ANTI-CRISIS MANAGEMENT IN CORPORATE STRUCTURES USING MODERN MODELS

Alikulov Aziz KHaydarjonovich[1], Nigmatova Dilbar[2]

[1]*Doctoral student at the National University of Uzbekistan named after Mirzo Ulugbek*
[2]*Sinior Lecturer at "Regional Economy and Management" Department of the National University of Uzbekistan named after Mirzo Ulugbek*

ANNOTATION
In this article, the most important task of the enterprise is a competent assessment of the effectiveness of the current quality management system. Several basic approaches to the assessment of the quality management system in corporate structures. And ISO 9000 and ISO 9001 proposals for improving the evaluation of the effectiveness of the quality management system. Based on the study of the interpretations of different authors, the essence and characteristics of the enterprise as a unique form of anti-crisis management are defined in the article.
KEY WORDS: *Crisis, corporate structure, ISO standards, management system, quality management, efficiency, performance evaluation, bankruptcy, risks, audit results; Personnel management, international standard, international quality management.*

INTRODUCTION
Nowadays, recognizing the need for a quality management system is a strategic decision for an organization that helps improve its overall performance and provides a solid foundation for sustainability initiatives. Possible benefits for the organization from the implementation of a quality management system based on this international standard include:

a) ability to consistently deliver products and services that meet customer, legal and regulatory requirements;

b) facilitating the implementation of opportunities to improve customer satisfaction;

c) managing risks and realizing opportunities related to the context of the organization and its goals;

d) the ability to demonstrate compliance with the requirements of the established quality management system; The requirements for quality management systems specified in the international standard are interpreted as follows.

- Considers the requirements for products and services.

- It uses a technological approach that includes an international standard cycle in quality management.

Plan-Do-Check-Act (PDCA) and risk-based thinking. A process approach allows an organization to plan its processes and their interactions.

The PDCA cycle allows an organization to resource and manage its processes, and accordingly, opportunities for improvement are identified and implemented. Risk-based thinking allows the organization to identify factors that may cause its processes and quality management system to deviate from the planned results, includes protection mechanisms to reduce the negative impact and ensure maximum implementation when opportunities arise.

Continuous compliance with requirements and identification of future needs and expectations creates challenges for organizations to adjust in an increasingly dynamic and complex environment and the application of various forms of continuous incremental improvement, such as radical change, innovation, and reorganization. Principles of quality management.

In corporate structures, the process approach includes processes and their systematic identification and management qualitative and strategic directions of the development of mutual relations in order to achieve the planned results in accordance with the policy in the field. Preventing negative opportunities and unwanted results in process and system management is done using the process system of quality management.

Analyzing any non-conformance, the impact of the non-conformance on taking preventive action to prevent potential non-conformities before they occur, as well as taking appropriate re-occurrence prevention measures.

To demonstrate compliance with the requirements of this International Standard, an organization is a process in which planning and implementation of actions to address risks and opportunities is an important factor.

Risk treatment is the basis for increasing the effectiveness of the quality management system, obtaining improved results and preventing negative effects. Opportunities may arise as a result of a favorable situation to achieve desired results. For example, a set of circumstances that allows the organization to attract customers, develop new products or services, reduce losses or increase efficiency. Implementation efforts may also include consideration of relevant risks.

Risk is the effect that any uncertainty can have both positive and negative effects. Favorable variance caused by risk can lead to opportunities, but not all positive effects. Risks become opportunities in corporate governance. One of the key tools for improving performance in the ISO 9000 series is to measure the effectiveness of an organization's current quality management system in the field of quality. There are anti-crisis factors in international quality management:

Anti-crisis management - crisis prediction and monitoring, a type of management in which mechanisms are developed to analyze its nature, probability, signs, apply methods of reducing the negative consequences of the crisis, and use its results for more sustainable development in the future. Anti-crisis management strategy is a strategy of creating, occupying and maintaining a certain market place, a strategy of competitive advantage in the long term.

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- Audit Results;
- Consumer Feedback;
- Performance of the product non-conformity process;
- Status of preventive and corrective actions;
- Further actions resulting from the previous management review.
Currently, the main approaches used for evaluation and analysis in the quality management system are the audit and evaluation of quality costs and benefits as an important element of the quality management system. Undoubted

advantages of audit are its formalization, systematization, independence. The audit results are fully factual and conform to the principles of the ISO 9000 series.[1]

However, this approach has several drawbacks. Inspections carried out in enterprises do not provide a continuous, systematic assessment of the elements of the quality management system and the entire system. The effectiveness and completeness of the audit largely depends on the qualifications and experience of the auditors. Audits have a static nature, because the auditor only corrects errors and omissions, but does not provide information about what caused the error.

At the same time, the time that meets the minimum requirements of the standard cannot be a complete proof of the effectiveness of the quality management system, because it corresponds to about 17% of the ideal model of the enterprise's quality system.[2]

2. LITERATURE REVIEW

In modern literature, crisis events in the process of international quality management are an integral part of the life of any enterprise. Although they cannot be completely avoided, the enterprise must make every effort to comprehensively analyze risks and threats in order to implement preventive measures to overcome the crisis.

A crisis event can be defined as a series of events that usually occur suddenly, creating a negative and destructive potential. In corporate structures, the consequences of a crisis appear suddenly and cannot be predicted. Whatever the legal aspect of every crisis, the steps taken from the beginning to the resolution. A crisis can significantly affect a companys reputation, financial situation, its employees, and the products and services it offers.

In this regard, different scientists put forward different approaches, in particular, representatives of the management school also expressed their opinions about the crisis. According to the tariff of Simak, L. Zu, Zilina (2004). A crisis is a turning point or period of time that can lead to fundamental changes in an organization or business. This is a complex, difficult and dangerous situation, the processes of technical means and technological processes in the life of economic activity, the negative consequences of which can seriously affect their functions or even their existence. At the same time, this term is used as a general idea of all crisis events.

 Also Novak, L Edis, Zilina (2005). The corporate crisis is the peak of the state and worsens the overall development of the enterprise. This is an imbalance in one or more subsystems of the company, which is a threat to success

Can put achieving corporate goals or even disrupting its existence. Early identification of the causes of the crisis and the application of appropriate management measures were considered the most appropriate ways to prevent the deepening of the crisis.

Thus, K.A. Gorelikov, M. Gardariki, (2008). A state of crisis is a public enterprise that differs from the stationary state and active degradation of the entire company or its individual components. This is due to the need to use existing management mechanisms and special procedures, tools and methods.

Also Konigova, M (2004). The development of a crisis in an enterprise can be characterized as a continuous series of crisis situations that determine the direction of its next stage.

It is worth noting that ISO 9000 is a standard that describes the way to develop a Quality Management System - among other things, it specifies that you should train your employees according to the tasks they perform and that you want to choose your suppliers and partners. very carefully.[3]

From the ever-changing nature of this business environment to the rapid development of technology, there is a high probability that an organization will experience a crisis at some point. Organizations that intend to survive

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[1] ГОСТ Р ИСО 9000-2008. Системы менеджмента качества. Основные положения и словарь. –М: Издательство стандартов,

[2] Кане М.М., Иванов Б.В Системы, методы и инструменты менеджмента качества: Учебное пособие. – СПб: Питер, 2015. – 560 с

[3] ISO 9001 for Small Business – What to do,

for the long term must have the necessary capabilities to prevent, respond to, and recover from a crisis. However, overcoming a crisis requires preparation, strategic thinking and capacity building. The development of these three aspects ISO 9000 and ISO 9001 Safety and resilience - Crisis management - is the goal of quality management.

It should be noted that Anttila and Jussila (2017) analyzed the impact of ISO 9001:2015 on enterprises that have implemented or updated their quality management systems, and found that the rate of change of standards is the usual business environment. and noted that it is much slower than in society as a whole.

Among others, Bendell (2000) focused on problems with the ISO 9000 self-assessment tool. However, the respondents' assessment of the quality of standards development, their correctness, compliance with current trends in quality management, comprehensibility, etc.

3. RESEARCH METHODOLOGY
Methodology used in this research, using modern models, issues of improving modern management capabilities in anti-crisis management in corporate structures were studied, analysis, synthesis, and abstract-logical and critical thinking, as well as generalization methods were used.

4. ANALYSIS AND RESULTS
This international standard is aimed at encouraging the use of a technological approach to the development, implementation and improvement of the quality management system, growth rates, and customer satisfaction by fulfilling its requirements. Specific requirements related to the application of the process approach are included in the section. Top management should develop, implement and support policies in the quality area that:

1- Corresponds to the goals and context of the organization and helps to act in the chosen place and creates a basis for setting quality goals;

2- Includes the obligation to comply with the established requirements;

3- Includes the commitment to continuous improvement of the quality management system.

In addition, top management must ensure that the responsibilities and authorities for the relevant roles are established, communicated and understood by the employees of the organization. Top management should define responsibilities and authorities for:

- Ensuring compliance of the quality management system with international requirements
- Ensuring that the processes produce the expected results;
- Reporting on the performance of the quality management system and opportunities for improvement
- Ensuring the spread of customer attention throughout the organization;
- Ensuring the integrity of the quality management system in planning and implementation.
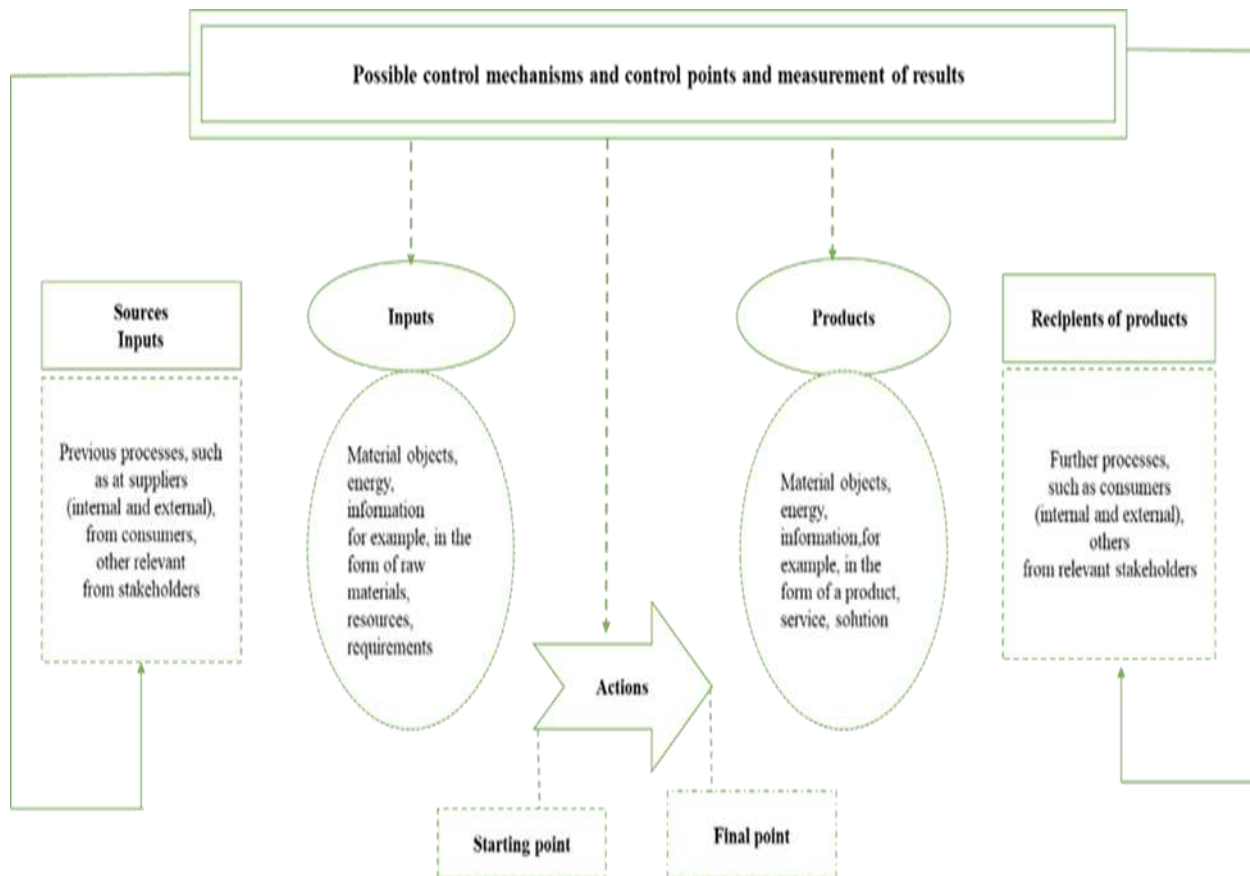
Picture 1. Schematic representation and classification of ISO 9001:2015 Single Process Elements in modern models[4]

The organization defines, provides and supports the infrastructure for the operation of its processes to achieve the conformity of products and services. Infrastructure may include buildings and related systems, facilities, including hardware and software, transportation resources, and information and communication technologies. In order to establish a quality management system in a corporate organization, the organization must perform the following: determine the necessary

Competencies of employees working under its supervision, the operation of the quality management system and ensure that these persons have the appropriate education, training or experience, if possible, provide the necessary qualifications and maintaining relevant information as evidence of the effectiveness of the measures taken to evaluate measures taken. working staff; or hiring new or contract qualified professionals.

In a corporate organization, quality management allows you to manage the interaction and interdependence of processes in the system, thereby improving the performance of the entire organization. External required by the organization

Documented information of the data should be defined in the planning and operation of the quality management system.

Gives a schematic representation of any process and shows the interaction of its elements. The monitoring and measurement points required for control are specific to each process and vary according to the risks involved.

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[4]*It was prepared based on the author's research*

Table 1. Key differences in terminology between ISO 9001:2008 and ISO 9001:2015[5]

ISO 9001:2008	ISO 9001:2015
PRODUCTS	PRODUCTS AND SERVICES
EXCEPTIONS	NOT USED
MANAGEMENT REPRESENTATIVE	NOT USED (This type of responsibility and authority is assigned, but not necessarily a single management representative)
DOCUMENTATION, QUALITY MANUAL, DOCUMENTED PROCEDURES, (PROCESSES) RECORDS	DOCUMENTARY INFORMATION
WORK ENVIRONMENT	OPERATING ENVIRONMENT OF THE PROCESS
MONITORING AND MEASURING EQUIPMENT	RESOURCES FOR MONITORING AND MEASUREMENT
PURCHASE OF PRODUCTS	PRODUCTS AND SERVICES SUPPLIED OUTSIDE
DELIVERY	FOREIGN DELIVERY

In the proposed table, ISO 9001:2008 uses the term "product" to cover all categories of manufactured products. This edition of the International Standard uses the term "products and services." The term "products and services" includes all categories. Results hardware, services, information media and consumables, processing materials. This edition of the International Standard uses the term "products and services." The term "products and services" includes all categories. Results hardware, services, information media and consumables, processing materials. This means correspondence, and it is not necessary to confirm the requirements before the service is provided. In many cases, the terms "products" and "services" are used interchangeably. This means correspondence, and it is not necessary to confirm the requirements before the service is provided. In many cases, the terms "products" and "services" are used interchangeably - Planning: defining the goals of the system and the processes that make it up, determining the necessary resources, producing results in accordance with customer requirements and organizational policy, identifying risks and opportunities, and making decisions; Quality planning is an activity that determines the goals and requirements for quality, the application of the elements of the quality system.

[5]*Researcher Development*
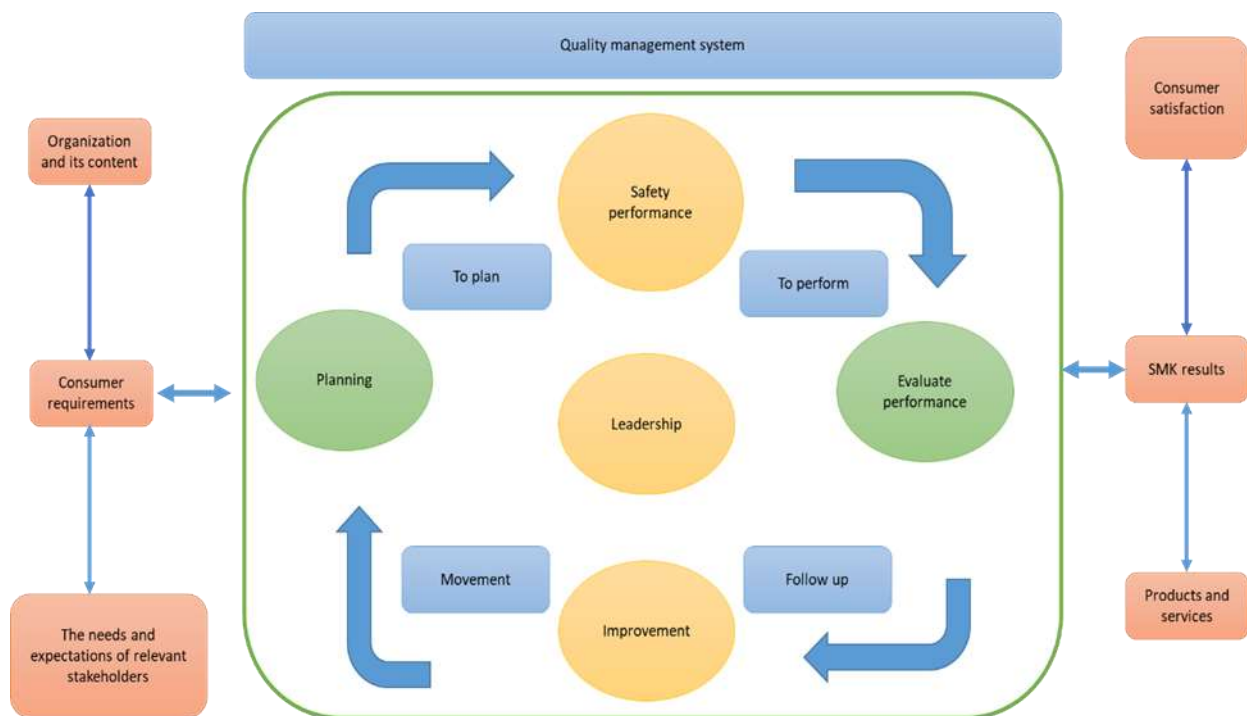
Picture 2. Formatting the structure of the international standard PDCA cycle(Plan, Do, Check, Act.)[6]

Product quality planning includes:
- Product Quality Planning;
- Planning Management Activities;
- Preparing a quality program.

Planning can be done at two levels:
- Execution: doing what is planned.
- Control: monitoring and if possible measuring processes, end products and services against policies, objectives, requirements and planned activities, developing reports. Action: If necessary, take steps to improve the efficiency of the process.

4. CONCLUSION
Based on the above analysis, we summarize the conclusions and the achieved results: To develop, implement and increase the efficiency of the quality management system, to meet the needs of customers by fulfilling its requirements. special requirements, adopting a process approach. Representation of interrelated processes and their management as a system is effective and effective achievement of the results planned by the organization.

The international standard is based on the principles of quality management defined in ISO. A number of examples and typical actions occur, which are important for the organization, and the benefits associated with the principle, and the improvement of the organization's performance by following the principles in corporate structures. There are anti-crisis factors in international quality management: Anti-crisis management is a type of management in which mechanisms are developed for predicting and monitoring a crisis, analyzing its nature, probability, signs, applying methods to reduce the negative consequences of a crisis, and using its results for more sustainable development in the future.

In a corporate organization, quality management allows you to manage the interaction and interdependence of processes in the system, thereby improving the performance of the entire organization. Documented information of external information needed by the organization must be defined to plan and operate the quality management system ISO 9001:2008 uses the term "product" to cover all categories of manufactured products.

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[6] *Development by the author*

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