

RESEARCH OF MILITARY ORGANIZATION MANAGEMENT  
ON DIFFERENT STAGES OF FUNCTIONINGДОСЛІДЖЕННЯ УПРАВЛІННЯ ВІЙСЬКОВОЮ ОРГАНІЗАЦІЄЮ  
НА РІЗНИХ ЕТАПАХ ФУНКЦІОНУВАННЯ

*The problems of crisis management in the organization at different stages of functioning have been considering in the work. The effectiveness and functioning of any organization is based on the totality of managerial decision-making, especially in times of crisis, which depend on environmental and internal factors.*

*Crises arise, in turn, from a set of factors that are objective and subjective. In most crisis situations, under the influence of the external environment, it is possible to anticipate and implement a set of measures to prevent or reduce the impact of negative effects on the economic activities of the organization. Crises can also occur under the influence of internal environmental factors such as: low level of marketing research organization, deficiencies in operational management, conflicts between staff, administration and founders, individual units, low level of innovation and investment activities and more.*

*Taking into account the consequences of such factors at the stages of creation of new types, technologies, implementation of innovation-investment programs and projects ensures stable functioning of the organization. However, neglect of some factors, excessive risk of resources, and low level of management with limited resources can lead to disruption of the normal life of the organization. Crises are manifested at different stages of the life cycle of the organization. Crises are mostly manifested in the stages of transition of the operating system to the next life cycle of the organization. Organizations are developing an anti-crisis strategy for crisis prevention.*

*One of the crucial functions of the organization's anti-crisis strategy is the assessment and forecasting of its crisis. To identify crises, it is of paramount importance to assess the state of the environment and forecast its changes in the near and far perspectives. Particular attention in crisis management is given to the crisis monitoring system. The monitoring determines the likelihood and reality of the occurrence of crisis phenomena, which makes it possible to develop and implement a link of anti-crisis measures in a timely manner.*

**Key words:** *crises, crisis management, classification, signs of crisis Introduction.*

*У роботі розглянуті проблеми антикризового управління організацією на різних етапах функціонування. Ефективність і*

*функціонування роботи будь-яких організацій базується на сукупності прийняття управлінських рішень, особливо у період виникнення кризових явищ, які залежать від факторів зовнішнього і внутрішнього середовища.*

*Кризові ситуації виникають від сукупності певних чинників об'єктивного і суб'єктивного характеру. Здебільшого виникнення криз під впливом зовнішнього середовища можна передбачити та здійснити комплекс заходів із їх попередження або зменшення впливу негативних наслідків на господарську діяльність організації. Кризи можуть виникнути також і під впливом чинників внутрішнього середовища, таких як: низький рівень організації маркетингових досліджень, недоліки в операційному менеджменті, конфліктні ситуації між персоналом, адміністрацією і засновниками, окремими підрозділами, низький рівень інноваційно-інвестиційної діяльності та ін. Врахування наслідків від таких чинників на стадіях створення нових видів, технологій, реалізації інноваційно-інвестиційних програм і проектів забезпечує стабільне функціонування організації. Однак ігнорування деяких чинників, зайвий ризик ресурсами, низький рівень менеджменту за обмежених ресурсів може призвести до порушення нормальної життєдіяльності організації. Кризові явища проявляються на різних етапах життєвого циклу організації. Кризи здебільшого проявляються на стадіях переходу операційної системи до наступного життєвого циклу організації. В організаціях розробляється антикризова стратегія для попередження криз.*

*До однієї з постійних функцій антикризової стратегії організації належать оцінка та прогнозування входження її у кризовий стан. Для виявлення криз першорядне значення має оцінка стану зовнішнього середовища і прогнозування його змін у ближній і дальній перспективах. Особлива увага в антикризовому управлінні приділяється системі моніторингу кризових ситуацій. Внаслідок моніторингу визначається ймовірність і реальність появи кризових явищ, що дає можливість своєчасно розробити та здійснити ланку антикризових заходів.*

**Ключові слова:** *кризи, антикризове управління, класифікація, ознаки кризового стану.*

УДК 330.322.5

DOI <https://doi.org/10.32843/2663-5240-2020-17-17>

**Romaniuk V.A.**

Candidate of Technical Sciences,  
Associate Professor,  
Associate Professor at the Department  
of Tactical and Special Training  
National Academy of the National Guard  
of Ukraine

**Starodubtsev S.O.**

Candidate of Military Sciences,  
Associate Professor,  
Associate Professor at the Department  
of Tactical and Special Training  
National Academy of the National Guard  
of Ukraine

**Lazutskiy A.F.**

Candidate of Military Sciences,  
Associate Professor,  
Teacher at the Department of Tactical  
and Special Training  
National Academy of the National Guard  
of Ukraine

**Statement of the problem in general.**

The activity of any organizations, including military ones, depends on the combination of factors that affect the results of operational activity. The consideration of these factors at the stages of creation of new types of products (performing new tasks), technologies, (ways of proceeding) implementation of innovative investment programs and projects ensures stable functioning of the organization. However, ignoring some factors, unjustified optimism in marking certain manage-

ment decisions, putting resources at excessive risk, low level of management of limited resources may result in violation of normal functioning of the organization. Such state is characterized as crisis condition, i.e. the state that makes the orderly development of the organization impossible. The combination of deviations in normal business activity is explained by the manifestation of "crisis". The efficiency of organization's activity under crisis conditions heavily relies on the effectiveness of organization's anti-crisis management.

The analysis of the last studies and publications. The crisis is explained “as an intensification of contradictions in social and economic system (organization) that threatens its viability in existing environment” [3]. Crisis manifests itself at different stages of organization’s life cycle. There is no unified approach to the determination of the quantity of lifecycle stages under present conditions. Depending on information source, the number of lifecycle stages varies between five and eight. P.A. Popov [7] determines five stages of lifecycle: growth, stabilization, stagnation, reorganization; while V.O. Vasilenko [5] claims that there are eight stages: insensitivity threshold (foundation of the organization) – (E1), formation (implementation), development (growth); maturity, saturation, decay, breakdown (bankruptcy), liquidation or utilization. It is necessary to know there is no certain definition of organization’s lifecycle for today. According to separate publications, the duration of cycles varies from 3–5 years to 60 years [4]. Crisis mostly manifests itself at the stages of transition of operational system to the next lifecycle of the organization. The causes of the crisis are as follows: natural, anthropogenic, external and internal, objective and subjective. Crisis consequences are divided into positive and negative. Crisis types are economic, social, organizational, psychological, technological, social, natural, ecological, light and heavy, predictable and unpredictable [2; 6]. Organizations develop anti-crisis strategy to prevent the crisis. One of the constant functions of anti-crisis strategy is the evaluation and forecasting of crisis state. The evaluation of the state of external environment and prediction of its change in the long and short run are the most critical in crisis disclosure. The prediction of the crisis is an comprehensive process that includes the following actions [7; 9]:

- clarification of all causes of crisis state;
- disclosure of the factors that prevent crisis;
- ranging crisis triggers and deterrents in terms of the strength and impact period;
- the development of the means for neutralization of crisis triggers and crisis process stimulators.

Anti-crisis strategies form the bases for organization’s anti-crisis management. The factors that determine the efficiency of anti-crisis management are as follows [1]:

- Professional competence of anti-crisis managers (chiefs) that is achieved by conventional and special education and gaining special experience;
- Formation of team of managers (chiefs) who are sensitive to signs of crisis and can efficiency manages the organization under extreme conditions;

- The ability of managers (chiefs) to consider the risk level of made decisions and measures for prevention of negative consequences that can be caused by changes in external and internal environment of the organization.

- Corporative approach, i.e. staff’s awareness of the mission and objects of the organization and the willingness to work independently to reach these objects;

- The availability of leaders who have management’s confidence, high standing among staff and are confident in reaching set goals;

- Management responsiveness and flexibility those are necessary in crisis conditions since the latter requires prompt and decisive actions and introduction of changes in operational system;

- Availability of development strategy and special anti-crisis programs.

In anti-crisis management, a special attention is given to the system of monitoring of crisis events [2]. Due to this monitoring, it is possible to determine the possibility and probability of crisis events. This fact allows timely development and implementation of the set of anti-crisis measures. To execute management under crisis conditions, it is recommended to use situational approach [1; 8] that provides the following:

- Firstly, the manager should be able to carry out continuous analysis of the situation of the organization;

- Secondly, management system should meet demands of current situation;

- Thirdly, the management should create organization’s potential that is necessary for switching to new management style that corresponds to current situation;

- Fourthly, the organization management should be changed, considering the demands that rise in crisis, To increase the scope of the security, it is recommended to develop special plans and form anti-crisis teams (groups) of the specialists who have experience in anti-crisis management for implementing these plans [5].

**The purpose of this article** is to highlight anti-crisis management issues under current conditions.

**Statement of basis materials.** In our view, the notion ‘organization crisis’ demands the concretization since the definition of the crisis as ‘an intensification of contradictions in social and economic system (organization) that threatens its viability in existing environment’ describes crisis state of macroeconomic systems rather than microeconomic systems that include organizations. Therefore, organization crisis should be explained as the organization’s loss of the ability to reach set goals and fulfill current obligations. Set goals should be understood as profit for com-

mercial organization, maintenance of military readiness for military organizations and reaching social, ecological and other goals for non-profit organizations. The fulfillment of obligations should have the following meanings:

- Repayment of short-term and long-term bank credits;
- Fulfillment of long-term financial obligations;
- Repayment under differed long-term obligations;
- Repayment of credit debts for goods, works, and services; Repayment of obtained advances, budgetary and non-budgetary payments, labor payments, insurance payments, shareholder payments and fulfillment of other current obligations. The analysis shows that crises are not similar in terms of their causes, consequences and nature.

**Common crisis:** it covers social and economic system.

**Macrocrisis:** it covers a great share of social and economic system.

**Microcrisis:** it is peculiar for certain industrial, businesses fields, and issues.

**Economic crisis:** it reflects sharp contradictions in country's economy and economical state of separate business entity or firm. It is a crisis of production and sale of goods, relations of economic agents, payment crisis, and loss of competitive advantages.

**Social crisis:** it raises upon sharpening of contradistinctions or conflict of interests of different social groups or organizations of employees and employers, labor unions and sole proprietors of different professions, personnel, managers etc. Social crisis is often a part of economic crises but it also may raise independently, for instance, due to management style, dissatisfaction of labor conditions, the attitude to ecological issues and patriotic feelings.

**Financial crisis:** it reflects contradictions in financial system or financial abilities of the firm.

**Organizational crisis:** it is a crisis of distribution and integration of the activity, distribution of functions and regulation of the activity of separate subdivisions such as divisions of administrative units, regions, affiliated companies and branches.

**Psychological crisis:** it is a crisis of psychological state of a human. It manifests itself in the form of stress that has mass nature, sense of insecurity, panic, fear for the future, dissatisfaction with job, legal security and social state. This is a crisis in social and psychological climate of the society, community or separate group.

**Technological crisis:** it is a crisis caused by the absence of new technologies in the organization.

**Natural crisis:** it is conditioned by the changes in natural environment.

**Ecological crisis:** it is conditioned by anthropogenic and industry-related factors.

**Predictable crisis:** predictable crises are peculiar for development stage. They are predictable and caused by objective reasons during production restructuring and change in the interest structure under the effect of scientific and technical progress.

**Unpredictable crisis:** unpredictable crises are results of rough error in management or any natural phenomenon.

The need in the separation of classification of crises is conditioned by the differentiation of measures and methods for their management. It should be noted that the rise of one crisis in the organization results in the rise of several types of crises, for instance, technological crisis might be followed by economic and social crises. Thus, the organization is in crisis state when certain type of crises raises. Any crisis has three stages of development: origin, growth, and liquidation. It is essential for organization management to reveal the crisis at its origin stage. In this case, the crisis will be liquidated without negative consequences ones its causes are removed. Crisis causes may be different and conditioned by either external or internal environmental factors. The factors of external environment determine the nature of relationships between the organizations and suppliers, budget, state bodies and local authorities, consumers and competitors in the system of external economic activity. The factors of external environment include the availability of accessible natural resources and the effect of climatic conditions.

The raise of the crisis under the effect of external environment in most cases can be predicted, and it is possible to implement the set of measures for its prevention or reduction of the effect of negative circumstances on business activity of the organization. Crisis may be caused by the factors of internal environment such as low level of organization of marketing researches, deficiency of operational management, conflict situations between employees, administration and founders, separate subdivisions, low level of innovative and investment activity etc. The functioning of the organization is associated with certain number of issues. These issues are as follows:

1. The increase of credit debt before suppliers, budget, social insurance funds, staff, shareholders etc.
2. The increase of credit debt that may be conditioned by conclusion of contracts with organizations that are in unsatisfactory financial state.
3. The decrease of debtor indebtedness due to reduction of demand for the products and, as a result, the rise of scarcity of working capital that

Table 1

**Signs of crisis state of the organization**

| <b>Crisis state signs</b>   | <b>Causes</b>   | <b>Consequences</b>   |
|---|---|---|
| 1. Current payroll liability  | 1. Low level of operating income.<br>2. The increase of debtor indebtedness.  | 1. The reduction of motivation.<br>2. The increase of workforce turnover.<br>3. The reduction of qualification level of the personnel.  |
| 2. The increase of the reserves of finished products finished goods | 1. The quality of products fails to meet consumer's demands.<br>2. The reduction of the demand for organization's products. | 1. The reduction of the level of operational income.  |
| 3. The reduction of share price                                     | 1. Low financial result of business activity.   | 1. The increase of the number of persons who want to sell organization's shares.  |
| 3. The growth of current debtor indebtedness                        | 1. Low qualification level of the staff.<br>2. Unsatisfactory level of marketing researches                                 | 1. The reduction of the level of operational income.<br>2. The growth of creditor indebtedness.   |
| 4. The reduction of production reserves                             | 1. The limitation of financial abilities for purchasing resources.  | 1. The reduction of production volumes due to lack of current assets.   |
| 5. The growth of current creditor indebtedness                      | 1. The growth of debtor indebtedness.<br>2. The growth of finished product reserves.  | 1. Payment of penalties for delayed payments.   |
| 5. The raise of long-term debt or indebtedness                      | 1. Non-solvency of product (works or service) consumers.<br>2. Unsatisfactory level of marketing researches.                | 1. The growth of creditor indebtedness.<br>2. The deterioration in financial state of the organization.   |
| 6. The growth long-term creditor indebtedness                       | 1. The growth of debtor indebtedness.<br>2. The growth of finished product reserves.  | 1. Penalties for untimely settlements.<br>2. Registration of company' property as a security due to failure to fulfil tax liabilities.<br>3. Extraordinary audits.<br>4. Claims of creditors. |
| 7. The unprofitability of operational activity                      | 1. The issue of the products that do not meet consumers' demands.<br>2. Low level of innovative and investment activity.    | 1. The growth of creditor indebtedness.<br>2. High probability of bankruptcy.   |

requires the increase of creditor indebtedness before banks; - High skilled workforce turnover.

4. The loss of organization image and reduction of nominal value of organization's securities.

5. The increase of the frequency of extraordinary audits of business activity.

6. Settlement of disputes in courts on the claims of organization's creditors.

Organization's activity aimed at prevention of crisis, reduction of its effect on business activity and liquidation of crisis consequences is ensured by anti-crisis management system. The system of early crisis disclosure takes the central place in anti-crisis management system. The first signs of crisis (table 1) include the growth of creditor indebtedness before personnel, resource suppliers, contractors, budget, the payment of penalties for untimely fulfillment of obligations, claims, issues that relate of business portfolio building, reduction of share price and as the consequence, the increase of workforce turnover, extraordinary

audits carried by tax inspectorate and inspections by control-and-auditing administration for state organizations.

To recover the company from crisis state, it is recommended to implement the set of operational and strategic measures. Operational measures include the liquidation of "narrow places" in operational system, reduction of costs for manufacture of products (performing of tasks), debt restructuring, attraction of creditors for working capital financing, disclosure of internal reserves, and improvement of management system. Strategic measures include the review of existing strategies in production field, the system of innovative and investment activity, diversification of production, improvement of credit policy etc. The efficiency of anti-crisis management increases when company assigns special group from the highest management, which can manage resources within its authorities upon fulfillment of the actions associated with liquidation

of crisis in the organization. This group can be formed as separate structural unit or have consultative status. The development of anti-crisis policy, including the set of strategic and current measures aimed at removal of the reasons of crisis state, normalization of functioning mode of organization's operational system, liquidation of crisis consequences, correction of organization development strategy, plays a great role in anti-crisis management system.

**Conclusions.** The disregard of some factors, unjustified optimism in marking certain management decisions, putting resources at excessive risk, low level of management of limited resources may result in violation of normal functioning of the organization. Such state is characterized as crisis condition, i.e. the state that makes the orderly development of the organization impossible. The crisis should be understood as organization's loss of the ability to reach set goals and fulfil current obligations. Set goals should be understood as profit for commercial organization, maintenance of military readiness for military organizations and reaching social, ecological and other goals for non-profit organizations. The system of early crisis disclosure takes the central place in anti-crisis management system. As a result of studies it was disclosed that the first signs of crisis include the growth of creditor indebtedness before personnel, resource suppliers, contractors, budget, the payment of penalties for untimely fulfillment of obligations, claims, issues that relate of business portfolio building, reduction of share price and as a consequence, the increase of

workforce turnover, extraordinary audits carried out by tax inspectorate and inspections by control-and-auditing administration for state organizations. The development of further studies of this issue is aimed at the improvement of the methods for diagnostic of crisis events at separate stages of lifecycle and the development of the set of anti-crisis measures in the organization.

#### REFERENCES:

1. Абросимов И.Д., Медведев В.П. Менеджмент как система управления хозяйственной деятельностью : учебное пособие. Москва : Знание, 1992. 421 с.
2. Антикризисное управление : учебник / под ред. Э.М. Короткова. Москва : ИНФРА, 2001. 432 с.
3. Осовська Г.В., Осовський О.А. Менеджмент організацій: навчальний посібник. Київ : Кондор, 2005. 860 с.
4. Баумен К. Основы стратегического менеджмента. Москва : Банки и биржи, ЮНИТИ, 1997. 136 с.
5. Василенко В.О. Антикризове управління підприємством : навчальний посібник. ЦУЛ, 2005. 208 с.
6. Новіков Б.В., Сініок Г.Ф., Круш П.В. Основы адміністративного менеджменту : навчальний посібник. Київ : Центр навчальної літератури, 2004. 504 с.
7. Попов Р.А. Антикризисное управление : учебник. Москва : Высш. школа, 2004. 429 с.
8. Одаренко Т.Е. Сапожник М.В. Антикризисное управление предприятием: сущность и преодоление. *Таврический научный обозреватель*. 2017. № 2 (19). С. 88–91.
9. Кушнір Н.Б., Войтович Д.С. Особливості антикризового управління та економічної діагностики підприємства в сучасних умовах. *Ефективна економіка*. 2016. № 5. С. 85–89.