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QUALITY AND RISK MANAGEMENT AT REAL ECONOMY ENTERPRISES

Abstract. *The analysis of risk management based on fundamental research by leading scientists has been carried out. It is shown that personnel risk management is a process that begins at the stage of developing a personnel management strategy and covers the entire personnel management system of an organization at all its levels. It is concluded that enterprises in the real sector of the economy should focus on the formation of the competencies of their personnel, since not one of the stages in the development of enterprise management systems could do without new knowledge, without new competencies.*
Keywords: *personnel risks, risk management, real sector of the economy, balanced scorecard.*

One of the most important tasks of any enterprise in modern conditions is the search for effective ways of development, improving product quality, and increasing competitiveness. One of the first places in importance is ensuring the effectiveness of investments in the personnel of the enterprise, without which rapid development is impossible. Investments in personnel, primarily in management, are innovations that should give a return in the form of increasing labor productivity, introducing new working methods, improving management efficiency, launching new products, improving their quality, etc. It is the top and middle management personnel who ensure the formation and implementation of the enterprise development strategy, the choice of the direction of personnel training and, as a result, the efficiency of the entire enterprise. At the same time, the issues of personnel training go far beyond the framework of a purely personnel policy, they become predominant in the overall economic strategy of the enterprise.

An analysis of the theory and practice of risk management convincingly shows that this work is not always carried out effectively at enterprises in the real sector of the economy, mainly due to the fact that a full-fledged scientific, methodological and informational basis has not been created in this area of management, there is no effective risk management experience in the organization .

The authors performed an analysis of risk management based on fundamental research by leading scientists: N.N. Aniskina [1–3], P. Drucker [4], A. Maslow [5], F.N. Filin [6], F. Herzberg [7], A.P. Egorshina [8], A.A. Tatarnikova [9], M.V. Varakulina [10], Kennedy Dan S. [11] and others.

A necessary condition for effective risk management at present is the transition from a fragmented, episodic, limited management model to a continuous, integrated and expanded one. Risk management should be presented as a well-organized, continuous process.

Based on the modern approach to risk management and taking into account the peculiarities of personnel risk, it is possible to determine what the organization's personnel risk management is.

Personnel risk management is the process of identifying, assessing and controlling all internal and external factors of personnel risk, the change of which may adversely affect the activities of the organization and its personnel. It can be argued that personnel risk management is a process that begins at the stage of developing a personnel management strategy and covers the entire personnel management system of an organization at all its levels.

The presented definition is based on the principles of the concept of personnel risk management, which:

– used in the development of a personnel management strategy;

– is aimed at identifying events that prevent the organization's risk appetite (the organization's willingness to take unjustified risks);

– provides the organization with reasonable assurance that objectives will be achieved.

All the main functions of the personnel management system are organically interconnected and represent a means of effectively influencing the personnel (provided that they are consistent and interdependent).

Personnel risk management also covers all stages of this interaction, but becomes a function only if they are consciously managed. In this regard, the management of the organization and directly the personnel management service should be faced with the task of managing personnel risks.

An analysis of the activities of various organizations has shown that at present, personnel risk management as an independent function of personnel management is not singled out. At the same time, all the functions of personnel management are aimed at developing the organization and its personnel, ensuring the protection of their interests, and hence ensuring personnel security.

We should agree with the opinion of K. Laktionova that the management of personnel risks is a priority in relation to the management of other risks of the organization: legal, financial, informational, technological, etc., since “... it is people who both prevent and create security threats companies” [12].

The fundamental moment in solving the problem of ensuring the personnel security of an organization is the personnel risk management strategy, which is “... a set of priority goals and management approaches, the implementation of which ensures the protection of the organization from any threats associated with the functioning of the personnel direction of its activities” [13]. The HR risk management strategy, on the one hand, is a part of the organization's corporate security strategy, and on the other hand, it should be taken into account when forming the organization's HR management strategy.

Obviously, the main task of the heads of enterprises in the real sector of the economy is making strategic decisions, which is associated with taking into account external factors and analyzing all areas of activity. Determining the strategic position of the enterprise, through the measurement and evaluation of its activities, is the basis for choosing the nature of changes, finding ways to improve performance and ways to improve the organization's management system. These findings also define the formation of the necessary competencies as an important strategic direction.

In the mid-1990s, a new stage of “vision of strategic prospects” was formed, which was marked by the introduction of a balanced scorecard by D. Norton and R. Kaplan in 1996 [14–16]. The creation of a balanced scorecard is due to the needs of investors for data reflecting the "future development" of the company, as well as the difficulties of monitoring the long-term development of companies through only classical financial indicators. With the growth of the scale of the business, an understanding came of the importance in tracking important indicators of intangible assets in terms of personnel, business processes, customer relations for the future development of the company.

Obviously, the main emphasis should be placed on the formation of the competencies of your staff. None of the stages in the development of enterprise management systems could do without new knowledge, without new competencies.

Systematic changes in the external environment are superimposed on each other, causing interconnected effects, which entail new changes. Under such conditions, strategic planning and, as a result, the “one-time” formation of the necessary competencies cannot be one-time processes for a long period of time. In such an environment, the management of the enterprise is required to develop an agreed course of action. Managers are forced to choose the nature of changes in real time according to the situation, which places high demands on the professional training of all levels of enterprise management.

14 management principles developed by E. Deming are widely known [17]. Let us note only the main ones concerning the importance of personnel training.

Put into practice the training and retraining of personnel.

Put into practice modern approaches to training and retraining for all employees, including managers and managers, in order to better use the opportunities of each of them. Keeping up with changes in materials, methods, product design, equipment, technology, functions and maintenance methods requires new skills and abilities.

Encourage the pursuit of education.

Establish a vigorous self-improvement education and support program for all employees. An organization needs more than just people, it needs employees who improve through education. The source of successful progress in achieving competitiveness is knowledge.

R. Kaplan and D. Norton [14–16] developed a balanced scorecard (BSC) to assess the effectiveness of enterprise management, in which they substantiated four perspectives (levels), which are the main groups of strategic goals for the development of an enterprise:

– customers: how consumers evaluate the company; internal processes: on what business processes its competitive advantages depend;

– learning and innovation (to what extent processes, people, technologies correspond to the achievement of the set goals);

– finance: how shareholders and creditors evaluate the company.

As you can see, one of the most important groups of indicators is also related to training, which confirms the relevance of the growing role of personnel in the performance and efficiency of the enterprise.

The concept formulated by D Norton and R Kaplan found numerous supporters and followers among practicing managers. Now, instead of exclusively retrospective financial indicators, companies began to take into account "leading indicators" that allow predicting possible success in the future.

Obviously, BSC allows you to assess the state of the staff, which is in full accordance with TQM.

Ensuring learning and innovation is, in many ways, key to building and effectively using a balanced scorecard. The basic logic goes like this: if you have the right people (learning and development level) managing processes correctly (internal processes level), then the customer will be satisfied (customer perspective level) and the company will achieve strategic financial goals (financial perspective level) . The emphasis is on staff performance, satisfaction and retention.

Thus, in a full comprehensive assessment of the enterprise, not only the importance of assessing the indicators of the state of personnel is emphasized, but also its primacy for all other indicators is shown.

A typical mistake of most entrepreneurs is that they, often without understanding the strategic goals of the company, and, therefore, without solving the problems of human resource management in terms of long-term goal setting, try to solve the problems of personnel management.

Risk is a complex phenomenon with many different, sometimes conflicting real components. This is explained by the fact that risk is based on the probabilistic nature of market activity and the uncertainty of the situation. Production planning, forecasting of sales volumes, cash flows, development of construction projects and business plans are based only on approximate calculations of expected, not actual values, and often a business, instead of expected profit, can incur losses, the amount of which can exceed not only the invested funds, but and the value of all property at the disposal of the enterprise.

In the real sector of the economy, long periods of project implementation, insufficient investment, low turnover and payback of funds, not always sufficient level of economic literacy of administrative and managerial personnel prevent an objective assessment of the benefits of the concept of reducing risks in the activities of an enterprise and create a psychological barrier of disbelief in relation to the recommendations of science to minimize risks. In turn, this leads to inefficient management of financial flows, lack of forecasting the results of financial and economic activities, deliberately erroneous strategic planning for the development of an enterprise, underestimation of the managerial training of managers at all levels of management, resulting in the illusion that the problem of sustainable development and economic viability of the enterprise is unsolvable.

The way out of this situation is possible only if an effective risk management concept for enterprises in the real sector of the economy is developed, which is carried out taking into account the business conditions inherent in these enterprises, operates with familiar industry concepts and terms, and guarantees positive results within an acceptable timeframe, with acceptable financial investments.

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