

**Dovhal O.V.**  
*Senior Lecturer at Department of Economic Theory and Social Sciences  
Mykolayiv National Agrarian University*

## MANAGEMENT DURING THE CRISIS

In modern conditions, the workforce is one of the scarcest resources and its quality improving – the most important factor in the competitiveness of the national economy. Reducing the level of market demand to the scope of work and service makes business entities to search for the reduction in costs, including by reducing a large number of staff. Despite the need for a brutal economy in crisis, the problem of personnel management does not lose its relevance but instead had its transformation: personnel management today should be based on the use of modern methods, the choice of which depends on the impact of the crisis phenomena on the situation of an enterprise.

A term “anticrisis management” as stated in the works of some domestic experts on management theory for domestic conditions is not yet established. The reason for the differences in interpretations of this term is the lack of a strong scientific tradition and experience in anticrisis management. The need for crisis management is determined by purposes of the development of socio-economic systems and existence of the risk of crisis. However, ambiguity and diversity of crisis content cause the appearance in a science of various

grounds for classifying economic crises and cycles.

The ambiguity of economic, especially management, understanding of this category, as we believe, is predetermined by a dual nature of any crisis, which simultaneously creates and destroys, i.e. forms the background and prepares conditions for further development and releases from the previous business strategy.

The basis for building an effective system of personnel management should be ensured by work of personnel department, which value is growing recently. Personnel department becomes a centre of personnel policy. Current planning and development of production can no longer do without the efficient work of personnel services. If a company has no personnel policy, personnel management is carried out ineffectively, which leads to problems in the organization activities, thus the enterprise needs to create personnel department, conduct the certification of personnel in order to increase the effectiveness of personnel management. Using different forms of incentives and labour motivation allows the enterprise management to rally the team, improve training of personnel and allow for the enterprise development.