эффективным развитием и использованием человеческих ресурсов, в частности, их интеллектуальных характеристик. Данному обстоятельству можно найти подтверждение в активном развитии цифровой экономики и росте востребованности специалистов, обладающих высокими интеллектуальными характеристиками, а также цифровыми компетенциями.

Несомненно, существует взаимосвязь между размером заработной платы и производительностью труда, которая является предметом целого ряда научных исследований. В этой связи необходимо изучить потенциал роста производительности труда в России сквозь призму оплаты труда. В частности, представляется возможным проведения анализа динамики производительности труда в России во взаимосвязи с динамикой заработной платы в целях выработки основных направлений повышения производительности труда в российской экономике.

1. Яковлев В.А. Анализ деятельности коммерческого предприятия.- М.: Проспект.-2015.-157 с.
2. Аслаханова С.А., Садаев С.В. Риски в деятельности предприятия-сущность, методы оценки и пути снижения // ФГУ Science. – 2018. – № 2 (12). – С. 24-29.
3. Илаева З.М. Анализ инвестиционного процесса в кризисных ситуациях в регионах на примере ЧР // ФГУ Science. – 2017. – № 1 (9). – С. 78-82.
4. Гайрбекова Р.С., Назаров Д.Т. Основные проблемы развития российского бизнеса и современные виды государственной поддержки // ФГУ Science ФГБОУ ВО «Чеченский государственный университет» № 2 (12) – Грозный: Издательство ЧГУ, 2017. – №1(19).-С. 52-54.
5. Ялмаев Рустам Алиевич Основные направления инвестиционной политики Чеченской Республики // International scientific review. 2016. №2 (12). URL:<https://cyberleninka.ru/article/n/osnovnyie-napravleniya-investitsionnoy-politiki-chechenskoj-respubliki> (дата обращения: 19.11.2020).

Baranova E.K., Elinson M.A., Sharipova V.A.
Risk management system for a construction company

Bashkir state University
(Russia, Ufa)

doi: 10.18411/lj-12-2020-217

idsp: ljjournal-12-2020-217

Аннотация

В статье рассмотрены вопросы, касающиеся системы управления рисками строительной компании. В статье отмечено, что риск является важным стимулом для предпринимателей экономить свои средства и ресурсы, появляется необходимость тщательно анализировать рентабельность проектов, качественно разрабатывать инвестиционные сметы, делать запасы, нанимать квалифицированный персонал.

Ключевые слова: риск, система, направление, строительство, компания, опыт, условия, эффективность, группы, комплексы, сферы, управление.

Abstract

The article is devoted to some problems of the risk management system of a construction company. It points out that risk is an important incentive for entrepreneurs to save their money and resources. There is a strong need to analyze carefully the profitability of projects, develop investment estimates of high quality, make reserves and hire qualified personnel.

Keywords: risk, system, direction, construction, company, experience, conditions, efficiency, groups, complexes, spheres, management.

Currently risk management is one of the most important functional subsystems for managing a construction organization. In theory and practice of management, risk belongs to

a complex economic management category. Risks and the associated uncertainty constantly surround us in reality.

It should be noted that risk is an important incentive for entrepreneurs to save their money and resources; it becomes necessary to analyze the profitability of projects in a proper way, to develop high-quality investment estimates, to make stocks, to hire qualified personnel, etc. [1, p. 67].

Large companies allocate large sums in research and as a result, they are written off as a loss. Some experience shows that these funds are not spent in vain. Risk is an integral part of entrepreneurship, but it is the only one accepted after careful calculation and thought. There is no business without risk. The highest profits are usually generated by high-risk market transactions. The risk must be calculated to the maximum permissible limit.

Risk management can be considered as a systematic and logical process that is used in the future to select the improvement of activities, increase the efficiency of all areas of the organization.

Risk management, as a process, is not a separate operation. It must be “built in” into the overall process of the enterprise and should be taken into account in making management decisions. It is based on general principles and at each level the risk management process has its own specifics.

The problem of risk management at the organization level is especially relevant when there is some likelihood of large losses for a separate production and economic unit associated with the implementation of economic risk [5, p. 45].

The solution to the problem of minimizing the impact of risk on a construction company can be achieved by using risk management methods: risk sharing among participants, insurance, reservation and forecasting.

In managing risks, it is necessary to take them into account and assess the degree of impact on business performance. Not taking into account possible scenarios and the likelihood that a negative result is a risk, the economic efficiency of the company can be reduced to zero and, as a result, the level of unprofitability can be reached. Depending on the role that the participant plays in the general structure of financing of the construction organization, he has got his own subjective view of risk. This point of view influences a participant's willingness to take a certain measure of risk.

The perception of risk is individual in nature and depends not only on economic factors, but also on the characteristics that determine the financial position of the participant. For one party, a risk, likelihood or condition seem unacceptable when the other party sees them as everyday things and can control them on their own. Control and regulation of risks and also knowledge of the participants, therefore, play a great role in the effective work of the organization [4, p. 55].

In recent years, in all advanced economies, special attention has been paid to the education and training of qualified personnel in the field of risk analysis, risk management and security in order to minimize their risks and be competitive in the market.

Risk management methods are very diverse. It is quite clear from current practice that Russian experts, on the one hand, and Western researchers, on the other hand, have fairly clear preferences in relation to risk management methods. The presence of these preferences is mainly due to the nature of the economic development of the state and, consequently, the considered risk groups.

However, despite the differences in preferences, it should be born in mind that the development of economic relations in Russia contributes to the introduction of Western experience and, as a consequence, the convergence of Russian and Western approaches to risk management and research [1, p. 85].

Risk management is a logical and systematic process that can be used to select a path for further improvement. Risk management in a company cannot be a combination of overnight action. In any case, this is a whole process of purposeful action. In addition, the risk

management process must be a part of the overall management of the business to achieve results. Thus, the risk management process includes several stages. It should be noted that in practice these steps are not necessarily implemented in a strict sequence, but can be performed in parallel.

This can be confirmed by the results of the study of the risk management system, which, as it has already been mentioned above, includes a set of certain functions and management actions. A company cannot deal with potential and existing risks if functions do not interact with each other. For example, in 45% of companies surveyed, CEOs believe that persistent concerns about the risks of confidential information leakage are holding back the successful use of IT technology. At the same time, 54% of construction company-respondents note that an increase in the number of independent contractors whose services have to be used in their activities leads to a significant increase in operational risks. In addition, only 51% of companies can provide a sufficient level of sustainability in operating activities due to the presence of internal audit, cybersecurity functions that work harmoniously in a single business system [6].

In order for a company to effectively study the state of factors, a special system must be created to monitor the external environment. This system should make ad hoc observations related to certain special events and regularly monitor the state of external factors which are very important for the organization. When assessing the effectiveness of projects of enterprises of the investment and construction complex, it is necessary to take into account internal and external risks [2].

The production of modern buildings is a complex probabilistic system. The analysis of construction and investment risks of the construction complex was carried out in accordance with the methodology for calculating risks developed by the Investment and Financial Group and the Russian Financial Corporation.

One of the main factors that determines the effectiveness of business management is an optimally organized management system. Successful business operations are impossible without careful financial risk management.

The object of management is presented by various types of financial relations and its subject is characterized by organizational structures that carry out management. Individual areas of financial management are determined by the object of management.

One of the main parts of the management subsystem is the organizational structure of the financial management of the enterprise. Financial risk management of an enterprise cannot be effective without a correctly defined method of management influence. When choosing the method for managing the financial risks of an enterprise, it is necessary to focus on the phase of the life cycle in which the enterprise is found at the moment [3, p. 89].

Thus taking into account all these facts it is worth thinking about the algorithm of steps to increase the efficiency of the risk management system in the organization. There are three of them. First, you need to set the direction of some interaction between the key actors in the organizational structure of management. Second, it is necessary to develop and consolidate a unified methodology for the analysis, assessment and monitoring of business risks. Third, we need to optimize each management impact by introducing digital technologies, increasing the professional competencies of employees and effectively building a system of business processes (Table 1).

Table 1.

Algorithm of steps that increase the effectiveness of the risk management system in the organization

Prerequisite for the appearance of a step	Efficiency improvement step	Related activities for the implementation of the step
73% of companies note that the functions of the risk management system do not have a unified approach due to the wrong choice of the organizational structure	Set the direction of interaction between the key subjects of the organizational structure of management	Elaboration of a unified risk map for the development of measures for their reduction

67% of companies do not have the necessary technologies to predict and monitor risks	Develop and consolidate a unified methodology for the analysis, assessment and monitoring of business risks	Comprehensive presentation of existing risks, development of some analytical procedures, determination of combined risk indicators
49% of companies do not adhere to the operating model of allocation of responsibility areas	Optimize every management action	Introduction of digital technologies, increasing the professional competencies of employees, building of an effective system of business processes

Summing up, it should be noted that now the entrepreneur is more vulnerable than ever, he is in a fever. Small and medium-sized businesses, which are losing customers, revenues, and even in some cases on the verge of closure due to the spread of the coronavirus, can only be saved by emergency support measures. Everyone is asking for help, namely, to recognize what is happening as force majeure, temporarily exempt from paying taxes and introduce a moratorium on control and supervision activities. It is equally important for entrepreneurs to have access to proven information that will help them navigate and quickly make a strategically correct decision.

1. Vorontsovsky A.V. Risk assessment. - Moscow: Yurayt Publishing House, 2019. -- 179 p.
2. Vorontsovsky A.V. Risk management. - M.: Yurayt Publishing House, 2019. - 414 p.
3. Vyatkin V.N., Gamza V.A., Maevsky F.V. Risk management. - M.: Yurayt Publishing House, 2019. -- 365 p.
4. Zhukovsky V.I., Salukvadze M.E. Risk assessment and multistage positional conflicts. - M.: Yurayt Publishing House, 2019. - 305 p.
5. Kasianenko T.G., Makhovikova G.A. Analysis and assessment of risk in business. - M.: Yurayt Publishing House, 2019. -- 381 p.
6. Global research on risks of 2020 [Electronic resource]. URL: <https://www.pwc.ru/publications/2020-global-risk-study/global-risk-study-2020.pdf>.