

**BULLETIN OF NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN**

ISSN 1991-3494

Volume 2, Number 372 (2018), 190 – 194

UDC 330.3:338.2 (574)

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**THE RISKS IN THE SYSTEM
OF ECONOMIC SECURITY OF ENTERPRISE**

Abstract. The purpose of the scientific article is to make a comprehensive decision in risk management in the system of economic security of the enterprise.

The following methods are used in the research: dialectical method, method of analysis and synthesis, scientific abstraction, induction and deduction.

In the process of scientific research the following results are obtained: the system of economic security of the enterprise is justified; the main sources of threats to the environment for the economic security of the enterprise are identified; the sequence of the elements of risk management technology is shown; the principles and methods of risk management in a particular situation are justified.

The authors' conclusions can be used in the process of determining the sequence of actions by business entities in the risk management model to ensure a reasonable combination of risk and benefit.

Keywords: economic security, threats, risks, technology, risk management methods

УДК 330.3:338.2 (574)

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**РИСКИ В СИСТЕМЕ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ
ПРЕДПРИЯТИЯ**

Аннотация. Целью научной статьи является принятие комплексного решения в управлении рисками в системе экономической безопасности предприятия.

При проведении исследований использованы следующие методы: диалектический метод, метод анализа и синтеза, научной абстракции, индукции и дедукции.

В процессе научного исследования получены следующие результаты: обоснована система экономической безопасности предприятия; выявлены основные источники угроз внешней среды для экономической безопасности предприятия; показана последовательность выполнения элементов технологии управления рисками; обоснованы принципы и методы управления рисками в конкретной ситуации.

Выводы автора могут быть использованы в процессе определения хозяйствующими субъектами последовательности действий в модели управления рисками для обеспечения разумного сочетания риска и выгоды.

Ключевые слова: экономическая безопасность, угрозы, риски, технология, методы управления рисками

In modern terms, the process of successful operation and economic development of enterprises largely depends on improving their activities in the field of economic security.

Problems of economic security arise in front of each enterprise not only in times of crisis, but also when working in a stable economic environment. However, the set of objectives to be solved in this case has a significant difference.

The economic security of an enterprise is the state of protection of the vital interests of the enterprise from internal and external threats, formed by its management and personnel through the implementation of legal, economic, organizational, engineering, technical and socio-psychological measures. It is also possible to formulate the definition of the economic security of the enterprise as a state of the most effective use of organizational assets in order to avoid threats and ensure the stable functioning of the enterprise at present and in the future [1].

The economy of a single economic entity is exposed to a multitude of threats, determined by the *composition of resources* and the *types of carried out activities*.

The main source of threats to the economic security of the enterprise is the external environment:

- negative transformations of the political situation;
- transformation of legal regulation affecting the conditions of economic activity (taxation, property relations, contractual legislation);
- underdeveloped market infrastructure;
- damage to assets and fixed assets of the enterprise;
- use of unfair competition means;
- fraud;
- theft of material supply;
- unauthorized access of competitors to confidential information constituting a commercial secret;
- illegal actions of criminal structures;
- hacking and destruction of information support of enterprise operation - viruses, network attacks, etc.

Economic security is a comprehensive risk management solution. Enterprises operate in different conditions of a competitive environment, having a different internal environment, level of production potential, staffing. In this regard, each enterprise has risks that are directly inherent only to this company and related to the specifics of production, technological, commercial, financial and other activities. It is important to timely identify and determine the probability and time of their occurrence, as well as possible damage [2-4].

The same risks can occur in various areas of production and economic activities. Therefore, when managing risks, the main thing is to identify possible areas of risk in relation to the enterprise under investigation.

The purpose of developing any model of risk management is to ensure the successful operation of the enterprise in terms of risk and uncertainty. This goal can be achieved by solving the following main objectives:

- identification of possible economic risks;
- reduce financial losses associated with economic risks.

The risk management model is a sequence of actions that provide a reasonable combination of risk and benefit. While risk management technology is the basis of any risk management model (Figure 1).

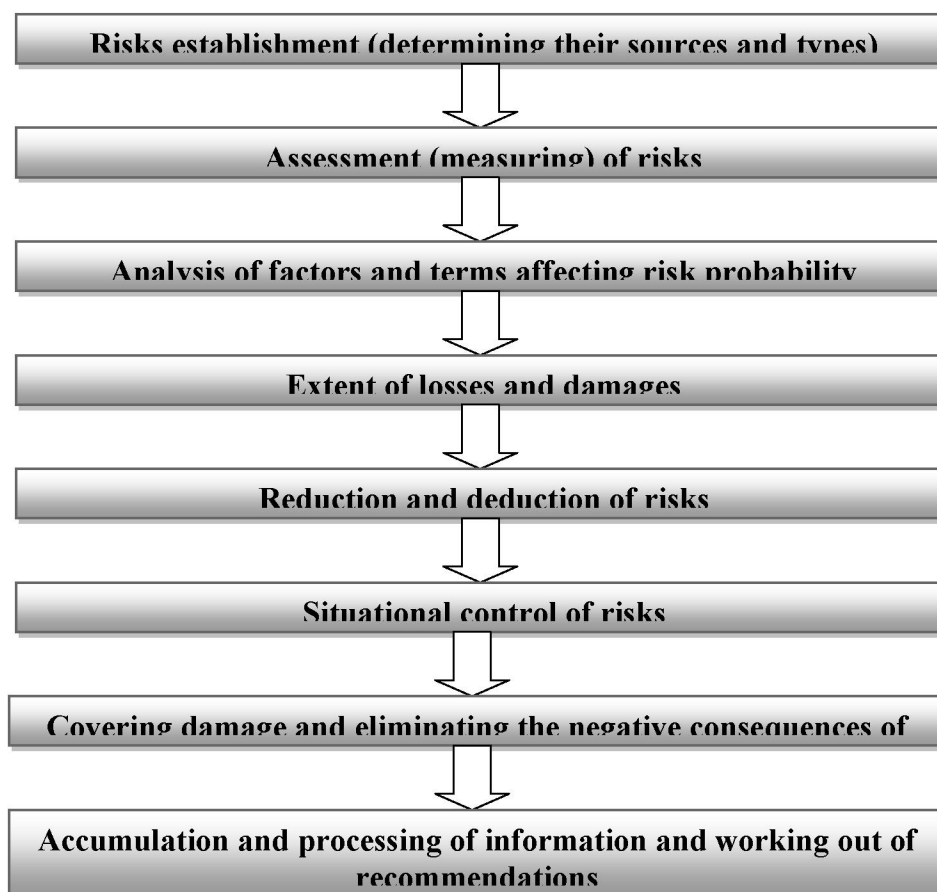


Figure 1. Risk management technology

Risk management technology is unchanged and includes the following consistently performed elements: risk establishment (determining the sources and types of risk); Risk assessment, analysis of factors and terms affecting the probability of risk, the Extent of losses and damages, limiting (standard) risk levels, the choice of methods and means for reduction and deduction of risk, situational risk control, comparison of risk with the permissible (regulatory) level of risk, the implementation of measures for placing the risk, its adjustment in the light of the emerging situation, covering the damage and eliminating other negative consequences of the manifestation of risk, the accumulation and processing of retrospective information on risk situations and manifestations of risk, development of recommendations for future [5-7].

The overall system of enterprise management includes the risk management system. Risk management is a set of methods, techniques and activities that allow, to some extent, to predict the onset of risk and to make decisions about the impact on it. At the same time, obtaining reliable and sufficient information is especially important. And only it allows to make the correct decision about actions in the conditions of risk. This information includes awareness of the availability and demand profile for goods and capital, financial stability and solvency of customers, partners and competitors, prices, rates and tariffs, insurance conditions, dividends and interest, the likelihood of damage.

Risk management, usually considered as the system of risk management and economic (primarily financial) relations arising in the management process, includes the strategy and tactics of management actions. As we know, the management strategy is the direction and means of using the funds to achieve the goal, and tactics are specific methods and techniques that serve for the achievement of the goal in real conditions. The task of management tactics is to choose the optimal solution, methods and techniques of management that are most appropriate for a particular economic situation. In this connection, the classification of the main methods of managing the enterprise's economic risks is presented in Table 1.

Table 1. Classification of the main methods of managing the economic risks of the enterprise

Methods	Content
Risk prevention	<ul style="list-style-type: none"> - Acquisition of necessary information about the risk - Strategic planning of the enterprise activity - Active focused marketing - Forecasting the development of the external environment - Staff training and instruction - Implementation of preventive measures
Avoiding of risk	<ul style="list-style-type: none"> - Refusal of unreliable partners - Search of guarantors - Refusal from risky projects - Dismissal of incompetent workers
Risk localization	<ul style="list-style-type: none"> - Creation of subsidiaries for the implementation of risky projects - Creation of special (with a separate balance sheet) structural units - Conclusion of agreements on joint activities for the implementation of risky projects
Diversification of risk	<ul style="list-style-type: none"> - Distribution of risks between participants of individual projects (co-executors) - Diversification of sales and supplies - Diversification of investments - Diversification of activities - Risk distribution over time
Reducing the impact of risk	<ul style="list-style-type: none"> - Limitation - Self-insurance (creation of reserves and reservations) - Mutual insurance - Insurance

In general, risk management methods are not complementary and alternative. Each enterprise, based on the current economic situation, should make the most rational choice. Limitation in financial resources of the enterprise generates the desire to reduce any costs. When funding activities related to risk management, the cost of risk should be taken into account.

The mentioned methods contribute to reducing the overall value of risk of the enterprise. Some of these methods guarantee a reduction in risk at the present time, and some in the future. Individual methods can be described as measures of direct impact, and others - indirect.

Thus, risk management is a set of interrelated processes of preparing, accepting and organizing the implementation of management decisions that make up the risk management process. The ultimate goal of risk management in the context of economic security is the identification of the most vulnerable aspects in the operation of the enterprise and the leveling of threats in this area [8-11].

On the basis of all of the above, it can be concluded that today, in Kazakhstan there are certain problems in the field of ensuring economic security. In order to comply with the mechanism for its provision by relevant authorities, as well as interested enterprises and citizens of the state, it is necessary to use and strengthen their interconnection aimed at full and strict compliance with the laws regulating activities to ensure economic security in the protection of vital economic interests of a person, society and a state from internal and external threats.

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КӘСІПОРЫННЫҢ ЭКОНОМИКАЛЫҚ ҚАУІПСІЗДІК ЖҮЙЕСІНДЕГІ ТӘУЕКЕЛДЕРІ

Андатпа. Ғылыми мақалада қарастырылатын мәселенің мақсаты - кәсіпорынның экономикалық қауіпсіздік жүйесіндегі тәуекелдерді басқаруда кешендік шешім қабылдау болып табылады.

Зерттеу жүргізу кезінде келесі әдістер қолданылды: диалектикалық әдіс, талдау және синтез әдісі, ғылыми абстракция, индукция және дедукция.

Ғылыми зерттеу барысында келесі нәтижелер алынды: кәсіпорынның экономикалық қауіпсіздігі негізделді; кәсіпорынның экономикалық қауіпсіздігіне әсер ететін сыртқы ортаның негізгі қауіп-қатер көздері анықталды; тәуекелділіктерді басқару технологиясының элементтерінің орындалу дәйектілігі көрсетілді; тәуекелдерді басқарудың нақты жағдайдағы қағидалары мен әдістері негізделді.

Автордың тұжырымдары шаруашылық жүргізуші субъектілер тәуекел мен пайданы ақылға қонымды ұштастыру үшін тәуекелділіктерді басқарудың моделі бойынша іс-әрекеттердің дәйектілігін анықтауда пайдалануға болады.

Түйін сөздер: экономикалық қауіпсіздік, қауіп-қатерлер, тәуекелдер, технология, тәуекелдерді басқару әдістері.

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