

DOI <https://doi.org/10.26661/2414-0287-2021-2-50-27>

REVIEW OF THE MONOGRAPH
«FORMATION OF STRATEGY IN ANTI-CRISIS MANAGEMENT
OF OPERATIONAL ACTIVITY OF INDUSTRIAL ENTERPRISES»,
prepared by the Candidate of Economic Sciences (Ph. D. in Economics), Associate Professor,
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Shvets Yu.O., Zaporizhzhia, 2020¹

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The operation of industrial enterprises is subject to the constant influence of internal and external factors, which affects the efficiency of operation. In this case, the main purpose of any enterprise is to make a profit, which is achieved through successful operating activities. Sales and production activities of enterprises are under the constant influence of crisis phenomena, which can lead to a decrease in sales, loss of customers, reduced sales revenue and profitability. Decreased efficiency of operating activities can affect the level of financial stability, solvency and depends on quality management decisions, timely study of the likelihood of crises.

Accordingly, there is a need for anti-crisis management of operational activities, which will allow timely detection, study of the negative impact of market factors, the possibility of crisis phenomena, diagnose their impact, take measures to neutralize and overcome the crisis. It will also increase the efficiency of sales, supply, production activities, which will affect the results of activities. In addition, there is a need for enterprises to develop and further use the strategy of crisis management of operational activities, which will allow timely detection of crises in both short-term and long-term periods. The urgency of this problem is explained by the fact that industrial enterprises do not carry out anti-crisis management of operational activities, which will identify weaknesses, shortcomings in this type of activity. enterprise. However, unfortunately, it should be noted that the lack of a clear definition of the strategy of crisis management, mechanism, system of crisis management of operational activities causes the inefficiency of the process of crisis detection and sales, production, supply activities. That is why these problems deserve detailed study.

The monograph “Formation of strategy in anti-crisis management of operational activity of industrial enterprises” contains five main sections: theoretical and methodical bases of anti-crisis management of operational activity at industrial enterprises; methodical bases of formation of strategy of anti-crisis management of operational activity of industrial enterprises; the current state of industrial enterprises; theoretical and methodological approaches to assessing the effectiveness of crisis management of operational activities at industrial enterprises; methodological approaches to forecasting crisis management of operating activities of industrial enterprises.

In the first section the author has formed a conceptual and categorical apparatus “anti-crisis management of industrial enterprises”; the definition of “anti-crisis management of operational activities of industrial enterprises” is proposed; scientific and practical aspects of building a system for determining the factors influencing the effectiveness of crisis management of industrial enterprises through the use of system, process, functional, factorial approaches, which allowed to form groups of factors.

In the second section the concept of anti-crisis management of operational activity of industrial enterprises is improved, in which the system, mechanism, strategy of anti-crisis management of operational activity of enterprises, group of factors are resulted; the mechanism of anti-crisis management of operational activity of industrial enterprises which will allow to increase efficiency of sales, production activity in the short-term period is improved; the system of anti-crisis management of operational activity of industrial enterprises which creates conditions for normal functioning of the mechanism is formed; the mechanism of formation of strategy of anti-crisis management of operational activity of the industrial enterprises by observance of strategic, innovative, synergetic, system, marketing approaches is developed.

The third section analyzes the current state of operating activities of industrial enterprises; the efficiency of financial activity of enterprises is investigated and the type of financial stability is determined; the probability of bankruptcy

¹ Швець Ю.О. Формування стратегії антикризового управління операційною діяльністю промислових підприємств : монографія. Запоріжжя : видавець ФОП Мокшанов В.В., 2020. 591 с.

at industrial enterprises is determined and the expediency of anti-crisis management of operational activities is substantiated.

The fourth section improves the scientific and methodological approach to assessing the effectiveness of the mechanism and system of crisis management of the operational activities of machine-building enterprises, which will form recommendations for further use of crisis management tools; improved theoretical and methodological approach to determining the effectiveness of anti-crisis management tools for the operational activities of machine-building enterprises, which will establish the effectiveness of their use; The scientific and methodological approach to assessing the impact of internal factors on the use of the mechanism of crisis management strategy of industrial enterprises, which will determine the list of factors influencing the application of the mechanism.

The fifth section discusses the development of methodological principles for forecasting crisis management of operational activities: developed a scientific and methodological approach to selecting and evaluating the effectiveness of crisis management strategy of machine-building enterprises, which will form anti-crisis measures and improve operational and financial activities; the model of forecasting of use of the mechanism of formation of strategy of anti-crisis management of operational activity of the industrial enterprises which provides calculation of the general and special indicators of activity, realization of the forecast will promote reduction of probability of occurrence of the crisis phenomena, improvement.

Monograph of Shvets Yu.O. maker is presented at a high scientific and theoretical level, research results and presented material are reasonable, logical and reliable, made on a topical topic, contains elements of scientific novelty, has theoretical and methodological and practical significance and is recommended for publication.

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