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STRATEGIC PLANNING MANAGEMENT IN THE ANTI-CRISIS SITUATION

Abstract.

The leading role in crisis management is the management strategy. It is aimed not only at the problems of overcoming the crisis. The strategy makes it possible to identify and eliminate the real causes of the crisis in a timely manner. First of all, it is necessary to study and evaluate the expediency of the external and internal business environment.

This article reveals not only the necessity, but also the importance of anti-crisis management, and also assigns an essential role to anti-crisis strategy in a crisis situation. It is required to draw up a strategic program, outline the specifics of the strategy and, based on this, develop an anti-crisis management plan.

The purpose of the article focuses on the research and study of theoretical approaches for further practical application in the formation of a strategic planning and management system at domestic enterprises.

The relevance of this article is due to the fact that in order to maintain the existence of competition in the market, all organizations must make changes to their business activities from time to time.

The scientific novelty of the research is the presentation of ideas for strategic planning of the enterprise.

The object and subject of the study are various aspects, such as: crisis prevention and ensuring the sustainable position of the enterprise. The solution of these aspects is possible with the help of a system of anti-crisis measures. Anti-crisis management of enterprises, problems of a theoretical and methodological nature, issues arising in practice during the period of strengthening the economy.

The article identifies and evaluates the obstacles of the strategy in domestic enterprises. The ability to find the right approach to the development of information support, planning and management systems.

Key words: strategic planning, crisis, environment, strategy, crisis management.

Introduction.

Strategic planning is a competently developed plan of effective action that allows you to skillfully implement the goals set to achieve positive results in market conditions. The growth and well-being of the enterprise depends on the correctly selected activity.

The goals should be aimed at how the company adapts to changes in the state of the external environment and create favorable conditions for the continuation of its activities in the future. It is necessary to understand the operations of the organization, determine its vision and competitiveness in the distribution of products.

For analysis and study, special attention is paid to the specificity of gravity particles, it is necessary to remember the possibility of loss, causing an unknown position [1].

In the current world, when the economy is undergoing a state of crisis. The way out of the situation also depends on the managing company. First of all, he must possess managerial skills: not only to solve the problems that have arisen, but also to be able to motivate employees, develop their potential, be attuned to effectiveness, and listen to the opinions of his employees. Thus, a properly designed system with a consistent plan is of great importance in crisis management [2].

The crisis management strategy points the way: with the help of which the organization will withstand the current changes in the external environment and, in turn, take actions to maintain endurance and succeed in the tasks set.

The most important results that specify the scientific novelty and characterize the difference between the results obtained and the corresponding developments.

Materials and methods of research.

The current state of affairs in the management of companies is based on solving crisis phenomena, which complicates the financial system of their progression and ensures economic stability. To a greater extent the profitability of the enterprise and maintaining growth dynamics. Based on practice and study, the preparation of crisis conditions occurs not only in unprofitable ones, but also in profitable enterprises in accordance with the circumstances and factors of direct influence of the external environment. Thus, the country's first priority is to avoid insolvency by overcoming difficulties in the economics of enterprises and guaranteeing their productivity.

The management structure of any enterprise must be formed on a sustainable basis to minimize risks and prevent crisis phenomena, strengthening the stability of economic development. As a result, crisis management should be suitable for companies of organizational control statuses with different scales and financial positions, taking into account regional potential. This is due to the fact that local conditions as the external environment of the direct action of the enterprise provide prospects for entrepreneurial activity and improvement of the industrial location of the region. Basically, with high productivity, the regulation of economic resources of an individual enterprise and the strategic level are significantly different. In particular: subject to the effectiveness of the current management, it represents “the profitability and efficiency of industrial capacity”; the promising one – “the punctuality and efficiency of the enterprise to new market needs and the dynamism of changing environments”.

In the modern scientific environment, economic power is considered to be a complex of society, production assets and means of circulation that any enterprise has to produce competitive products and profitability, supporting its effective development. To implement this, you must have real prospects (volume and level of resources; effective management structure), as well as have modern management and labor resources; interest in innovative technologies; rational management of production and commercial operations. In the professional sphere, this forms the production and social potential of the organization to develop the required degree of competitiveness.

The current situation in which the organization is not able to prepare for the events of environmental fluctuations, as a result, obstacles appeared, it is necessary to immediately comprehend, identify the factors of the decline of the enterprise's economy and take into account the peculiarities of the obstacles that subsequently did not appear.

Analysis in this area has revealed how the act of external conditions supports internal indicators. The reason for the increase or decrease in the growth of development in recent years is considered to be the basis for economic depression.

When making a transaction, the funds go smoothly; therefore, the base is in working capital. The reason for not exceeding the turnover of the product is explained by the extensive duration of the production sequence.

In such circumstances, it is required to show part of the period. Deferred payment of released goods is applied, therefore, the circumstances of the turning point of this financial policy and its management, the terms of the contract for the sale of goods. Example: goods are delivered without prepayment. High prices indicate a connection with production costs. In such cases, it is necessary to monitor the dynamics of change, the cost of production of goods and the reason for the increase in costs. For enterprises, high cost indicators are energy costs [3].

Crisis management approaches are crisis stabilization, the elimination of circumstances and the development of an exit plan. Promising programs that contribute to the development of production activities, its directions and regulatory systems form a strategy for overcoming the crisis. It is necessary to pay attention to the intra-company relations of the organization. In accordance, the consistency of goals, prospects and options for achieving in the field of the market is based [4].

The launch platform of a large-scale project creates an assessment of the success of the organization, the company's adaptation to changing environmental conditions. The basis of the management strategy includes trends about changes in the external environment; they determine the company's position in the competition for product sales markets.

Each company has a number of important characteristics for it. The most critical value in terms of economic parameters is the bankruptcy of an operating enterprise. And to prevent this, an "early warning structure" is being established.

The initial signs of disturbing trouble within the framework are not powerful and unreliable. At such moments, the combination of measures to combat the crisis will become diverse, an acceptable indicator of cardinal and ongoing solutions. In response, that behind the capabilities and activities of the organization, they manage to achieve a lasting effect of the material condition, just like long-term. Taking into account the set of issues, the concept does not allow for inevitability in the actions of the organization and strategic decisions.

Specifically, the necessary methods and approaches are taken to ensure the effectiveness of management stabilization. Crisis management includes not only tipping point procedures, however, to eliminate the system from a difficult situation, protection from bankruptcy [5].

During the long-term development, plans are formed; in addition, the main assignments and milestone tasks, and their secondary relationships are solved. The procedures for realizing the possibilities of control are carried out systematically, embracing the following components: assessment of the situation, status and coefficients of economic activity; definition of key goals as a leading organizational process; division into component parts; comparison, development of main directions and additional tasks and resource support for their implementation [6].

In the process of strategic management, the goal is to develop an economic policy strategy with strategic planning.

Of course, strategic management should create the kind of tactics that could have such a long-lasting constancy of the country's economic system in an era of change. The manager, who deals with the main tasks, provides continuous improvement of the country's capabilities and optimization, organize and contribute to a long-term plan that promotes positive changes in life [7].

When studying the external environment of an excess or insufficient amount of data, the objective reality may change.

Due to this, in the hope of organizing a definite and natural concept of the progress of the condition, it is required to flawlessly compare the indicators taken and link the consideration of several stages:

- Having considered the surrounding situation, it can be divided into parts: political, economic, social and technological;

- Having considered the market space according to the principle of the main components: consumers, sellers, business competitors, possibly other competitors.

Crisis management, like all other business organizations, may be simplified or more useful. The effectiveness of management decisions is a given level, once again achieving the goal of weakening, hindering or at the pace of the need for a turning point in relation to the materials spent. Such effectiveness is difficult to calculate using a literally solved level, however, it can be understood when analyzing and systematically analyzing management, its results or errors [8].

It is worth highlighting above all the points that are most important in the effectiveness of stabilization management. Their presentation and separation contributes to the discussion and effective implementation that belongs to him.

The professionalism of crisis management appears during special development, targeted preparation and progress of crisis management.

In the practice of any company, you can find the opportunity to establish a turning point. The principle of free market economics, since unforeseen circumstances occur at every stage of the duration of the enterprise.

Of course, if the enterprise is stable, then short-term crisis situations either do not change its essence. But if the activity is not profitable, the depression drags on to complete ruin. Taking into account the context, a solution to a difficult situation is being sought, in accordance with the assessment of the commercial environment.

The key factors of the crisis are: poor adaptation to fluctuations in the environment; the rigidity of coordination of economic activities in the region; decrease in business productivity and use of production resources; lack of efficiency of managerial marketing, business organization and a productive system of personnel incentives in the financial reporting of the activities of firms; the impact of economic decisions of regional management to improve the operating conditions of organizations of various sizes and management systems.

To prevent the impact of the indicated grounds based on internal economic levers, taking into account the circumstances of the enterprise, developing a model of “stable economic recovery.” Increased optimization of development activities is permissible only to the full extent of optimal use of non-current assets, investment management to increase the financial results of the enterprise. The principle of implementing these tasks should become a management system in a crisis, preventing the decline of the enterprise.

Based on this, the system for overcoming the crisis is applied in various sectors of the economy, organizational and legal forms of control, various sizes, unprofitable and profitable, avoiding economic instability and supporting sustainable economic progress with an ideal balance of own and external sources of financing. This time is determined by the economic conditions of the region, as well as the optimization of personnel management as a key element in creating an effective overcoming of the crisis.

Results and its discussion.

The emergence of crisis situations in our country today is associated with various factors: the modernization of market relations, the improvement of the legislative framework and the development of a mechanism for its implementation, the processes of globalization and their consequences, inefficient enterprise management and others. To prevent the negative manifestations of the crisis, special diagnostics are being implemented, as well as a system of

measures that contribute to the prevention and overcoming of crisis situations. In theory and practice, they are called crisis management.

The problems of crisis management were considered in the studies of the following Western scientists I.Ansoff, P.Drucker, F.Kotler, M. Meskon, M. Porter. In their works, crisis management is considered for enterprises operating in an established market environment.

Nevertheless, Western scientists have not fully investigated the theoretical issues of the specifics of anti-crisis management in the country and in a separate commercial organization operating in an imperfect market with the same level of budget regulation. Our research was aimed at expanding the composition of factors influencing the development of a commercial organization in an imperfect market, as well as searching for effective anti-crisis measures appropriate to the modern period of economic development of our country.

The task of finding ways to solve economic stagnation is directly associated with finding out the reasons that contribute to its occurrence. The business environment is considered in detail, the main components are determined, and value for the organization is actually applied. The task to clarify the basis of the crisis is external changes. When studying the extraction of an extensive amount of information, it can contribute exclusively to disorder. Limited consideration is usually incorrect for a similar situation. In order to understand a clear representation of the dynamics of the process, this should be corrected, and a number of levels of study should be presented in integrity.

Simultaneously with the analysis of the external circumstances of the organization, it is essential to conduct a comprehensive study of its current situation. Aware of the information and presentation of this, the concept of development, the manager needs to work with anti-crisis measures programs as needed.

The more unsuccessful the organization's structure, the more in-depth inventory of the strategy is needed.

When thinking about the company's strategy, managers are required to take note of the following five points:

- 1) The success of the methodology;
- 2) Strength and energy, potential and fear for the company;
- 3) The cost of production of the enterprise;
- 4) Analysis of market prospects;
- 5) Detection of deficiencies that cause the crisis of the enterprise.

According to the developed strategy, the tactics of implementation will be determined, and then the results are evaluated and monitored.

After analyzing the data, we identified the factors that counteract the transformation in organizations:

- Low level of corporate ethics, lack of management support;
- Inefficiency of personnel motivation management.

To solve these problems, it is proposed to:

- a) Establish the status of a manager responsible for innovative development;
- b) To form a division that creates proposals for the choice of specialization of innovative development;
- c) To form a collegial body that makes appropriate decisions (the innovation committee, the management board).

The anti-crisis management infrastructure being formed today, which is presented in an enlarged form in Figure 1, is designed to play an important role in the possibility of implementing anti-crisis measures.

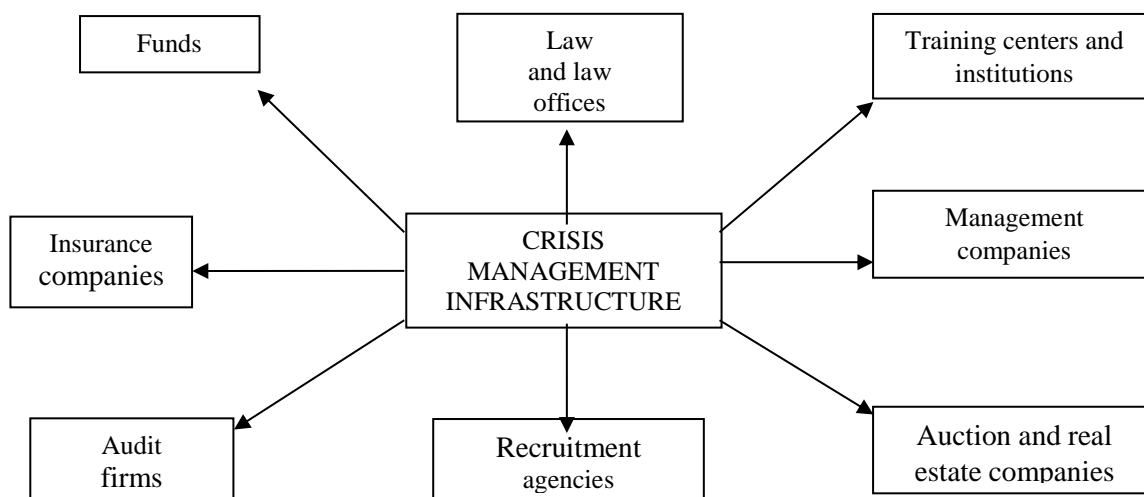


Figure 1 – The main components of the crisis management infrastructure

Note: Compiled by the author

Based on the results of the study, it was determined that one of the most important features of crisis management is the increasing role of crisis management companies. This is due to the increasing recurrence of crises, as well as the inability in some cases of the top management of the enterprise to independently build an anti-crisis strategy.

For a clear understanding of the essence of an organization's crisis situation, it is important to observe two basic principles:

- External circumstances that are not related to the company, the organization is able to change barely noticeably;
- Internal conditions that have manifested after actions at the discretion of the organization.

In general, it can be expected that management control will allow achieving positive results of the company's activities. For various reasons, including unexpected ones, it may happen that the results will not be achieved, and the company will incur losses. A crisis situation in an enterprise can also occur as a result of speculative attacks by various interest groups or the inability of managers to work effectively in stressful situations. In most cases, such situations arise as a result of economic instability.

In today's turbulent market environment, crisis is a completely normal part of business. Enterprises face crisis events throughout their lives, with the difference that some firms can react before the crisis, others much later. Some enterprises suffer more from the crisis, others less, some crisis companies are liquidated, while others can overcome crises and even strengthen their positions. Such companies are active in the emergence of potential crises and try to anticipate them.

The threat of bankruptcy is often an imaginary expression of entrepreneurial risk. Even when it comes to crises, companies are not powerless. Timely decisions must be taken to prevent crises [9].

Conclusion.

In conclusion, I would like to note that the key element, in all directions, is offensive tactics and rapid optimization of processes. Attacking style is a winning and main principle of anti-crisis strategy.

The current market reform and the introduction of bankruptcy procedures into the practical activities of the economic life of the country have made an urgent problem of effective management in a crisis situation.

And, if for some reason the bankruptcy procedure is not initiated, a shortage of cash, a violation of solvency will eventually lead to the liquidation of the enterprise itself.

This article can bring some benefit in the anti-crisis orientation of the current management system:

Firstly, the focus of strengthening the unified system and improving the interaction of senior people.

Secondly, the revision of the advantages of economic policy, in terms of which the problems of development in the real sphere of the economy and property management.

Thirdly, the rigidity of fiscal policy, which indicates the strengthening of the distributive function.

The functions of anti-crisis regulation are to be an instrument of modernization of societies.

International experience has proven that the country will get out of a crisis situation when developing an innovative type of management. It is adaptation to the changes in the world around us and a management strategy that will be useful and effective.

Therefore, as it was noted, the strategy is a method of effective adaptation of adaptation to new conditions. Since the external conditions of the environment change quickly, in this regard, a quick reaction is needed with the reality of the production indicator affecting the future: career advancement, an increase in the number of satisfied customers. Based on the fact that the action is more effective, it affects the elimination of consequences. The production activity of preventing the crisis situation of the company represents the main obstacles to the formation of the economic base. The favorable factors of the anti-crisis management strategy make it possible to identify the crisis in a timely manner and, taking into account its specifics, reduce tension.

The analysis of the study revealed that the determination of the way to overcome the crisis is due to many obstacles.

Firstly, due to the circumstances that have arisen, or otherwise expected adjustments (speeds, scales, stability) of turnover.

Secondly, within the framework (magnitude, intensity, volume) of the cycle of market development, the number of applicants and their capabilities.

Thirdly, the shortcomings of the enterprise depend on the existing capacities. Consequently, being in a critical state of the enterprise, they develop plans for establishing or resolving ways.

By and large, crisis management is actually different from management in the normal mode. The whole principle of the latter's approaches is aimed at the development and survival of the enterprise.

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ДАҒДАРЫСҚА ҚАРСЫ ЖАҒДАЙДАҒЫ СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУДЫ БАСҚАРУ

Андатпа.

Дағдарысты басқарудағы жетекші рөл басқару стратегиясы болып табылады. Ол тек дағдарысты еңсеру мәселелеріне ғана бағытталған емес. Стратегия туындаған дағдарыстың нақты себептерін жедел тануға және жоюға мүмкіндік береді. Біріншіден, бизнестің сыртқы және ішкі ортасының орындылығын зерттеп, бағалау қажет. Талдау кезінде ұйым үшін басымдықты қажет ететін белгілер пайда болады. Әрбір жеке жағдайда алынған ақпаратты құрастырыңыз. Осындай жағдайда кәсіпорынның нақты жағдайын ойлап, зерттеңіз. Даму деңгейін жедел зерттеу кәсіпкерлік қызметтің дағдарыстық жағдайларында іс-қимыл жоспарын құруға мүмкіндік береді.

Бұл мақала дағдарысты басқарудың қажеттілігін ғана емес, сонымен бірге маңыздылығын ашады, сонымен қатар дағдарыс жағдайында дағдарысқа қарсы стратегияға маңызды рөл береді. Стратегиялық бағдарламаны жасау, стратегияның ерекшеліктерін көрсету және соның негізінде дағдарысты басқару жоспарын әзірлеу қажет.

Экономикалық дамудың қазіргі кезеңінде кәсіпорындардың қаржылық талдау мәселесі өте өзекті болып табылады. Оның қызметі көбінесе қаржылық жағдайына байланысты. Сондықтан кәсіпкерлік ортаны зерделеу мен талдауға ерекше көңіл бөлу керек.

Мақаланың мақсаты отандық кәсіпорындарда стратегиялық жоспарлау мен басқару жүйесін қалыптастыру бойынша тәжірибеде одан әрі қолданудың теориялық тәсілдерін зерттеу және зерделеуге бағытталған.

Бұл баптың өзектілігі нарықта бәсекелестіктің болуын сақтау үшін барлық ұйымдардың шаруашылық қызметіне мезгіл-мезгіл өзгерістер енгізіп отыруына байланысты.

Зерттеудің ғылыми жаңалығы кәсіпорынды стратегиялық жоспарлауға арналған идеяларды ұсыну болып табылады.

Зерттеудің объектісі мен пәні әртүрлі аспектілер болып табылады, мысалы: дағдарыстық құбылыстардың алдын алу және кәсіпорынның тұрақты жағдайын қамтамасыз ету. Бұл аспектілерді дағдарысқа қарсы шаралар жүйесін қолдану арқылы шешуге болады. Процестердің құрамдас бөліктерін қайта қарау осы процестің әдістері мен құралдарын зерттеу арқылы мүмкін болады. Кәсіпорындарды дағдарысқа қарсы басқару, теориялық және әдістемелік мәселелер, экономиканы нығайту кезеңінде тәжірибеде туындайтын мәселелер.

Мақалада отандық кәсіпорындардағы стратегияға кедергілер анықталып, бағаланады. Функционалдылықты арттыру үшін қоршаған ортаны, бөліктерді және процестерді білу. Ақпараттық қамтамасыз ету, жоспарлау және басқару жүйелерін дамытуға дұрыс көзқарасты таба білу.

Зерттеу процесінде кәсіпорындарда дағдарыстық жағдайлардың туындау себептері және одан шығу жолдары қарастырылды. Экономиканың тиімділігі дағдарысқа қарсы басқарудың белсенділігіне байланысты.

Негізгі сөздер: стратегиялық жоспарлау, дағдарыс, қоршаған орта, стратегия, дағдарысты басқару.

УПРАВЛЕНИЕ СТРАТЕГИЧЕСКИМ ПЛАНИРОВАНИЕМ В АНТИКРИЗИСНОЙ СИТУАЦИИ

Аннотация.

Ведущей ролью в антикризисном управлении является стратегия управления. Она нацелена не только на проблемы выхода из кризиса. Стратегия даёт возможность своевременно распознавать и устранять возникшие реальные причины кризиса. Прежде необходимо изучить и оценить целесообразность внешней и внутренней среды бизнеса. При разборе проявляется симптомы, вызывающие необходимость приоритетность для организации. Компонировать принятые сведения в каждом отдельном случае. Обдумать и изучить фактическое состояние предприятия в таких условиях. Оперативное исследование уровень развития позволяет создать план действия в кризисных ситуациях предпринимательской активности.

Данная статья раскрывает не только необходимость, но и значимость антикризисного управления, а также отводит существенную роль антикризисной стратегии в условиях кризисного обстоятельства. Требуется составить стратегическую программу, изложить особенности стратегии и на основе этого разработать план антикризисного управления.

На современном этапе развития экономики вопрос финансового анализа предприятий является очень актуальным. От финансового состояния зависит во многом его деятельности. Именно поэтому изучению и анализу обстановки бизнеса следует уделять особое внимание.

Цель статьи сосредотачивает внимание на исследование и изучение теоретических подходов для дальнейшего применения на практике по формированию системы стратегического планирования и управления на отечественных предприятиях.

Актуальность данной статьи вызвана тем, что для поддержания существования соперничества на рынке все организации должны время от времени вносить изменения в свою хозяйственную деятельность.

Научная новизна исследования – это подача идей для стратегического планирования предприятия.

Объектом и предметом исследования являются различные аспекты, такие как: предотвращение кризисных явлений и обеспечение устойчивого положения предприятия. Решение этих аспектов возможно с помощью системы антикризисных мер. Пересмотр составных частей процессов возможен путем изучения методов и средств этого процесса. Антикризисное управление предприятиями, проблемы теоретического и методологического характера, вопросы, возникающие на практике в период укрепления экономики.

В статье обнаруживаются и оцениваются препятствия стратегии на отечественных предприятиях. Познание среды, деталей и процессов повышения функциональности. Умение найти правильный подход к развитию информационного обеспечения, системы планирования и управления.

В процессе исследования рассмотрены причины возникновения кризисных ситуации на предприятиях и пути их преодоления. Эффективность экономики зависит от активности действия антикризисного управления.

Ключевые слова: стратегическое планирование, кризис, среда, стратегия, антикризисное управление.

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