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В статті розглянуто аналіз концептуальних основ функціонування господарюючих суб'єктів в сучасних умовах. Доведено, що створення ефективної системи антикризового управління повинно відбуватися в складі єдиної структури управління.

Ключові слова: криза, антикризовий менеджмент, агропродовольча продукція, підприємство.

Statement of a problem: Features of crisis management at the enterprises of the food industry it is caused by high degree of dependence's branch on the raw sphere of agrarian production, permanent building of the crisis phenomena in the sphere of formation's cumulative solvent demand of the population, a competition aggravation from foreign producers owing to activation of integration processes on world space. In that case problems which source is covered in other spheres of agro-industrial production that considerably complicates the mechanism of their decision and timely prevention rely on system of crisis management of the enterprises' food industry.

The analysis of conceptual bases of functioning of economic entities in modern conditions shows that creation of effective system of crisis management has to happen in structure of uniform structure of management, and the methodological framework has to combine the latest creative administrative approaches: system, process, behavioral, functional, situational, etc. The converged character of a combination of scientific approaches, techniques and mechanisms of crisis management provides performance of functions inherent in him.

Analysis of the last researches. At the micro level, including - subjects of agrarian business, works of the famous scientists-economists among which there is Lupenko Y.A. are devoted to research of problems' crisis management by economic systems., Malik N. I., Paskhaver B. I., Grishova I.Y., Krasnorutsky A.A., Gnatyeva T.M., Glushko A.V., Mostenska T.L., Mityay A.V., Pravdyuk N.L., I.A. Form., Kravchuk A.A., Stoyanova - Koval S. S., Shabatura T.S., Homa I.B., Hudolya L.M., Yazlyuk B. A. [1-14].

However, the subject of crisis management by development of the food sphere remains actually as new crises set new target parameters of management depending on a stage of life cycle of branch and a condition of national social and economic system in general. Formation of adaptive system of crisis management which will be able to provide a sustainable development of the food sphere in strategic prospect is necessary.

Purpose: To generalize modern conceptual approaches to crisis management of subjects' agrarian business, to define his making elements taking into account features of agrarian production.

Statement of the main material. Generalization of results' scientific researches was allowed to

note that the system of measures' crisis management is narrowed to the financial analysis and reactions by "ex post" option - leveling of consequences which already take place by means of a concrete set of procedures' anti-recessionary restoration of a financial condition of the subject's agrarian production, his solvency or it is reduced to carrying out procedure of insolvency. On actual crisis management is reduced by option to ability to develop optimum ways, to determine priority values in the conditions of crisis and to coordinate activity of the enterprise [7]. Such scientific and methodical approaches don't reflect contents and completeness of anti-recessionary regulation as certain sphere of management and need expansion in the context of functional management of financial management.

In our opinion, from the practical point of view the consecutive system of actions and elements of crisis management have given by authors who consistently opens essence of this process is successful: "set of the consecutive generalized actions: the analysis of a state macro - and microenvironments, the choice of the corresponding mission of the enterprise; studying of the economic mechanism of emergence of crisis situations and creation of system of scanning of external and internal environments of the enterprise for early identification of weak signals of crisis; strategic controlling's activity of the enterprise and development of strategy's prevention of his insolvency; operational assessment and analysis of a financial condition of the enterprise, detection of possibility's insolvency (insolvency); development of the system's actions in the conditions of crisis on an exit from a crisis situation; constant accounting of risk's business activity and development of actions for his decrease" [8, 10].

Strategic aspects management's activity of subjects' of agrarian production on prospect meet in researches of Mityay O.V. Krasnorutsky A.A., who treat the content of crisis management not only from positions of an exit of the enterprise from a crisis state, but also a possibility of forecasting and the prevention of emergence of his insolvency according to strategic reference points of his financial state and obtaining competitive advantages in the market [9].

As strengths of this scientific approach we consider it expedient to note a strategic orientation on the following perspective assessment of activity's subject of agrarian production and prospect of timely leveling

of the potential crisis appearance and implementation of measures for minimization of potential negative consequences. At the same time, the presented scientific approach assumes isolation of the sphere of crisis management as autonomous element of financial management which is aimed at the solution of an independent task (restoration of solvency's subject of agrarian production, leveling of his financial state) and to some extent loses narrowness of communications with all control system of economic activity.

From the point of view of system approach and a strategic orientation and future prediction of an economic crisis scientific researches of Shabaturo T.S. are substantial., who emphasizes basic need of creation' anti-recessionary regulation as a component of a segment of the general system of management and considers necessary to consider any management process at the enterprise as anti-recessionary [12], the external and internal situation answering to modern realities of an aggravation of negative influence's factors. Deepening and specialization of system's crisis management is offered to scientists, it is objectively caused by depth of crisis and allocation in her structure of the following components: preventive management, stabilization of an economic situation, system of measures for an exit from a crisis state, overcoming of his negative consequences and restoration of the lost opportunities.

Potential opportunities of a conclusion's subject of agrarian production from a crisis state and improvement of competitive positions in the market environment this is objectively caused by quantitative and qualitative parameters of economic potential which is at the disposal of the enterprise. The defining value of resource potential for restoration by the enterprise of the lost positions as a result of a crisis situation have caused development of separate methodical approach to determination of content and to justification of the mechanism of anti-recessionary regulation. Within the resource scientific concept give definition to gnoseological essence of crisis management, authors explain this category as a control system which is directed to the solution of problems of intensive development of the enterprise thanks to mobilization and an intensification of all resources of the enterprise [5].

The special attention among domestic and foreign scientists-economists is given to research of a financial component in system of measures' crisis management, gives the corresponding grounds to allocate this direction in separate scientific and methodical approach. Fundamental developments within this methodical approach made scientists, at the enterprise consider process of crisis management from the point of view's minimization of consequences of financial crisis, is provided thanks to a special subsystem of financial management which has received the name of "crisis financial management by the enterprise" and is directed to neutralization of risk of his insolvency. Authors consider as a main

goal of crisis management restoration of financial balance of the enterprise and minimization of the amount of decrease in its market value caused by financial crises [9].

Scientists-economists consider specifics of crisis financial management from positions of a bilateral control system: 1) as set of preventive measures for maintenance of a steady financial condition's enterprise and risk management, 2) as control system of finance [3].

The modern market environment of functioning's domestic subjects of agrarian production is characterized by the high level of variability, an aggravation of the actual and potential threats from foreign competitors, imperfection of institutional regulation of the sphere of external environment represented by the state, risks of loss' competitive positions in the world and national market owing to the low level of innovative activity of economic entities. Crisis situations arise practically at all stages of life cycle to the subject of agrarian production and are defined by the menacing tendency of an aggravation of consequences' action of economic crises. In such conditions for the purpose of the greatest possible elimination and the prevention of adverse economic and market situations, subjects of agrarian production have to create effective alternative control systems of the activity which are strategically focused on timely diagnostics, the prevention and leveling of consequences of the crisis appearance. In the conditions of a uniform way of a survival in the market environment this increase level of competitiveness' enterprise, formation of effective system of crisis management arises a prime strategic objective of successful development of the enterprise. Having analyzed the main scientific approaches and fundamental views of scientists' problems of ensuring crisis management at the level of the subject of agrarian production, we have come to a conclusion that such management has to be considered as the main element of all system of management, as the integral component of strategic management, a kernel which it is concentrated in the sphere of financial management thanks to which the framework of administrative decisions focused on the prevention of the crisis phenomena and development of measures of the maximum leveling of their negative consequences is formed.

The system of crisis management's subject of agrarian production has the complex character and provides the effective solution of multidimensional financial and economic problems. Scientific validity and systematic of crisis management assumes definition of key elements which convergence character of interaction allows to protect as much as possible the enterprise from real or potential threats of his sustainable development and to provide achievement of his strategic objectives.

In the course of development's conceptual provisions of implementation of crisis management we consider necessary to focus attention that the scien-

tific and methodological framework of system of crisis management of the subject of agrarian production makes set of the following main components: purposes and problems of crisis management, object and subjects of such management, principles and functions of crisis management, mechanism of effective diagnostics and overcoming of consequences' crisis appearance, perspective orientation to achievement

of strategic tasks. Depending on a functional purpose, a role and the place of elements in uniform system of crisis management at the enterprise, we consider it expedient to allocate in her structure elements of the scientific-theoretical plane, the scientific and methodological plane and a subsystem of adoption of the administrative decisions directed to achievement of goals and tasks (pic. 1.).

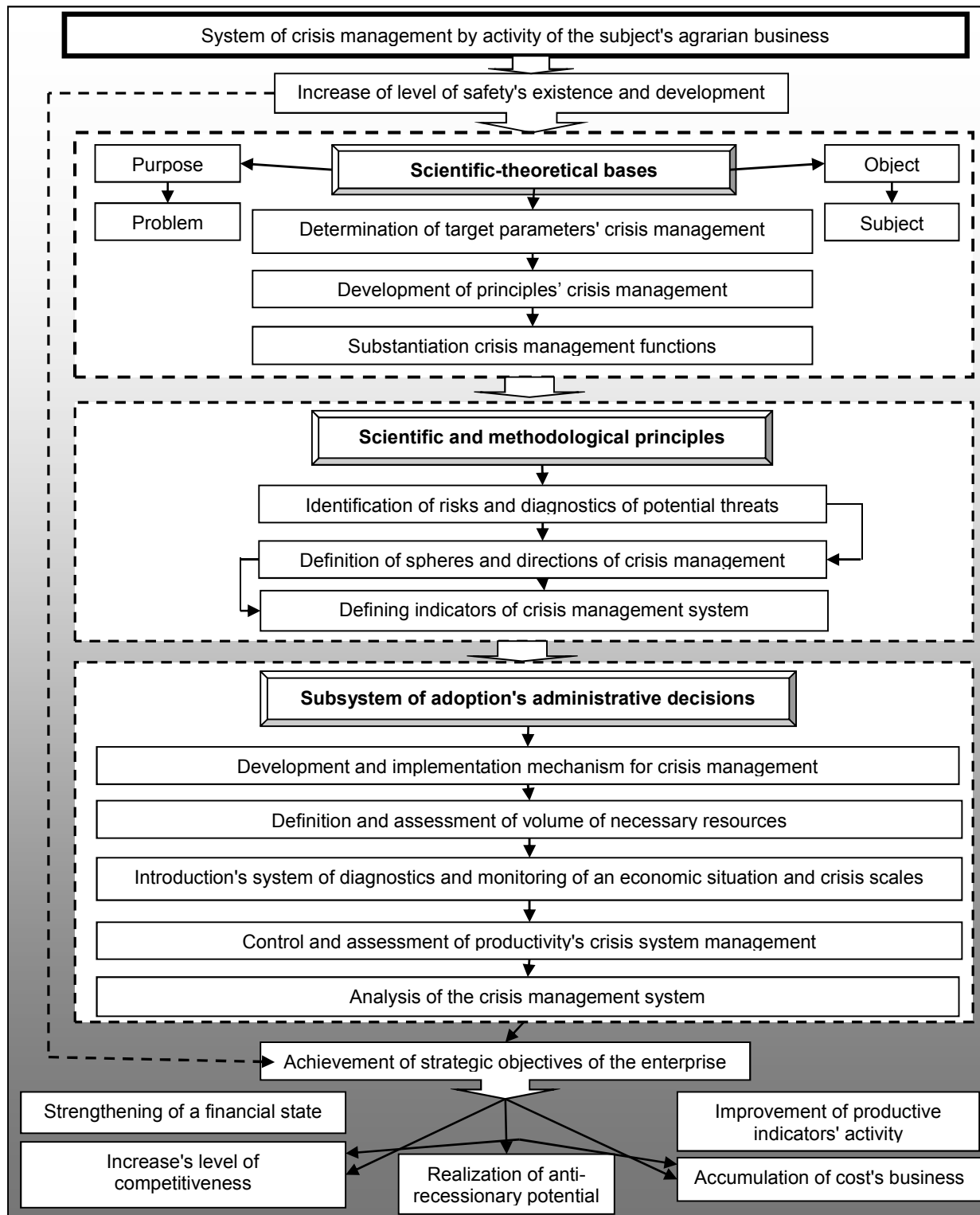


Fig. 1. Crisis management of subjects' agrarian production [source: it's made on the basis of 1-10]

Proving scientific-theoretical dominants' implementation of anti-recessionary regulation, foreign scientists offers the approach to realization of model which is reduced to strategy of orientation to results. So, within such methodical concept the main objectives' crisis management are as follows: 1) the organization of effective business, 2) transformations (addition) of the existing business in new that will allow new impulses in achievement of competitive advantages in the market [11].

Agreeing with such basic aspects of providing anti-recessionary regulation, we consider paying expedient attention to the key characteristic's productivity of development of the subject of agrarian production and an assessment of his financial state - a possibility of accumulation of market value of business. In the conditions of the market environment all indicators' efficiency of existence of an economic entity in the long term are reflected through a prism of a cost assessment of the enterprise as object of purchase and sale in the market. Influence of the menacing events and a practical assessment of consequences of the crisis appearances are shown not only in deterioration in a financial state and indicators of liquidity of the enterprise, and more, in his cost assessment as goods in the market of the functioning business projects.

The possibility of depreciation to the subject of agrarian business in the market in innovative approaches to financial management is considered as one of the main threats to successful development of the enterprise, quickly generates emergence of other threats and negative prerequisites for his existence. From such positions negative consequences of financial and economic crises lead to impossibility of realization of interests of owners of the enterprise, reduction of cost of the enterprise, decrease in degree of its investment appeal, loss of economic potential of opposition to the actual and potential threats.

Supplementing the specified scientific approaches, we consider it expedient to mark out some more basic features of crisis management of subjects of agrarian production: the non-standard

mechanism of influence's minimization of negative consequences of crisis and high degree of creativity in the course of adoption's administrative decisions. Complication of conditions of the market environment, latency of modern crises, quickly nature of their distribution and penetration leads to considerable differentiation and an aggravation of their consequences. For elimination of negative influence of external and internal threats, as a rule, it is necessary to update methodical tools of financial and economic and administrative actions.

Special character of training of specialists and administrative shots, attraction to management process' managers of new type of specialization there are modern crisis managers, objectively demands change of focuses and programs of their vocational training and increase of qualification level.

Variety of concepts and procedures of crisis management, preventive strategic orientation to identification and elimination of the potential crisis appearance and threats.

Increase of degree's requirements to quality, volume and contents information and analytical, methodical, consulting, staffing of subsystems' adoption of administrative decisions on prevention's crises and mitigation of their consequences.

Creative and innovative nature of management which has to consider high degree of variability macro - and microenvironments of functioning of the enterprises, an aggravation of competitive fight in the markets, transitivity of development's domestic economic system, deepening of world economic crises and their exit for national borders.

Conclusions: Taking into account cost and resource concepts of financial management we consider it expedient to define the general purpose of crisis management of the subject's agrarian production as stabilization of his development, increase of level's adaptation to internal and external threats, capacity-building, minimization of losses and leveling of negative consequences of the crisis appearance in long prospect with simultaneous accumulation of market value of agrarian business.

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ПРЕДМЕТ АНТИКРИЗОВОГО МЕНЕДЖМЕНТУ АГРАРНОЇ ПРОДУКЦІЇ

Лагодієнко Н.В., Гаєвський В.В.

В статті розглянуто аналіз концептуальних основ функціонування господарюючих суб'єктів в сучасних умовах. Доведено, що створення ефективної системи антикризового управління повинно відбуватися в складі єдиної структури управління.

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ПРЕДМЕТ АНТИКРИЗИСНОГО МЕНЕДЖМЕНТА АГРАРНОЇ ПРОДУКЦІЇ

Лагодієнко Н.В., Гаєвський В.В.

В статье рассмотрен анализ концептуальных основ функционирования хозяйствующих субъектов в современных условиях. Доказано, что создание эффективной системы антикризисного управления должно происходить в составе единой структуры управления.

Ключевые слова: кризис, антикризисный менеджмент, агропродовольственной продукции, предприятие.

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АГРАРНА ПОЛІТИКА ТА ЇЇ НАСЛІДКИ ДЛЯ РОЗВИТКУ АГРАРНОЇ СФЕРИ ЕКОНОМІКИ УКРАЇНИ

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Уточнено зміст аграрної політики та її цільову спрямованість. Звернено увагу на системний характер аграрної політики. Запропоновано схематичну модель системної дії аграрної політики. Розглянуто наслідки трансформації аграрної політики України та виявлено її причини. Окреслено базові цілі аграрної політики.

Ключові слова: аграрна політика, аграрний сектор економіки, дохід, експорт, імпорт, продовольча безпека.

Постановка проблеми. Аграрна політика в Україні, під якою ми розуміємо сукупність заходів держави, спрямованих на регулювання аграрних відносин, постійно змінювала свою цільову спрямованість. З 2014 р. спостерігається явно виражене прагнення керівництва зміцнити позиції держави на європейському аграрному ринку, що підкріп-

лювалося підписанням угоди про асоціацію з ЄС.

Ідея сформована на основі механічного використання методології SWOT – аналізу, за якою виявлені переваги визнаються безумовним потенціалом росту, що й визначає загальну стратегію розвитку галузі. Найчастіше звертається увага на те, що Україна серед європейських країн має