

D23, D24, E22, D33, H32

## SOCIAL CAPITAL IS IN SYSTEM OF AGAINST CRISIS MANAGEMENT

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*Annotation. In this paper a role of social capital in a crisis management system of the organization is revealed, mechanism of its effect on the organization functioning is analyzed as well as practical recommendations for its development and effective use in crisis are provided.*

*Key words: social capital, social capital of organizations, social networks, social bonds, values, norms, trust, organization, crisis, crisis management.*

### The Role of Social Capital in the System of Crisis Management

At the organization's level a social capital serves as a specific resource (an intangible asset) that is able to mobilize other types of resources and enhance efficiency of their use. The organization acts as a collective storage of the certain social capital. The social capital exists in such elements of s as social networks, social norms, values and trust, creating conditions for coordination and cooperation for mutual benefit. The organization's social capital consists of the members' social capital; however the organization has its own social capital, which is able to provide benefits in case of any member leaves (e.g, dismissal).

The social capital plays an important role in the organization's crisis management system. On the one hand, it serves as a special part of economic resources of the organization, extending opportunities of access to other forms of the capital, reducing costs for resources procurement and enhancing efficiency of resources use, thereby overcoming crisis and ensuring sustainable development. On the other hand,

social capital is an important competency of each employee. Especially the social capital competency is required for top-management.

Trust, collaboration, cooperation and inclusion of all stakeholders in the close social ties and networks should be included in a deliberate policy for their formation and application by the organization's top- management.

The social capital peculiarity is that it is acquired during a long time. Therefore, accumulation and quality improvement of the social capital should be paid a great attention at by the organization, especially in before-the-crisis period. In crisis period, the social capital should be mobilized and used by the organization for reducing of the panic moods, stabilizing changeable environment, ensuring manageability, reducing probability of deep and destructive crisis. In post-crisis period, it is urgent to conduct thorough analysis of gained experience for further accumulation of the social capital in order to improve efficiency of anti-crisis management of the organization.

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