crisis management", which is widespread in developed countries. It shows that every company should prepare an anti-crisis program. As well as the main goal of crisis management. The article analyzes the theory and summarizes the practical experience of processing enterprises of agriculture on the organization and management of material flows in the "raw materials - production - market". The methods and ways of organization of management of material flows of enterprises in the process of processing of agricultural raw materials using the new material and technical base. Established the conceptual basis for the organization of production and processing of agricultural raw materials on the basis of systematization and generalization of the theory and practice of formation of approaches to the management of the enterprise in the agricultural sector. Also, the article formulates effective forms of industrial and economic relations in the sphere of production and consumption of products of processing enterprises of agriculture, as well as the forecast of development of the food market and material and technical resources.

Key words: crisis management, management decisions, crisis prevention, agriculture, economy.

1. INTRODUCTION

Modern market relations necessitate a fundamental change in the approach to the management of reprocessing agricultural enterprises, since the requirements for expanding the range of products on the basis of a reasonable relationship between the costs and benefits should be reflected in the forms and methods of their interaction with other business entities, as well as in the ways of justifying and implementing the management decision [1]. This problem can be solved only in the conditions of developed agriculture, based on advanced economic, managerial, organizational and technical achievements in the field of production and processing of agricultural products. In this regard, the processing of agricultural products in the "raw materials-production-market", as well as the production of quality food is the main task of the processing industry of agriculture [2]. It should also be noted that modern industrial and commercial relations of enterprises are largely formed in conditions of uncertainty and instability of the market environment. These conditions require the use of new methods in the organization of production and management of processing enterprises of agriculture. The solution to this problem is possible through the use of a systematic approach that combines the provision of dynamism, rhythm and flexibility of production and processing of agricultural raw materials in the field of production and economic activities of anti-crisis management of processing enterprises of agriculture [3].

2. METHODOLOGY

In the process of the study were used General methods of research: methods of analysis of financial statements: horizontal, vertical, ratio, comparison, and other.

To explore the business environment and crisis management in Kazakhstan were used General scientific and special research methods:

- review of the regulatory framework;
- analytical method;
- economic-mathematical calculations.

The theoretical basis of the work is the fundamental works of domestic and foreign scientists in the field of economic theory, market relations and enterprise Economics. The study studied theories, concepts and approaches to the management of complex economic systems of agribusiness entities. The study is based on the economic laws and laws of the process of interaction of production systems. The study is based on the system analysis and synthesis of the processes of interaction of production processes in complex economic systems in an unstable environment. The paper investigates the materials of legislative, regulatory, instructive and methodological nature in the field of state regulation of economic and legislative relations of economic entities. As an empirical base we used statistical data obtained from official sources, published in domestic and foreign literature, information of operational and statistical reporting of economic entities.

3. RESULTS

Crisis management (hereinafter CM) - is to minimize the potential risk of normal operation of the organization. Thus, the CM is aimed at crisis prevention through organizational changes that ensure the unity of actions of the main stakeholders (groups of people interested in achieving the goals of the organization), members of the organization and its management to prevent the crisis, and in case of its occurrence – the exit from the crisis with minimal damage to the organization [4].

The systemic approach of crisis management requires the use of psychological, socio-political and structural-technological approaches to the crisis and the development of anti-crisis measures. Another aspect of consistency is the development of mechanisms that help to unite the efforts of key stakeholders, managers, staff to achieve common goals of crisis management to achieve common goals [5].

Success or failure of the CM is determined by organizational behavior at all stages of the crisis.

Advantages of the approach [6]:

- the possibility of a rational explanation of both the success and failure of crisis management.
- allows you to analyze individual components of the CM system, assessing the contribution of each of them [7].
- allows you to detect weaknesses of a particular program, to make a correction, without abandoning the program as a whole. CM is considered to be effective if the crisis is avoided, and key stakeholders believe that the threat of the crisis will not affect the income of the organization or there will be no significant deviations from the planned performance indicators [8].

The system approach can be schematically represented as follows:

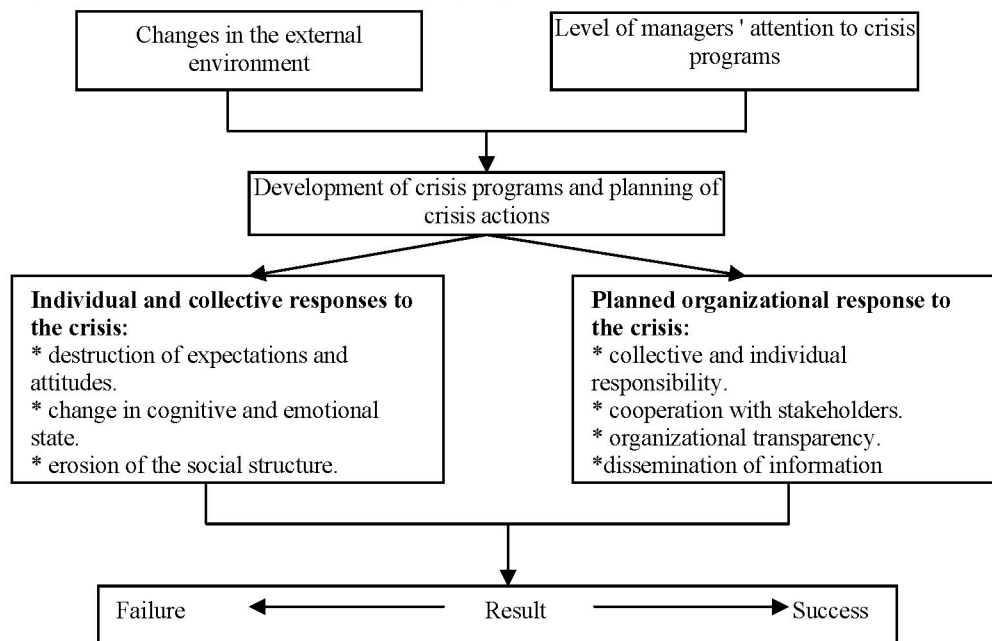


Figure 1 - System approach to crisis management

Note: compiled by the author on the basis of the studied material [9]

Table 1 presents an attempt to compare inefficient, partially effective and efficient CM at different stages of the crisis and their impact on stakeholders. The structure of the organization should be flexible enough to respond in a timely manner to external signals of approaching changes [10].

Table 1 - Comparison of inefficient and effective CM at different stages of the crisis

Aspects of the crisis	Inefficient management	Partially effective management	Effective management
Receiving signals of a possible crisis	Signals are ignored	Signals of a possible crisis cause the organization to be alarmed	Signals are detected early and appropriate action is taken
The border crisis and its impact on stakeholders[11]	The crisis is beyond the scope of the organization and to the detriment of all its stakeholders	The damage from the crisis for non-organizational stakeholders is insignificant	The crisis is localized within the organization and does not harm stakeholders[12]
Resumption of business activity	All organizational processes are terminated. The administration is trying to restore the processes	Some organizational processes have been suspended.	The organization functions as it did before the crisis. All its functions and obligations are fulfilled
The effect of learning from past mistakes	Absents. Organization allows the same mistakes in similar situations	Only selected elements of negative experiences are taken into account	Organizational policies and procedures have changed as a result of the crisis.
Impact of the crisis on the reputation of the organization	The organization is experiencing a long-term negative impact of the crisis	The negative impact of the crisis on the external evaluation of the organization is short-lived.	The image of the organization is improved due to effective behavior during the crisis.
Resource availability	The organization lacks resources to overcome the crisis	The organization has the ability to borrow external resources[13]	Sufficient organizational and external resources are available
Decision making	Implementation is slow due to internal conflicts	Implementation is slow due to problems in interaction with external stakeholders	Decisions are made on time and on the basis of reliable information.
Note: compiled by the author on the basis of the studied material			

Definition of objects of observation of the "crisis field", realizing the threat of bankruptcy of the enterprise. Experience shows that in modern economic conditions almost all aspects of financial activity of the enterprise can generate threat of its bankruptcy. Therefore, the system of monitoring the "crisis field" should be based on the degree of generation of this threat by identifying the most significant objects by this criterion. From these positions, the system of observation of the "crisis field" of the enterprise can be represented by the following main objects in the diagram (Fig. 2) [14].

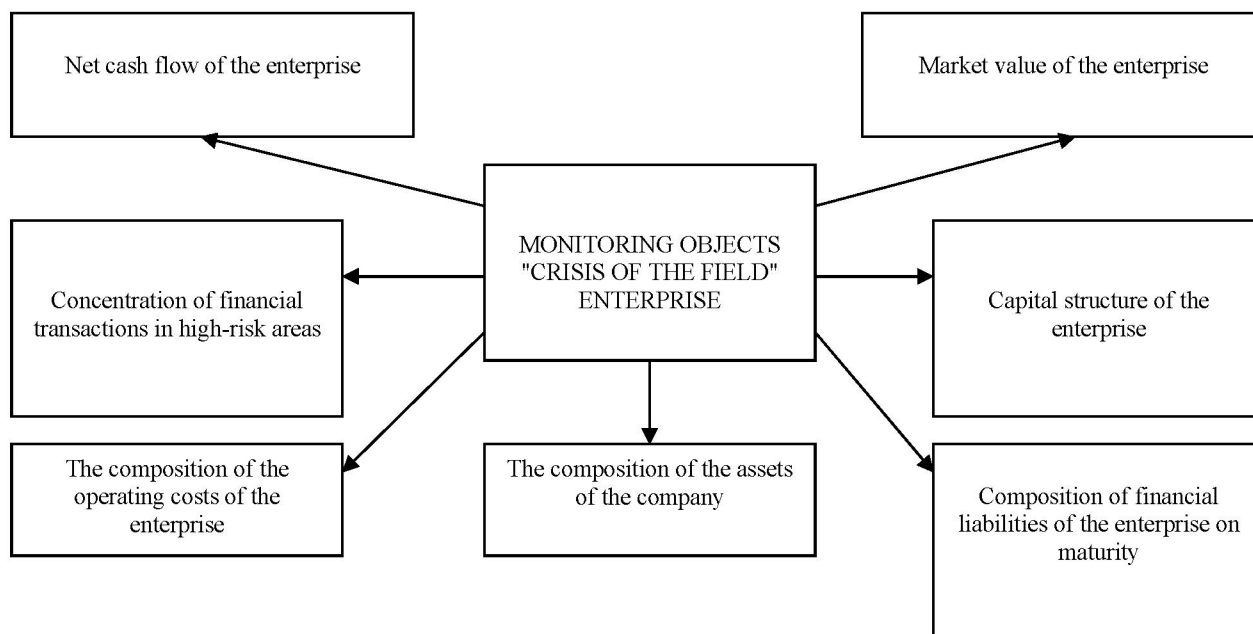


Figure 2 - The main objects of observation of the "crisis field" of the enterprise

Note: compiled by the author on the basis of the studied material

4. CONCLUSIONS

Currently, most enterprises are experiencing financial difficulties associated with both external national problems (instability of the political situation, imperfection of the legal framework, non-payment, decline in production) and internal problems-inefficient marketing, inefficient use of funds, inefficient production management, imbalance of financial flows. The combination of these factors causes the need for continuous diagnosis of the financial situation of the enterprise for the purpose of early diagnosis of the crisis development of the enterprise and the development of protective mechanisms of crisis management, depending on the identified factors and the strength of their impact[15].

Crisis management is a process, the main content of which is the preparation, adoption and implementation of management decisions to prevent crises, overcome them and eliminate their negative consequences.

The main purpose of crisis management is to restore the financial balance of the enterprise.

For the purpose of early diagnostics of crisis development of the enterprise and development of protective mechanisms of anti-crisis management there is a need for continuous diagnostics of financial position of the enterprise which is carried out by means of the financial analysis.

Financial analysis is the process of researching and evaluating the financial performance and financial condition of an enterprise[16].

Financial analysis is carried out by means of horizontal and vertical analysis of financial statements of the enterprise, as well as by means of coefficient analysis.

Thus, summing up the results of the analysis of possibilities of introduction of new approaches in risk management in the enterprise, we can conclude that:

1) the use of "risk-based" approach is very promising and effective to predict the risk (of the accident), including for the long term;

2) independently, and as a complement to this approach, effective application of method of expert estimations. The combined use of both methods will provide a positive synergistic effect in the prognosis and reduce the probability of occurrence of various contingencies[17];

3) technically and methodologically competent, the application of these approaches to "risk management" will allow to develop new effective methods and opportunities to improve business (production) security in the Republic of Kazakhstan

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ҚАЗАҚСТАННЫҢ АГРОӨНЕРКӘСІПТІК КЕШЕНІНІҢ ҚАЙТА ӨНДЕУ КӘСІПОРЫНДАРЫНЫҢ ЭКОНОМИКАСЫН DAҒДАРЫCҚА ҚАРCЫ БАСҚАРУ

Аннотация. Мақала дамыған елдерде кенінен таралған "дағдарысқа қарсы басқару" ұғымының мазмұнын ашады. Өрбір кәсіпорын дағдарысқа қарсы бағдарлама әзірлеуі тиіс екенін көрсетеді. Сондай-ақ дағдарысқа қарсы басқарудың басты мақсаты қарастырылуда. Мақалада "шикізат - өндіріс - нарық" жүйесіндегі материалдық ағындарды ұйымдастыру және басқару мәселелері бойынша АӨК қайта өңдеу кәсіпорындарының практикалық тәжірибесі талданып, жинақталды. Жаңа материалдық - техникалық базаны пайдалана отырып, ауыл шаруашылығы шикізатын өңдеу процесінде кәсіпорындардың материалдық ағындарын басқаруды ұйымдастырудың әдістері мен жолдары негізделген. АӨК жүйесінде кәсіпорынды басқаруға көзқарасты қалыптастыру теориясы мен практикасын жүйелеу және жинақтау негізінде ауыл шаруашылығы шикізатын өндіру мен өңдеуді ұйымдастырудың тұжырымдамалық негіздері анықталды. Сонымен қатар, мақалада АӨК қайта өңдеу кәсіпорындарының өнімдерін өндіру және тұтыну саласындағы өндірістік-экономикалық қатынастардың тиімді нысандары тұжырымдалған, сондай-ақ азық-түлік және материалдық-техникалық ресурстар нарығының даму болжамы берілген.

Түйін сөздер: дағдарысқа қарсы басқару, басқару шешімдері, дағдарыстың алдын алу, ауыл шаруашылығы, экономика.

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АНТИКРИЗИСНОЕ УПРАВЛЕНИЕ ЭКОНОМИКОЙ ПЕРЕРАБАТЫВАЮЩИХ ПРЕДПРИЯТИЙ АГРОПРОМЫШЛЕННОГО КОМПЛЕКСА КАЗАХСТАНА

Аннотация. Статья раскрывает содержание понятия «антикризисное управление», которая широко распространена в развитых странах. Показывает, что каждое предприятие должен подготовить антикризисную программу. А также рассматривается главная цель антикризисного управления. В статье проанализирована теория и обобщен практический опыт перерабатывающих предприятий АПК по вопросам организации и управления материальными потоками в системе «сырье - производство - рынок». Обоснованы методы и пути организации управления материальными потоками предприятий в процессе переработки сельскохозяйственного сырья с использованием новой материально - технической базы. Определены концептуальные основы организации производства и переработки сельскохозяйственного сырья на основе систематизации и обобщения теории и практики формирования подходов к управлению предприятием в системе АПК. Также, в статье сформулированы эффективные формы производственно-экономических отношений в сфере производства и потребления продукции перерабатывающих предприятий АПК, а также дан прогноз развития рынка продовольствия и материально-технических ресурсов.

Ключевые слова: антикризисное управление, управленческие решения, предотвращение кризиса, сельское хозяйство, экономика.

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