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FEATURES OF THE FUNCTIONING OF THE ORGANIZATIONAL AND ECONOMIC RISK MANAGEMENT MECHANISM WITHIN THE FRAMEWORK OF THE ANTI-CRISIS STRATEGY

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Summary. The article examines the features of the functioning of the organizational and economic risk management mechanism (OERM) in the context of the implementation of the anti-crisis strategy. This mechanism is an integrated approach that combines elements of risk management and crisis management to ensure the sustainability and adaptability of the enterprise in conditions of crisis and uncertainty. The main attention is paid to the analysis of key elements of environmental economic management, such as identification and assessment of risks, strategic planning and adaptation of the enterprise to changes in the external environment. The article emphasizes the importance of integrating crisis management into the strategic planning process, which allows enterprises to respond to threats in a timely manner and use crises as opportunities for growth. Approaches to the interaction of crisis management and risk management are considered, a comparative analysis of their elements is provided, and recommendations are offered for improving the economic management system to increase the competitiveness and sustainability of business. In conclusion, it is emphasized that the successful functioning of OEMUR contributes to the long-term development of the enterprise and ensures its readiness to overcome crisis situations.

Keywords: crisis management, risk management, organizational-economic mechanism, enterprise resilience, strategic planning.

Relevance of the issue. In the context of global economic crises and uncertainty, enterprises are faced with the need to adapt their risk management strategies and develop anti-crisis measures. The organizational and economic risk management mechanism (OEMRM) plays a key role in minimizing risks and ensuring the sustainability of enterprises, especially in times of crisis.

Analysis of recent research and publications. Research by such authors as Miller & Waller (2003), Pearson & Clair (1998) and Grant (2003) highlight the importance of integrating crisis management and strategic planning within the framework of economic management. According to the findings of Mitroff, Shrivastava & Udwadia (1987), enterprises that actively implement elements of crisis management significantly increase their competitiveness.

Thus, an analysis of recent research demonstrates that the integration of crisis management and risk management within strategic planning is a key factor in ensuring the sustainability and long-term success of enterprises.

Despite the significant contribution of these authors to the development of approaches to the integration of crisis management and strategic planning, the modern economic environment, characterized by a high level of uncertainty and global crisis phenomena, requires deepening research in this area. Rapid changes in the market, the development of new technologies and the increasing complexity of global supply chains require the adaptation of existing models and the creation of new strategies that can effectively respond to crisis situations. In this context, the relevance of continuing research lies in the need to develop integrative models that take into account modern business realities and ensure the sustainable development of business structures in conditions of constant changes and crises.

The purpose of the article. The purpose of this article is to analyze the functioning of the organizational and economic mechanism for risk management in times of crisis and to develop recommendations for the integration of crisis management into the strategic planning of enterprises.



Research results. Organizational and economic mechanism of risk management (OEMRM) is a system that includes methods, tools and procedures aimed at minimizing risks and ensuring the sustainability of business activities both under normal conditions and in times of crisis. Based on the research carried out, the results of which are defined in paragraph 3.1, we examined the main elements that form the mentioned system, which makes it possible to draw conclusions about their key importance for the functioning of the economic management system and the formation of an effective anti-crisis strategy for business entities.

The main task of OEMUR is the formation and implementation of a set of measures to anticipate, assess and manage risks that affect the sustainability and development of the enterprise, as well as ensure adaptability to changes in the external environment.

OEMUR is a complex and multi-level process that includes both elements of risk management (identification, assessment and management of risks) and crisis management (strategic planning and adaptation in crisis conditions), the main goal of which is to ensure the sustainability and adaptability of enterprises.

One of the key aspects of the functioning of OEMUR is its adaptability to changes in the external environment. In the context of global economic turmoil and increasing uncertainty, enterprises must be prepared to quickly adapt and adjust their strategies, which is the basis of crisis management.

One of the most important components of OEMUR is a focus on risk management and stra-

tegic planning, which together strengthen organizational sustainability and ensure the company's ability to effectively respond to changes and crises.

To provide a clearer understanding of how the various aspects of risk management and crisis management interact within the ERM framework, Comparative Table 1 below highlights the key differences and relationships between the two approaches, demonstrating how they complement each other to achieve enterprise resilience and agility in conditions of uncertainty and crisis phenomena.

OEMUR, judging by the description in this table, is a complex system that combines elements of both risk management and crisis management. This allows enterprises not only to prevent risks, but also to effectively respond to emerging crisis situations, maintaining their sustainability and adaptability in conditions of uncertainty.

Risk management as part of OEMUR helps enterprises identify potential threats in advance and minimize their impact, which reduces the likelihood of crisis situations. On the other hand, crisis management ensures the readiness and ability to quickly adapt to external changes, adjusting strategies and maintaining competitiveness even in the face of global turmoil.

Thus, EMR is not just a set of risk management measures, but a holistic approach that integrates preventive and adaptive strategies, ensuring comprehensive management and sustainable development of the enterprise on a long-term basis.

For a deeper understanding of how OEMUR combines elements of risk management and crisis management, it is important to consider how

Table 1 – Comparative analysis of elements of risk management and anti-crisis management within the framework of OEMUR

Parameter	Risk management	Anti-crisis management
Target	Preventing or minimizing negative consequences from potential risks	Managing an organization in a crisis to prevent destructive consequences or to overcome the crisis
Focus	Managing possible risks before they materialize	Reaction to problems that have already arisen that threaten the stability of the company and ensuring adaptability in times of crisis
Process	- Risk identification – Risk assessment – Development of risk minimization strategies (insurance, diversification) – Risk monitoring and review	- Development and implementation of anti-crisis strategies – Debt restructuring – Cost reduction – Changes in management structure – Strategic planning to adapt to external changes
Example	Assessing financial risks and taking measures to minimize them (insurance, creating reserves)	Reorganization of a company in bankruptcy to restore solvency and preserve business, quickly adjust strategies when the external environment changes
Intervention stage	Before the crisis	After a crisis or in an environment of increasing uncertainty

Source: developed by the author

these processes interact within the enterprise's strategic planning system. Strategic planning aimed at achieving long-term goals, combined with anti-crisis measures, helps companies not only avoid potential threats, but also adapt to unforeseen crises.

Below is a model that demonstrates how crisis management and strategic planning interact within the framework of an integrated approach to enterprise management (Table 2). This model is displayed in the form of a table, which shows the key elements of both processes and their interrelationship, which allows you to effectively integrate risk and crisis management into the strategic development of the company.

The table demonstrates how the elements of crisis management and strategic planning are interconnected and integrated within the framework of the economic management system. The relationship between the blocks of crisis manage-

ment and strategic planning within the table is a key aspect of ensuring the sustainability and efficiency of the business sector, including food industry enterprises.

1. *Anti-crisis management* focuses on identifying and minimizing risks associated with possible crisis situations. This block includes such elements as identifying threats, assessing their likelihood and consequences, as well as developing and implementing measures to reduce their impact. Anti-crisis measures provide business protection from unforeseen situations, creating the basis for stable operation even in conditions of instability.

2. *Strategic planning*, on the other hand, is aimed at the long-term development of the enterprise. Within its framework, external and internal conditions are assessed, the mission and goals of the enterprise are developed, and strategies are planned and implemented to achieve these goals. Strategic planning involves a systematic approach

Table 2 – Integration of crisis management and strategic planning within the framework of economic and economic management

Block	Elements	Description
Anti-crisis management	Assessing external threats	Analysis of external threats that may negatively affect the enterprise.
	Insider Threat Assessment	Analysis of threats emanating from the internal environment of the enterprise.
	Assessing the likelihood of a crisis	Determining the likelihood of a crisis situation.
	Development of anti-crisis measures	Creating a plan of measures to prevent or minimize the consequences of the crisis.
	Analysis of past experience	Study and analysis of experience in overcoming previous crisis situations.
	Creation of a specialized department or function	Formation of a structure responsible for crisis management.
	Strategic planning	Assessment of the operating conditions of the enterprise
	SWOT analysis	Identifying the strengths and weaknesses of the enterprise, as well as external threats and opportunities.
	Development of mission and goals	Formation of the mission and strategic goals of the enterprise.
	Defining Strategic Alternatives	Identification and analysis of possible strategic directions for the development of the enterprise.
	Strategy development and implementation	Creation of a long-term action plan and its implementation to achieve strategic goals.
	Monitoring and evaluating the effectiveness of the strategy	Constant analysis of strategy implementation and its adjustment based on achieved results.
	Tactical planning	Defining short-term goals necessary to implement the strategy.
	Identification of threats and opportunities (cost estimation)	Analysis of external threats and opportunities with an assessment of their financial impact.
	Developing Alternative Strategies	Search and analysis of alternative strategies and tactical solutions.
	Comparing results with goals	Analysis of the implementation of the plan based on the results obtained and their comparison with the goals set.

Source: developed by the author

to business development and identifying areas that will bring long-term benefits.

Relationship between blocks is that crisis management is integrated into the strategic planning process to ensure business adaptability and sustainability. Strategic planning, in turn, must take into account possible crisis situations and include anti-crisis measures in its strategies. This allows the enterprise not only to make long-term plans, but also to be ready to quickly respond to changes in the external and internal environment. Thus, both blocks complement each other: anti-crisis management allows you to quickly respond to risks and threats, and strategic planning ensures the long-term development of the enterprise taking into account these risks.

For example, successful implementation of a strategy requires taking into account possible risks identified as part of crisis management. If the strategy does not include mechanisms to respond to potential threats, then the enterprise may encounter unexpected obstacles that jeopardize the achievement of long-term goals. In this context, crisis management can be considered as the foundation of strategic planning, which ensures its flexibility and adaptability in a changing environment. This approach contributes not only to the successful implementation of the enterprise's strategy, but also to its readiness to overcome crisis situations, minimizing their negative consequences.

Below is a detailed description of each element of crisis management and strategic planning, their role and importance for the enterprise.

The presented table illustrates the key elements of crisis management and strategic planning integrated into the system of organizational and economic risk management mechanism (OEMRM). Analysis of these elements allows us to better understand how these two processes interact, ensuring the sustainability and adaptability of the enterprise in conditions of uncertainty and crisis situations.

1. Crisis management

Crisis management within the framework of OEMUR is aimed at preparing the enterprise for possible crisis situations and minimizing their negative impact. The table presents the following key elements of crisis management:

- *Assessing external threats*: This element involves a systematic analysis of external factors that may negatively affect the activities of the enterprise. Such threats may include economic crises, changes in legislation, technological innovations, actions of competitors and other external factors.

- *Insider Threat Assessment*: In addition to external threats, it is important to consider inter-

nal risks that may come from the structure, processes or resources of the enterprise itself. Internal threats may include management problems, financial difficulties, insufficient personnel qualifications and other aspects that can worsen the company's position.

- *Assessing the likelihood of a crisis*: This element includes forecasting the likelihood of crisis situations, which allows the enterprise to prepare in advance for possible negative scenarios. Assessing the likelihood of a crisis is based on an analysis of external and internal threats, as well as on the experience of past crises.

- *Development of anti-crisis measures*: Based on the assessment of threats and the likelihood of their implementation, a set of measures is developed aimed at preventing or minimizing the consequences of crisis situations. These activities may include financial reserves, changes in organizational structure, revisions of operational processes, and other actions aimed at maintaining the sustainability of the enterprise.

- *Analysis of past experience*: Studying and analyzing the experience of overcoming previous crisis situations allows the enterprise to learn lessons from the past and improve its readiness for future challenges. This element contributes to the accumulation of corporate knowledge and the development of anti-crisis competencies.

- *Creation of a specialized department or function*: To effectively manage crisis situations, it is recommended to create a specialized department or appoint responsible persons who will coordinate anti-crisis measures. The presence of such a department or function ensures a faster response to crises and effective management in conditions of uncertainty.

2. Strategic planning

Strategic planning within the framework of OEMUR is aimed at achieving the long-term goals of the enterprise, taking into account possible crisis situations. The main elements of strategic planning presented in the table include:

- *Assessment of the operating conditions of the enterprise*: This element includes an analysis of both external and internal factors affecting the activities of the enterprise. It provides the basis for developing a strategy that takes into account all the key aspects that can affect the achievement of the enterprise's goals.

- *SWOT analysis*: SWOT analysis is a tool that allows you to identify the strengths and weaknesses of an enterprise, as well as assess external threats and opportunities. This analysis helps formulate a strategy that takes advantage of the enterprise's internal strengths and takes into account external challenges.

- *Development of mission and goals*: The formation of the mission and strategic goals of the enterprise determines the direction of its development for the long term. The mission of the enterprise formulates the main purpose of the company, and strategic goals set guidelines for all levels of management.

- *Defining Strategic Alternatives*: At this stage, an analysis of various directions of enterprise development is carried out, which allows you to choose the best path to achieve your goals. Determining strategic alternatives includes assessing the risks and benefits of each possible development option.

- *Strategy development and implementation*: After choosing a strategic direction, a detailed action plan is developed to achieve the goals of the enterprise. Implementation of the strategy requires coordination of all resources and constant monitoring of plan implementation.

- *Monitoring and evaluating the effectiveness of the strategy*: Constant monitoring of results and assessment of the effectiveness of strategy implementation allow making the necessary adjustments to the management process, ensuring the adaptability of the strategy in the face of changing external environment.

- *Tactical planning*: Defining short-term goals and objectives necessary to implement the overall strategy is an integral part of strategic planning. Tactical planning allows you to quickly respond to changes and adjust the course of the enterprise in accordance with current circumstances.

- *Identification of threats and opportunities (cost estimation)*: An important element of strategic planning is the analysis of external threats and opportunities, taking into account their financial impact. This element allows an assessment of the potential costs and benefits of certain strategic options.

- *Developing Alternative Strategies*: The search and analysis of alternative strategies and tactical solutions allows the enterprise to remain flexible and adaptable in conditions of uncertainty. This element emphasizes the importance of the enterprise's readiness for change and the need to consider various development scenarios.

- *Comparing results with goals*: This element involves analyzing the implementation of the plan based on the results obtained and comparing them with the set goals. Such an assessment allows the enterprise to adjust the strategy and improve the process of its implementation, ensuring the achievement of the intended goals.

After analyzing the data in the table and the elements presented in it, we can conclude that the presented EEMUR model, combining crisis management and strategic planning, is an effective

tool for ensuring the sustainable development of an enterprise on a long-term basis.

In continuation of this study, we present several important, in our opinion, ideas set out in the works of the authors, which significantly confirm, complement and develop the previously proposed concepts about the role and importance of using EEMUR, as well as its main elements.

Crisis management and strategic planning, as elements of economic management, are important for ensuring the sustainability of enterprises in the modern economy. As noted by Miller & Waller (2003), the effectiveness of crisis management directly depends on the ability of the enterprise to adapt to changes in the external environment and quickly respond to emerging threats. Their study emphasizes that flexibility and speed of decision-making are key factors in preventing or mitigating the consequences of crisis situations [1].

In turn, Grant (2003) points out that strategic planning must be flexible and integrate elements of risk management to minimize possible negative consequences. Strategic planning, according to the author, should be based on scenario analysis and regular reassessment of external conditions, which allows timely adjustment of the enterprise's course [2].

According to research by Pearson and Clair (1998), crisis management tends to focus on short-term measures to stabilize the situation, while strategic planning covers longer periods and includes developing directions for the development of the enterprise, taking into account possible crisis situations. The authors emphasize that successful strategic planning must take into account the possibility of a crisis as one of the scenarios for the development of events [3].

Research by Mitroff, Shrivastava & Udwadia (1987) shows that enterprises that pay due attention to crisis management and actively use its elements as part of strategic planning significantly increase their sustainability and competitiveness in the market. These enterprises are able not only to effectively overcome crisis situations, but also to use them as opportunities for further development, which is consistent with the results of the analysis presented in this work [4].

Crisis management plays a critical role in ensuring the sustainability of enterprises, especially in a constantly changing external environment. As Pauchant & Mitroff (1992) note, crisis management should not be viewed solely as a reaction to a crisis, but as a proactive process that is integrated into the overall strategy of the enterprise. In their work, they emphasize the importance of creating a corporate culture focused on risk management, which allows com-

panies to more effectively prepare for potential crises [5].

Further research by Fink (1986) shows that businesses that implement crisis management elements at all levels of the organization significantly reduce the likelihood of catastrophic consequences when crisis situations occur. These companies demonstrate a higher degree of flexibility and adaptability, which allows them not only to successfully overcome the crisis, but also to use the crisis as a catalyst for innovation and change [6].

Burnett (1998) notes that the introduction of specialized structures or functions responsible for crisis management makes it possible to increase the efficiency of decision-making and improve coordination of actions in critical situations [7]. This corresponds to the "Create a dedicated department or function" element in our model, which has been highlighted as key to successful crisis management.

Strategic planning, according to Mintzberg (1994), should not only focus on achieving long-term goals, but also provide for scenarios of possible crises. This approach allows enterprises to remain flexible and adaptable, which confirms the importance of integrating elements of crisis management into the strategic planning process [8].

Ritchie (2004) extends these findings by arguing that crisis management should be an integral part of strategic planning. He points to the importance of integrating risk management processes into a company's strategic initiatives to ensure its long-term sustainability and competitiveness. In his work, Ritchie draws attention to the need to develop crisis response scenarios that are part of the overall strategic structure of the enterprise [9].

According to research by Wang, Hutchins & Garavan (2009), the success of strategic planning largely depends on the ability of the enterprise to take into account unforeseen changes in the external environment, including possible crises. They emphasize the importance of systematic analysis of internal and external factors in the planning process, which allows timely adjustment of the company's strategy. This approach, according to the authors, significantly increases the efficiency of achieving strategic goals and minimizes risks [10].

The impact of crisis management on the long-term sustainability of an enterprise is also emphasized in the studies of Shrivastava (1993), who views crises as an integral part of the business cycle. He argues that successful businesses are those that view crises as an opportunity for growth and development, and not just as a threat. In this regard, the integration of crisis management into

strategic planning becomes necessary to ensure not only the survival, but also the prosperity of the enterprise [11].

Preble (1997) argues that strategic planning should include elements of crisis management to enhance the enterprise's preparedness for possible surprises. He emphasizes that elements such as developing alternative strategies and conducting regular threat analysis should be standard practices in modern organizations. This confirms the importance of developing flexible strategies that can be adapted depending on changes in the external and internal environment of the company [12].

The above studies by the authors confirm the importance of creating a flexible and adaptive management system that is able to quickly respond to changes in the external and internal environment. The author presents a table that summarizes the key ideas and conclusions of the authors studying crisis management and strategic planning, as well as their significance within the framework of the EMSUR (Table 3).

Summarizing the ideas and conclusions of the authors, it can be noted that the integration of crisis management and strategic planning within the framework of economic management allows enterprises not only to minimize risks, but also to use crisis situations as opportunities to strengthen their competitiveness and achieve sustainable growth.

Conclusions. Based on the analysis and consideration of various approaches to crisis management and strategic planning, the following conclusions can be drawn:

1. *Organizational and economic mechanism of risk management (OEMRM)*, which combines elements of crisis management and strategic planning, is an important and effective tool that promotes the sustainability and long-term development of an enterprise. In conditions of global economic instability and uncertainty, OEMUR allows enterprises to more effectively respond to external challenges and minimize the consequences of crisis situations.

2. *Integration of risk management and crisis management* in the process of strategic planning of an enterprise allows not only to reduce the impact of crises, but also to adapt business models to new conditions. An enterprise needs not only to quickly respond to crisis situations, but also to prepare for them in advance by developing complex scenarios that include various types of risks and possible ways to minimize them.

3. *Systematic approach to crisis management* involves the integration of anti-crisis measures into the overall strategic process at all levels of the organization. This requires not only moni-

Table 3 – The main approaches to the integration of crisis management and strategic planning in the economic management system: Review of key ideas and research

Author(s)	Key Idea	Value for OEMUR
Miller & Waller (2003)[1]	Flexibility and speed of decision-making are key factors for successful crisis management.	Emphasizes the need to integrate flexibility and responsiveness into the risk management process to effectively prevent or mitigate the effects of crisis situations.
Grant (2003), [2]	Strategic planning must be flexible and integrate elements of risk management.	Emphasizes the importance of scenario analysis and regular reassessment of external conditions, which allows timely adjustment of strategy and adaptation to changes.
Pearson & Claire (1998)[3]	Crisis management focuses on short-term measures, while strategic planning covers longer periods.	Emphasizes the importance of including anti-crisis elements in strategic planning for the long-term sustainability of the enterprise.
Mitroff, Shrivastava & Udwadia (1987),[4]	Integrating crisis management into strategic planning increases the company's sustainability and competitiveness.	Points out the importance of using crisis management as part of strategic planning to ensure sustainable development of the enterprise.
Pauchant & Mitroff (1992),[5]	Crisis management must be proactive and integrated into the overall company strategy.	Emphasizes the need to create a corporate culture focused on risk management, which increases the company's preparedness for crises.
Fink (1986) [6]	The introduction of crisis management elements at all levels of the organization reduces the likelihood of catastrophic consequences.	Highlights the need to integrate anti-crisis measures at all levels of management to increase the flexibility and adaptability of the enterprise in crisis situations.
Burnett (1998) [7]	Specialized crisis management structures or functions increase the speed of decision-making.	Emphasizes the importance of creating special units or functions for effective crisis management and coordination of actions in critical situations.
Mintzberg (1994), [8]	Strategic planning should include scenarios for possible crises.	Indicates the need to incorporate crisis response scenarios into strategic planning to maintain the company's flexibility and adaptability.
Ritchie (2004) [9]	Crisis management should be part of strategic planning.	Emphasizes the importance of integrating risk management into a company's strategic initiatives to ensure its long-term sustainability and competitiveness.
Wang, Hutchins & Garavan (2009), [10]	The success of strategic planning depends on taking into account unforeseen changes in the external environment.	Emphasizes the importance of systematic analysis of internal and external factors for timely adjustment of strategy and minimization of risks.
Shrivastava (1993), [11]	Crises should be viewed as part of the business cycle and represent an opportunity for growth.	Emphasizes the need to integrate crisis management into strategic planning to ensure not only the survival, but also the prosperity of the enterprise in a crisis.
Preble (1997) [12]	Strategic planning must include elements of crisis management to enhance preparedness for the unexpected.	Emphasizes the importance of developing alternative strategies and regular threat analysis as standard practices to ensure company flexibility and adaptability.

Source: developed by the author based on [1-12]

toring and analysis of the external environment, but also the development of strategies that can ensure the company's adaptability and flexibility in conditions of instability. In this context, it is important to take into account both classic economic risks and new challenges such as technological changes, cyber threats and environmental factors.

4. *The role of human and intellectual capitalis* especially important in crisis management. Companies that actively invest in developing the competencies of their employees and introducing innovative solutions show higher resilience in times of crisis. This emphasizes the need for strategic development of human capital as a key element of economic development and economic development.

5. *Innovation activity and environmental sustainability* also become critical for the successful functioning of enterprises. Investments in intangible assets, development and implementation of environmental strategies allow companies not only to adapt to crises, but also to use them as opportunities for growth and business transformation.

6. *The need for adaptive planning* manifests itself in a gradual transition from long-term strategies to medium-term plans, which allow a more flexible response to changes in the external environment. This is especially true in times of crisis,

when quick decision-making and strategy adjustments are required.

In conclusion, the results of this study highlight that successful crisis management requires an integrated approach that includes the integration of strategic planning, risk management, innovation and human resource management. The development and implementation of such integration mechanisms are becoming important conditions for maintaining the competitiveness and sustainable development of enterprises in a dynamically changing economic environment.

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ОСОБЛИВОСТІ ФУНКЦІОНУВАННЯ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНОГО МЕХАНІЗМУ УПРАВЛІННЯ РИЗИКАМИ В МЕЖАХ АНТИКРИЗОВОЇ СТРАТЕГІЇ

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Анотація. У статті розглядаються особливості функціонування організаційно-економічного механізму управління ризиками в умовах реалізації антикризової стратегії. Цей механізм представляє собою комплексний підхід, який об'єднує елементи ризик-менеджменту та антикризового управління для забезпечення стійкості та адаптивності підприємства в умовах кризових явищ і невизначеності. Основна увага приділяється аналізу ключових елементів організаційно-економічного

механізму управління ризиками, таких як ідентифікація та оцінка ризиків, стратегічне планування та адаптація підприємства до змін у зовнішньому середовищі. У статті підкреслюється важливість інтеграції антикризового управління у процес стратегічного планування, що дозволяє підприємствам своєчасно реагувати на загрози та використовувати кризи як можливості для зростання. Розглядаються підходи до взаємодії антикризового управління та ризик-менеджменту, наводиться порівняльний аналіз їх елементів, а також запропоновані рекомендації щодо вдосконалення організаційно-економічного механізму управління ризиками для підвищення конкурентоспроможності та стійкості бізнесу. У висновках підкреслюється, що успішне функціонування організаційно-економічного механізму управління ризиками сприяє довгостроковому розвитку підприємства і забезпечує його готовність до подолання кризових ситуацій.

Ключові слова: антикризове управління, ризик-менеджмент, організаційно-економічний механізм, стійкість підприємства, стратегічне планування.

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