

MECANISMUL DE FORMARE A MANAGEMENTULUI DE CRIZĂ ÎN ACTIVITĂȚILE AGRICOLE DIN GĂGĂUZZIA

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Caracteristicile crizei în sectorul economic agrar în Republica Moldova sunt determinate de necesitatea de aplicare a metodelor inovatoare de gestionare a crizelor. Gestionarea eficientă a întreprinderilor din sectorul agrar necesită o analiză detaliată a problemelor existente și a impactului de management pentru a aborda problemele prioritare de dezvoltare a întreprinderilor agricole.

Cuvinte cheie: gestionarea crizelor, agricultură, depășirea crizei, eficienței sectorului agricol, criza întreprindere, fenomenul de criză.

Introduction. *The statement of the problem in general and its connection with important scientific and practical task:* Domestic economists interpret **crisis management** in different ways. For example, V. I. Koshki and S. G. Belyaev argue that "crisis management is a set of forms and methods of realization of anti-crisis procedures for the specific enterprise-debtor" [2 s. 14].

According to Korotkova, e. m. "crisis management is the management, which is a prediction of the crisis risk, its symptoms, measures to reduce the negative impact of the crisis and to use its factors for further development" [1 s. 54].

In this regard, we tend to give a short definition of crisis management for the purposes of this work. It is based on the definition given by Korotkova E. M. and supplementing it.

Core content. Crisis management has a meaningful impact on the company and in order to prevent crisis or in the event of a crisis, is necessary a certain (not infinite) period of time for its localization.

The analysis of the latest research and publications is dealing with the aspects of the problem, and the reasons for the author; previous outstanding selection of parts for the general problem: Under the adopted economic framework are carried out a chain of sequences of interrelated economic events and like any economic mechanism, the mechanism of crisis "runs" actors to initiate original economic phenomena and under the influence of these initial events begins the process that comes (without the additional impulse) one after another in a chain of sequences of interdependent economic phenomena (the effect of falling dominoes), at the end of which is the final phenomenon a state in crisis.

The experience of agricultural enterprises in the Republic of Moldova, as well as foreign practices, has revealed a high economic and social efficiency in the agricultural production.

THE FORMATION MECHANISM OF CRISIS MANAGEMENT IN THE AGRICULTURAL ACTIVITIES OF GAGAUZZIA

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The features of crisis in the agrarian economic sector in the Republic of Moldova is determined by the need for applying innovative methods of crisis management. The effective management of enterprises of the agrarian sector requires a detailed analysis of the existing problems and the impact of management to address the priority issues of development of agricultural enterprises.

Key words: crisis management, agriculture, overcoming the crisis, efficiency of the agricultural sector, the enterprise crisis, crisis phenomenon.

JEL Classification: Q00, Q02, Q12, Q14

This is due, above all, to an economic independence and economic responsibility, increase in manufacturing activity, as it must realize their personal interests (matching, in the end, with the public interest). An agricultural enterprise can more flexibly and promptly respond to changing the consumer demand, to adapt more to the production of scarce commodities and, therefore, contributes to the diversification of the food market of the Republic.

The purpose of the article (assignments): The main task of agricultural enterprises in the next few years is not so much the creation of new businesses, but by how much to increase the stability and prepare the ground for further growth and development of existing ones. Over the years, its important on the one hand the formation of new enterprises, and on the other to eliminate them and that will be relatively sluggish and will mutually balance them. However, much will depend on agricultural policy and the budget opportunities.

The presentation of the basic material investigations with full justification of scientific results:

At the present stage of development the agricultural production is accompanied by difficult factors which restricts the real autonomy and reduces the efficiency of production activities that include the following:

- weak development of the means of production (technology, equipment, machinery, animal feeds, fertilizers, etc.);
- the absence of a developed system of trading and procurement organizations designed on a contractual basis to assist in the implementation of the products;
- the imperfection of the legal basis for regulation of production of the Agricultural Sector Enterprises and their relations with other enterprises and organizations.
- We believe that the major areas for the development of the agro-industrial complex are:
- creation of conditions for increasing grain production, the suspension of the downturn in animal products;

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- formation mechanism of agricultural and industrial production based on market principles and Government support;
- to promote the logistical resources on market, created in agriculture and other sectors of the AGROINDUSTRIAL COMPLEX;
- strengthening the role of scientific and technological progress in improving the efficiency of agricultural production and its competitiveness;
- protectionist economic policies that create conducive conditions for commodity producers in the domestic market of agricultural products, raw materials and food;
- implementation of institutional changes in land

aimed at improving the efficiency of agriculture production potential, the development of integration processes and cooperation;

- fundamental change in social policy in the country, aimed at raising rural incomes by increasing its employment, development of infrastructure and alternative activities, putting order in the financing of social infrastructure in rural areas.

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Fig. 1. Crisis Management

The development of agro-industrial production and the increase in purchasing power of agricultural producers will lead to recovery and production growth.

Accelerating the expansion of the domestic agricultural production and food will help stabilize the market, lower prices, increase in revenue in the budgets at all levels, off-budget funds and improve the situation of the most vulnerable segments of the population.

The economic essence of this model reflects the company policy of financing the used assets (respectively-conservative, moderate, aggressive and super aggressive).

In the latter case, a very high probability of bankruptcy stems from the fact that the total amount of money from the assets, the short-term financial investments and the company's receivables cannot meet its obligations to current trade accounts, payable operations and internal calculations (without taking into account the need to return Bank loans).

Thus, the identification of a crisis situation allows the defining of the fundamental direction of the forms and methods of its financial recovery, Table 1.

Table 1

Scope of the enterprise crisis and the possible ways out of it

The likelihood of bankruptcy evaluation	The scale of the enterprise crisis	Method of response
Possible	Easy crisis	Normalization of current financial performance
High	Severe crisis	Full use of the internal mechanisms of financial stabilization
Very high	Disaster	The search for effective forms of sanitation (failure-assassination)

Source: Created by author on the basis [10 s. 19.]

The findings of the study and prospects of the further researches in this area: To address some of the related problems to overcome the economic agricultural crisis, it is possible to use our concept.

Indispensable conditions of the crisis are:

- rational combination of large, medium and small farms, as well as maintaining separation of production between these forms of management;
- create and maintain price parity in the agricultural sector between rural farming and industry, sufficient to support the farm sector and the use of scientific and technological progress levels of investment;
- development of cooperative forms and links;
- flexible combination of market principles with State impact on their implementation and social orientation;
- bridging traffic to the monopoly on the part of the rural economy partners, agriculture and commercial structures.

The analysis of the causes of the agrarian crisis suggests that only through institutional changes and changes in ownership, is it impossible to stabilize and then to begin a dynamic development of agro-industrial complex.

The task of crisis management is to prevent destructive crises, and in case of their occurrence-restoring enterprise solvency and its ability to develop. In practice, this task is facing great difficulties. It is well known that most of the processes of crisis management are not restoring the solvency but bankruptcy and liquidation.

The crisis means the lack of strategy of enterprise to environmental conditions; the change strategy involves changing the structure, i.e., the restructuring. The restructuring requires significant investment, particularly in updating of a fixed capital and product range.

On the other hand the development of the crisis reduces the potential for attracting resources of the enterprise. Reduced profitability – capital allowances are used for other purposes – reduces the ability of businesses to finance investment programs. The value of the company to external investors also falls, as they begin to assess the potential profitability of low and high-risks related to its activities.

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