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INTERNATIONAL EXPERIENCE AND FEATURES OF FORMATION OF PROFESSIONAL ANTI-CRISIS MANAGEMENT OF ENTERPRISES IN THE REPUBLIC OF KAZAKHSTAN

Abstract. The article discusses the theoretical and practical aspects of the development of professional anti-crisis enterprise management in the Republic of Kazakhstan and the use of international experience. In particular, issues related to the development of the institution of bankruptcy, implementing a macroeconomic state strategy, in preserving the existing production potential of the state, were raised. Since one of the reasons for the negative attitude of society and business structures is a misunderstanding of the concept of “bankruptcy” due to its ambiguity, distortions in understanding the problem of crisis management of an enterprise, the authors consider its economic nature and give an author’s interpretation as a procedure for resolving the relations of an insolvent debtor with its creditors.

Further, the article considers the international experience in cooperation of government bodies with self-regulatory organizations in the field of bankruptcy in Canada, the United States of America, the United Kingdom of Great Britain and Northern Ireland, Austria, Germany, the Netherlands, France and the forms of cooperation between government bodies and self-regulatory professional organizations that distinguish three categories their cooperation, revealed the differences between Kazakhstan and foreign anti-crisis measures. Based on the analysis of the experience of foreign countries and the results of ongoing reforms in Kazakhstan, measures are proposed for the development of effective anti-crisis management of enterprises taking into account the national specifics of the state and the principles of the successful organization of the activities of professional managers in bankruptcy cases.

Keywords: crisis management, bankruptcy, bankruptcy institution, entrepreneurship, macroeconomic state strategy.

Introduction. An analysis of the economic literature shows that the problems of insolvency and bankruptcy of enterprises, the restoration of their solvency and crisis management are being fruitfully developed. Various approaches and scientific schools are observed in solving the problems of the formation and effective functioning of the bankruptcy institution, the return of its inherent healing functions, the use of effective forms and methods for restoring the solvency of enterprises, the preventive reduction of bankruptcy risk and anti-crisis management of companies. E. Altman, R. Bazvel, W. Beaver, J. Brigham, L. Gapensky, J. M. Keynes, L. Klein, V. Clifford, M. Lifson, V. Lawrence investigated these problems in their works abroad. , G. Tipow, R. Charret, M. Friedman, A. Fayol, G. Schlesinger, V. Sharff and others.

Scientists from Russia, the CIS and neighboring countries I.A. Astrakhantseva, I.G. Balabanov, N.A. Breslavtseva, B.E. Brodsky, O.V. Vishnevskaya, E.A. Utkin made a certain contribution to the development of the bankruptcy problem. , I.A. Fokina, T. Chetvermina, A.D. Sheremet and others.

Domestic researchers who devoted their works to the problems of restoring solvency, rehabilitation and enterprise management in market conditions include U. B. Baimuratov, R. K. Berstembayeva,

F. I. Esenberlina, N. N. Ibrishev, A. K. Koshanov, D.A. Kunanbaeva, V.D. Lee, A. Lobkov, S. Oserbayuly, N.V. Yuuitsa and others.

However, despite the significant number of works by foreign and domestic researchers on bankruptcy and crisis management, this problem cannot be considered completely completed. Current trends in the global economy in the words of globalization have generated a new wave of development of insolvency of enterprises in different countries of the world, including highly developed ones. All of the above and caused the author to choose this topic of research.

The main goal of the work is to determine the essence of the concepts of “bankruptcy” and “crisis management”, to determine the factors for increasing the effectiveness of crisis management associated with the insolvency of small and medium-sized enterprises of the Republic of Kazakhstan, and to develop practical recommendations for minimizing and preventing them.

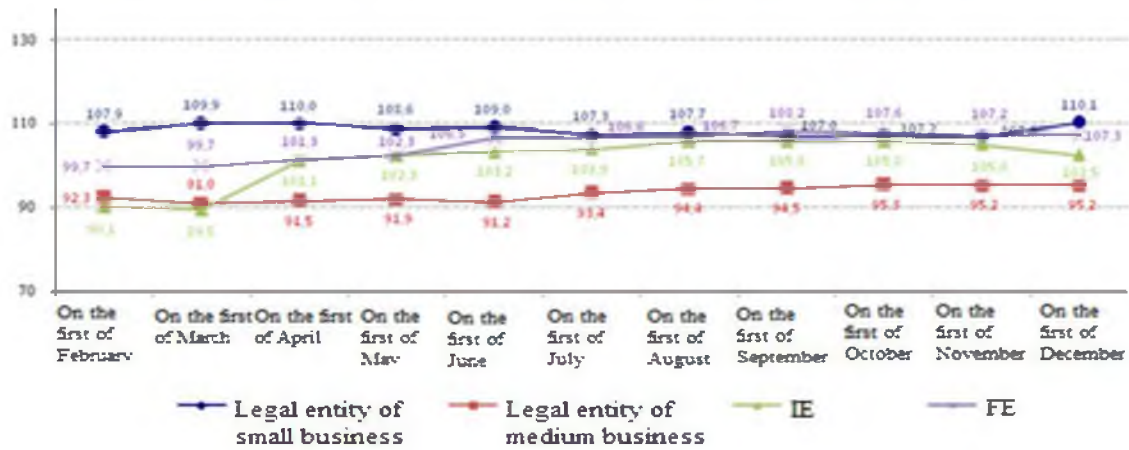
The theoretical basis of the study is the work of domestic and foreign scientists on the features of the formation of professional crisis management of enterprises in the Republic of Kazakhstan, taking into account international experience and its impact on the sustainable development of the economy. In substantiating the theoretical concepts of the concepts of bankruptcy and professional crisis management, an abstract-logical and expert method was used. The abstract logical method allowed us to systematically and systematically study the phenomena in our study, logically divide it into structural parts using abstraction and identification of the main category, in which all the most important signs of the phenomenon under study are hidden. Since this method includes theoretical conclusions with the definition of concepts, categories and laws that reflect the development of the process, the use of the results for practical purposes. Our choice fell on this method because, it allows us to study the essence of the phenomenon in the case when it is impossible to use the experiment. The criterion of a truly scientific abstraction is practice. When assessing the factors influencing the increase in the effectiveness of crisis management, economic-statistical and monographic methods were used, since the economic-statistical method allows studying mass phenomena, processes, facts and identifying trends and patterns of their development. It also allows you to establish the quantitative effect of individual factors on the studied result, to identify the main factors that caused changes in the course of economic processes. And the use of the monographic method allows you to comprehensively and deeply study individual phenomena, processes and identify the cause and effect relationships of their development. They are well suited for a detailed study of individual observations selected as the subject of a special study, in our case, the use of professional crisis management in the management of enterprises at the time of their bankruptcy.

Main part. Currently, the problems of crisis management remain relevant, since the existence of socio-economic systems has always been a cyclical process, which is characterized by the regularity of the onset and resolution of crises.

In the scientific literature, a crisis always presents an extreme aggravation of contradictions in the socio-economic system (enterprise), threatening its resilience in the environment. As a rule, a crisis can be considered as the next stage in the development of the socio-economic system, which is necessary to eliminate tensions and the resulting imbalance. A manifestation of a situation is possible in which the existing mechanisms associated with this system of regulation are inconsistent in changing adverse market processes, when contradictions that develop in the bowels of important institutional forms that determine the mode of accumulation of wealth are aggravated [1].

In this regard, the bankruptcy institution comes to the forefront, which implements a macroeconomic state strategy, thereby helping to maintain the state’s existing production potential and is a creating force.

Nevertheless, the experience of Kazakhstan shows that most business entities practically do not see in the bankruptcy procedure the main mechanism for improving the situation. In recent years, only 2 to 5% of insolvent debtor enterprises undergo a rehabilitation procedure, mainly many of them self-destruct. Actual data for the last year only confirm a similar trend. As of December 1, 2017, the number of operating SMEs increased by 4.5% compared to the corresponding date of the previous year. In the total number of SMEs, the share of individual entrepreneurs was 65.4%, legal entities of small business - 18%, farms enterprises - 16.4%, legal entities of medium-sized enterprises - 0.2%. (chart 1)



2017

Figure 1 – Change in the number of operating small and medium-sized enterprises

*A source <http://www.stat.gov.kz/>

And nevertheless, according to official statistics of the CPV MF RK as of 01.12. 2017 in the republic of all insolvent enterprises that ended up in lawsuits:

- 184 business entities are at the rehabilitation stage, which is only 5.7% of their total number;
- 1897 business entities at the liquidation stage - about 75% of the total number,
- and only 508 business entities were liquidated through the use of bankruptcy proceedings - 19% of the total.

In addition, on graph 2 we can see a change in the main indicators of the activity of small and medium-sized enterprises in the Republic of Kazakhstan, indicating a decrease in their output.

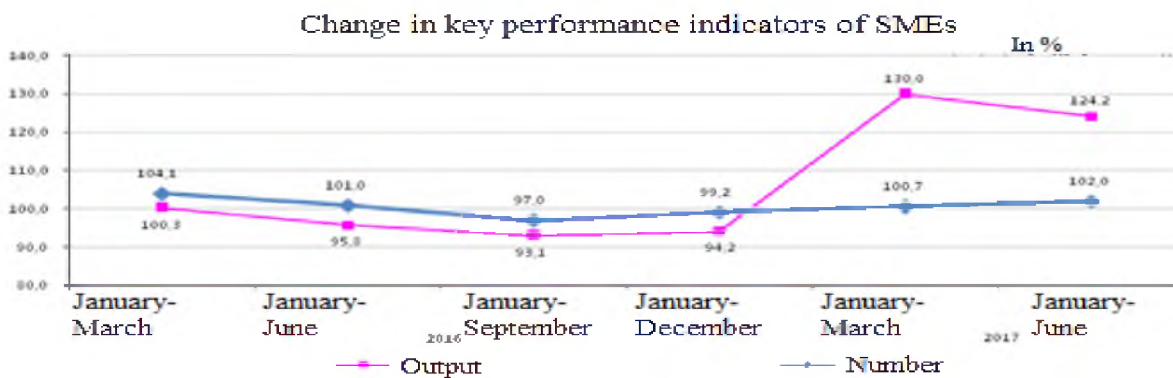


Figure 2 – Change in key performance indicators of SMEs

*A source <http://www.stat.gov.kz/>

In accordance with what, the question arises, why the tasks of the Bankruptcy Institute are not realized? In our opinion, it is necessary to focus on the existing problems of the effective use of crisis management in the Republic of Kazakhstan:

- 1) the problem of forming a positive attitude of society to the procedures of the institution of insolvency (bankruptcy);
- 2) the problem of creating a system for regulating the activities of managers in insolvency proceedings;
- 3) the problem of the professional activities of crisis managers.

The establishment of goals and objectives of management in the field of insolvency of this institution is facilitated by a clear understanding of the terminology used in this field. The main reason for the

negative attitude of society and business structures is a misunderstanding of the concept of “bankruptcy” due to its ambiguity, distortion in understanding the problem of crisis management of an enterprise.

The definition of “bankruptcy” has a dual nature. Bankruptcy is considered as insolvency or inability of the debtor to fully satisfy the requirements of creditors. For example, the Federal Law “On Insolvency (Bankruptcy)”, in the title of the Russian law, in it these concepts are synonyms;

Further, bankruptcy is understood as a process, i.e. There are two different approaches to its definition: 1) bankruptcy is the liquidation procedure of the debtor, 2) bankruptcy is the procedure for resolving the relationship of the insolvent debtor with its creditors. The second definition is acceptable, as The bankruptcy process includes a wide range of procedures (for example, rehabilitation), rather than just the debtor liquidation procedure.

In the Republic of Kazakhstan, in practice, the concept of “bankruptcy” was widely used only as a procedure for liquidating a debtor, thereby causing a negative attitude towards it from society and enterprises, as initially, the phrase “crisis management” was translated from English into Russian as “crisis management”. What caused a negative connotation, since the definition of “crisis” was supplemented by the prefix “anti”. And accordingly, this contributed to the distortion of the essence of the crisis management problem, thereby causing a negative attitude.

In Western countries, the object of “crisis management” is the crisis itself as a situation or process and does not appear to be something that inevitably leads to disaster. Whereas in the countries of the post-Soviet space, including the Republic of Kazakhstan, the object of crisis management is considered to be an enterprise that is experiencing a crisis or which it threatens, i.e. seems like a deadly threat.

Thus, in the concept of “crisis management” (“crisis management”), the key term is “crisis” and the content of crisis management directly depends on what content is embedded in its concept.

The term “crisis management” arose relatively recently. It is believed that the reason for its appearance is the reform of the Kazakhstani economy, the gradual entry of Kazakhstan into the zone of crisis development. Not many expected that the result of the reforms would be a crisis, but many today realize that only a qualitatively new type of management can lead the economy out of the crisis, which would help solve two interrelated problems - recognition of the crisis and its prevention.

In the concept of crisis management, in recent years, the methods of crisis management and enterprise risk management have been used more and more closely in the world practice, while a crisis is considered to be an emerging or developing dangerous unstable situation that requires an immediate response, and any probable threat is considered a risk. Hence it can be stated that the area of crisis management is expanding, while preference is given to crisis prevention, namely, the preventive implementation of measures to prevent risks. The term “crisis management” arose relatively recently. It is believed that the reason for its appearance is the reform of the Kazakhstani economy, the gradual entry of Kazakhstan into the zone of crisis development. Not many expected that the result of the reforms would be a crisis, but many today realize that only a qualitatively new type of management can lead the economy out of the crisis, which would help solve two interrelated problems - recognition of the crisis and its prevention.

The crisis management system includes: risk assessment of potential crises, measures to reduce the likelihood of crises, development of anti-crisis action plans, identification of signs of crisis development, liquidation of crisis consequences and prevention of crises in the planned future. The typology of crisis management of enterprises used in Western countries distinguishes two main large groups:

- corporate crisis management carried out within the framework of the corporate or Civil Code and is not regulated by any special regulatory acts;
- crisis management in the procedures of insolvency of enterprises, namely bankruptcy.

Unfortunately, the main focus of anti-crisis management on overcoming the crisis and eliminating its consequences still remains in the economy of the Republic of Kazakhstan.

In our opinion, only a correct understanding of the essence of the institution of bankruptcy can contribute to the formation of a positive attitude of society to bankruptcy as a natural economic process that contributes to the recovery of the country's economy.

The decision to increase the effectiveness of the institution of bankruptcy, rehabilitation and crisis management may be the creation of an effective system for regulating the activities of managers in the insolvency proceedings of enterprises.

In addition, the system of regulating the insolvency of enterprises should be formed with the participation of the state in the person of its authorized body. Currently, in Kazakhstan this is the

Committee on Insolvent Debtors under the Ministry of Finance of the Republic of Kazakhstan. However, the functions of the authorized body of the state in the field of bankruptcy are assigned to the Tax Committee under the Ministry of Finance of the Republic of Kazakhstan. It turns out that the state, the person of the authorized body, determines the standards for the activities of managers, while at the same time being a creditor of the debtor in terms of paying taxes, which is nonsense. The experience of foreign countries excludes such a phenomenon. For example, in the UK, the bankruptcy authority of the state is the Insolvency Service, which is part of the Department of Enterprise and Innovation.

A classic example of effective state regulation of economic insolvency of enterprises is the transfer by the state of the functions for the operational management of insolvent enterprises to self-regulatory professional organizations, leaving only the control and incentive functions.

International experience in the cooperation of state bodies with self-regulatory organizations in the field of bankruptcy is carried out in such areas as licensing specialists for assessing the insolvency of enterprises, their training, the development of professional codes and ethical standards, the adoption of disciplinary measures, and the very appointment of a specialist for the bankruptcy procedure of an enterprise.

The international experience of forms of cooperation between government bodies and self-regulatory professional organizations identifies three categories of their cooperation.

The state represented by the state agency involves such organizations in the implementation of certain functions and powers; So the role of a government agency in Canada is greater than in the United States of America;

In the United Kingdom of Great Britain and Northern Ireland, for example, the roles of a state body and self-regulatory professional organizations are approximately equal, since the law allows for the delegation and empowerment of delegation of state bodies.

In Austria, Germany, and the Netherlands, the law requires self-regulatory professional organizations to perform certain functions and powers in the system of insolvency of enterprises, in which case the role of the state agency naturally becomes less.

Thus, it can be noted that the formation of an optimal form of cooperation between the State body and self-regulatory professional organizations contributes to the management of insolvency by ensuring the independence of managers from various participants, increasing their responsibility for the results of bankruptcy proceedings.

It should be noted that in the economy of Kazakhstan at present, the problem of the lack of professionalism and quality of the activities of specialists on the insolvency of enterprises is relevant. With the development of the institution of bankruptcy in Kazakhstan, the number of crisis managers increases and, accordingly, this leads to increased competition in the labor market..

The insolvency profession is one of the most prestigious and highly paid in the UK. This is facilitated by the principles of the foreign organization of the activities of professional managers, which include:

- high standards of entry into the profession by the experience of professional activity and the level of education;

- it is the size of the debtor's assets, on which the expected remuneration of the person appointed for the bankruptcy procedure depends, that is the criterion by which the judge decides who to appoint for the procedure: few assets - a civil servant is appointed, many assets - they appoint a private insolvency practitioner.

Unfortunately, the legal environment in the republic lacks a mechanism to stimulate the professionalism of crisis management, which does not allow creating conditions for increasing the professional activity of crisis managers.

An analysis of the results of reforms in Kazakhstan shows that government efforts should focus on finding ways aimed at maximizing the use of existing scientific, technical and production potential, preserving human capital, and providing broad social support for reforms. Specific methods should be developed to pursue an active institutional, industrial and social policy..

Kazakhstani experience in crisis management has shown that it is possible to effectively use both the pros and cons in managing the economy. On the one hand, the high dependence on global energy demand and oil prices exacerbates the situation, but it was precisely oil revenues that created reserve funds that made it possible to take such large-scale measures to support the economy in a crisis. And when recovering from the crisis in the world market, energy prices primarily rise, which allows the economy of

Kazakhstan to recover due to changes in oil prices. On the one hand, the low competitiveness of the Kazakhstani economy is undoubtedly a negative factor, but during the crisis, the orientation of local, weakly competitive in the world market, production to its own domestic market allowed avoiding a deeper recession. So far, it has not been possible to diversify the economy of Kazakhstan, restructuring, and move to an innovative development path. All this against the background of such unfavorable and widespread phenomena in all countries as a drop in production, an increase in unemployment, a drop in living standards exacerbates the situation. Differences between Kazakhstani and foreign anti-crisis measures are also related to the fact that in Kazakhstan the financial sector is underdeveloped, and funds for the purchase of bad assets are required much less, however, the weakness of the developing economy is reflected in a deeper recession in the industrial sector. The support of unprofitable enterprises by governments in Germany and France is considered impractical, and in Kazakhstan the government is forced to support such enterprises in order to avoid mass unemployment and social disasters.

Based on the foregoing, the central theoretical problem of development is the balance of state and market. The question now is not worth conceptually: to intervene or not state power in the economy. World experience confirms that the market cannot develop in a vacuum, it needs a legal and regulatory framework. The state forms such a basis for development, protecting and safeguarding property rights, creating legal and other regulatory systems, and promoting effective entrepreneurial activity of citizens. The impact of the state can be in the form of regulation of private activity, take the form of financial support for soft loans, etc.

Conclusion. In our opinion, according to the theory of the modern world economy, taking into account the national specifics of the state, the principles of the successful organization of the activities of professional managers in bankruptcy cases should be reflected in the conditions created by the organizational, legal and economic policies of the state of the Republic of Kazakhstan.

In our opinion, to increase the effectiveness of crisis management, the following factors must be taken into account:

- professionalism of crisis management and special training. Crisis management should be a necessary element of any management: strategic, creative, production, environmental, financial, etc.
- the art of management, given by nature and acquired in the process of special training, and should be highlighted especially in the list of factors of the effectiveness of crisis management;
- scientific analysis of the situation, forecasting trends - a vision of the future and not subjective, but based on accurate, scientifically sound analysis allows you to constantly monitor the approaching crisis;
- a methodology for developing risk-taking decisions — such a methodology should be created and mastered, because it largely determines such qualities of managerial decisions as timeliness, completeness of reflection of a problem, specificity, organizational significance;
- corporatism is also an important factor in the effectiveness of crisis management, that is, understanding and acceptance by all employees of the organization's goals, willingness to work selflessly to achieve them, this is a special kind of integration of all employees, the development of internal patriotism and enthusiasm;
- leadership is also included in the combination of factors of effective crisis management;
- Efficiency and flexibility of management consist in changing management in accordance with situations, adapting management to crisis conditions;
- strategy and quality of anti-crisis programs - in many situations there may be a need to change the management strategy and to develop special anti-crisis development programs;
- the crisis monitoring system is an extremely important factor in the effectiveness of crisis management - these are organized actions to continuously continuously determine the probability and reality of a crisis for its timely detection and recognition. [7]

Thus, the dynamics of overcoming the crisis, and then economic growth, is determined not by the power of the state, but by the effectiveness of indirect impact and regulation of institutional forms in the market environment, stimulating competition, and completing the structural adjustment of the economy. Behind the crisis, which is the destruction of everything outdated and leading to a revision of previous ideas, it is important to see the foundations of a new level of development of the national economic system.

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ХАЛЫҚАРАЛЫҚ ТӘЖІРИБЕ ЖӘНЕ ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДА ДАҒДАРЫСҚА ҚАРСЫ КӘСІПТІК МЕНЕДЖМЕНТТІ ҚАЛЫПТАСТЫРУ ЕРЕКШЕЛІКТЕРІ

Аннотация. Мақалада Қазақстан Республикасында дағдарысқа қарсы кәсіптік менеджментті дамытудың теориялық және практикалық аспектілері және халықаралық тәжірибені қолдану мәселелері қарастырылады. Атап айтқанда, мемлекеттің қолданыстағы өндіріс әлеуетін сақтай отырып, макроэкономикалық мемлекеттік стратегияны іске асыратын банкроттық институтын дамыту мәселелері қозғалады. Қоғам мен бизнес құрылымдарының теріс көзқарасының себептерінің бірі «банкроттық» ұғымы күрделі болғандықтан және кәсіпорынның дағдарысты басқару мәселесі дұрыс түсіндірілмегендіктен авторлар оның экономикалық табиғатын зерттеп, «банкроттық» ұғымының түсіндірмесін дәрменсіз борышкердің кредиторлармен қарым-қатынасын шешудің тәртібі ретінде ұсынды.

Әрі қарай мақалада мемлекеттік органдардың Канада, Америка Құрама Штаттары, Ұлыбритания және Солтүстік Ирландия Біріккен Корольдігі, Австрия, Германия, Нидерланды, Франциядағы банкроттық саласындағы өзін-өзі реттейтін ұйымдармен қарым-қатынас барысындағы халықаралық тәжірибесі және үш санатты бөлетін мемлекеттік органдар мен өзін-өзі реттейтін кәсіби ұйымдар арасындағы ынтымақтастық нысандары қарастырылады. Олардың ынтымақтастығы Қазақстан мен шетелдік дағдарысқа қарсы шаралар арасындағы айырмашылықтарды анықтады. Шетел тәжірибесі мен Қазақстанда жүргізіліп жатқан реформалардың нәтижелерін талдау негізінде мемлекеттің ұлттық ерекшеліктерін және банкроттық жағдайда кәсіби менеджерлердің қызметін табысты ұйымдастыру қағидастарын ескере отырып, кәсіпорындарды дағдарысты тиімді басқаруды дамыту бойынша шаралар ұсынылады.

Қазақстандағы реформалардың нәтижелерін талдау үкіметтің күш-жігері қолда бар ғылыми, техникалық және өндірістік әлеуетті барынша пайдалану жолдарын іздеуге, адами капиталды сақтауға және реформаларға көбірек әлеуметтік қолдау көрсетуге бағытталуы қажеттігін көрсетеді. Белсенді институционалды, индустриалды және әлеуметтік саясат жүргізу үшін нақты әдістер әзірленуі керек.

Дағдарысты басқарудағы қазақстандық тәжірибе көрсеткендей, экономиканы басқаруда жағымды жақтарын да, тиімді тұстарын да тиімді пайдалануға болады. Бір жағынан, энергияның әлемдік сұранысы мен мұнай бағасына жоғары тәуелділік жағдайды ушықтырады, бірақ дәл мұнайдан түсетін түсімдер резервтік қорларды құрды, бұл дағдарыс жағдайында экономиканы қолдау үшін осындай ауқымды шараларды қабылдауға мүмкіндік берді. Дүниежүзілік нарықтағы дағдарысты қалпына келтіру кезінде, ең алдымен, энергия бағасы қымбаттайды, бұл мұнай бағасының өзгеруіне байланысты Қазақстан экономикасын қалпына келтіруге мүмкіндік береді. Бір жағынан, Қазақстан экономикасының бәсекеге қабілеттілігінің төмендігі сөзсіз жағымсыз фактор болып саналады, бірақ дағдарыс кезінде әлемдік нарықта бәсекеге қабілетті жергілікті, өндірісті өзіндік ішкі нарыққа бағыттау терең рецессиядан құтылуға мүмкіндік берді. Қазіргі уақытта Қазақстан экономикасын әртараптандыру, қайта құрылымдау және инновациялық даму жолына көшуге мүмкін болмады. Мұның бәрі барлық елдерде өндірістің құлдырауы, жұмыссыздықтың өсуі, өмір сүру деңгейінің төмендеуі сияқты қолайсыз және кең таралған құбылыстар жағдайды ушықтырады. Қазақстандық және шетелдік дағдарысқа қарсы шаралар арасындағы айырмашылықтар Қазақстанда қаржы секторының нашар дамығандығына және нашар активтерді сатып алуға қаражат аз талап етілетіндігіне байланысты, алайда дамып келе жатқан экономиканың әлсіздігі өнеркәсіп секторындағы терең құлдыраудан көрінеді. Германия мен Франция үкіметтерінің зиянды кәсіпорындарды қолдауы іс жүзінде мүмкін емес болып саналады, ал Қазақстанда жаппай жұмыссыздық пен әлеуметтік апаттың алдын алу үшін үкімет мұндай кәсіпорындарды қолдауға мәжбүр.

Түйін сөздер: дағдарысты басқару, банкроттық, банкроттық институт, кәсіпкерлік, макроэкономикалық мемлекеттік стратегия.

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МЕЖДУНАРОДНЫЙ ОПЫТ И ОСОБЕННОСТИ СТАНОВЛЕНИЯ ПРОФЕССИОНАЛЬНОГО АНТИКРИЗИСНОГО УПРАВЛЕНИЯ ПРЕДПРИЯТИЯМИ В РЕСПУБЛИКЕ КАЗАХСТАН

Аннотация. В статье рассмотрены теоретические и практические аспекты особенностей становления профессионального антикризисного управления предприятиями в Республике Казахстан и использования международного опыта. В частности, затронуты вопросы развития института банкротства, осуществляющего макроэкономическую государственную стратегию, в сохранении имеющегося производственного потенциала государства. Поскольку одной из причин негативного отношения общества и предпринимательских структур являются неправильное осмысление понятия «банкротство» из-за его неоднозначности, искажения в осмыслении проблемы антикризисного управления предприятием, авторами рассмотрена его экономическая сущность и дана авторская трактовка как процедуры урегулирования отношений несостоятельного должника с его кредиторами.

Далее в статье рассмотрен международный опыт по сотрудничеству государственных органов с саморегулируемыми организациями в сфере банкротства в Канаде, Соединенных Штатах Америки, Соединенном Королевстве Великобритании и Северной Ирландии, в Австрии, Германии, Нидерландах, Франции и формы сотрудничества государственных органов с саморегулируемыми профессиональными организациями, выделяющих три категории их сотрудничества, выявлены отличия казахстанских и зарубежных антикризисных мер. На основе проведенного анализа опыта зарубежных стран и итогов реализуемых реформ в Казахстане предложены меры по развитию эффективного антикризисного управления предприятиями с учетом национальной специфики государства и принципы благополучной организации деятельности профессиональных управляющих в делах о банкротстве.

Анализ итогов реформ в Казахстане показывает, что усилия государства должны сосредоточиваться на поиске путей, направленных на максимальное использование имеющегося научно-технического и производственного потенциала, сохранение человеческого капитала, обеспечение широкой социальной поддержки реформ. Должны разрабатываться конкретные методы проведения активной институциональной, промышленной и социальной политики.

Казахстанский опыт антикризисного регулирования показал, что можно эффективно использовать как плюсы, так и минусы в управлении экономикой. С одной стороны, высокая зависимость от спроса на энергоносители на мировом рынке, от цен на нефть усугубляет положение, но ведь именно нефтяные доходы позволили создать резервные фонды, которые дали возможность предпринять столь широкомасштабные меры по поддержке экономики в кризис. И при выходе из кризиса на мировом рынке в первую очередь повышаются цены на энергоносители, что и позволяет экономике Казахстана за счет изменения цен на нефть восстанавливаться. С одной стороны, низкая конкурентоспособность казахстанской экономики – безусловно, негативный фактор, но в кризис ориентация местных, слабоконкурентных на мировом рынке, производств на собственный внутренний рынок позволила избежать более глубокого спада. Провести диверсификацию экономики Казахстана, структурную перестройку, перейти к инновационному пути развития пока не удастся. Все это на фоне таких неблагоприятных и распространенных во всех странах явлений, как падение производства, рост безработицы, падение уровня жизни усугубляет ситуацию. Отличия казахстанских и зарубежных антикризисных мер также связаны с тем, что в Казахстане финансовый сектор слабо развит, и средств на выкуп плохих активов требуется значительно меньше, однако слабость развивающейся экономики отражается в более глубоком спаде в промышленном секторе. Поддержка убыточных предприятий правительствами в Германии, Франции считается нецелесообразной, а в Казахстане Правительство вынуждено поддерживать и такие предприятия, для того чтобы избежать массовой безработицы и социальных катаклизмов.

Ключевые слова: кризис-менеджмент, банкротство, институт банкротства, предпринимательство, макроэкономическая государственная стратегия.

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