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kansulu77@mail.ru, sabirovarysty@mail.ru, mplusj@bk.ru**RISK MANAGEMENT PROBLEMS IN KAZAKHSTAN
ENTREPRENEURSHIP: THEORY AND PRACTICE**

Abstract. Risk management as a management technology is currently experiencing a period of its formation in Kazakhstan. New and already created professional associations and organizations focused on solving individual problems in risk management are being created or continue to develop. Large Kazakhstan companies representing various sectors of the domestic economy are initiating the creation of corporate risk management systems. Western consulting companies that offer models from the "best" foreign practice are actively involved in this process. Under these conditions, the problem of forming a common understanding of the goal of risk management, in not only theory, but also practical measures adapted to the modern Kazakhstan conditions, acquires particular importance.

Keywords: entrepreneurship, risks, management, potential, competition, economic growth, partnership, business.

INTRODUCTION

World practice offers one approach to solving this problem - standardization in risk management. The general problem of the Kazakhstani economy is the unwillingness of the management of most industrial enterprises to perceive risk management as one of the integral elements of the production process management. Even in large industrial corporations, the adopted risk management system can be called "conditionally imputed", the need for which is dictated not so much by the real desire of risk control as by the geography of assets, public listing on stock exchanges, etc. In the modern interpretation This concept of risk management in Kazakhstani enterprises has not existed for the past few years. And if we turn to the facts, then the categories of risk management and insurance are very closely interrelated. Commercial market insurance in the country appeared literally decades ago - along with the formation of Kazakhstan as an independent and independent state. And risk management (as it exists in the West: with the risk map, assessment of the "tolerance line" and other accepted risk management mechanisms) appeared even later. And at the same time, as a rule, everywhere risk management began with insurance and then from this it was logical to first need to administer these insurance programs, and then further, more in-depth risk management. Risk management, if it really exists, it is at the enterprises of such a segment as the oil and gas industry, electric power industry and metallurgy, partly mechanical engineering, that is, at those enterprises where there has been more or less some kind of development history. , there is a loss statistics.

MAIN PART

Speaking about the enterprises of the middle sector, it should be noted that risk management as such in such enterprises is absent altogether. Basically. Here it must be remembered that, firstly, risk management is a rather expensive undertaking that requires certain investments from the company. Secondly, the return on these investments, in contrast to other areas of the company's activity, is weakly coagulated. After all, the goal of a risk manager is to minimize losses, and the quality of his work is checked only in a crisis. The paradox is that if there is no crisis, then the risk management system works well. That is, if nothing happens, it is practically impossible to assess the quality of risk management. In such industries as metallurgy, engineering, oil, gas, and energy there is indeed a serious and competent

approach, there are quite large costs of risk management. Big money gives rise to big risks, and any competent manager would prefer to invest in risk management rather than seek additional funding in the event of a major loss. In all other respects, even for medium-sized enterprises of metallurgy and engineering, you can safely use the formula “risk management = insurance”.

The creation of integrated control over risks is highlighted as a priority task of ensuring the economic security of Kazakhstan. Attempts by the management of individual Kazakhstani enterprises to develop mechanisms and risk management tools have so far failed to provide effective and systematic risk management. Moreover, this happens due to the lack of a full-fledged risk management methodology based on modern information technologies, the absence of such risk management technologies that would today correspond to the scale and nature of modern threats to sustainable development, the requirements of innovative development of industrial complexes and Regions. This practice at many large Kazakhstan enterprises is at the initial stage of understanding the need to form a risk management system. According to a study of existing risk classifications, there is a lack of a single principle or standard. There is still no clear understanding among the scientists and specialists of the content of the risk management process, there are no unified approaches to the formation of a risk management system, in particular, with respect to Kazakhstani enterprises. The lack of an unambiguous understanding of the nature of risk at the moment is explained by the multi-specific nature of this phenomenon, the lack of regulation by legislation, and this has led to the existence of many different definitions of the concept of “risk” presented in the literature depending on the research objectives and point of view its author.

The article discusses the widely used and most reputable international standards of the world practice of risk management:

1. FERMA (Federation of European Risk Management Association) - The European Federation of Risk Management Associations has proposed an event identification model.
2. ERM COSO (Enterprise Risk Management - Integrated Framework Committee of Sponsoring Organizations of the Treadway Commission) - risk management principles developed by the Committee of Sponsoring Organizations of the Treadway Commission in conjunction with PricewaterhouseCoopers.
3. ISO / 31000: 2009 (and its companions ISO 31010: 2009, ISO / IEC Guide 73) are standards developed by the International Organization for Standardization (International Organization of Standardization), which describes a systematic approach to risk assessment and management.

To select the best method of managing specific risks and reduce the degree of uncertainty, the article proposes a new principle of building a classification of risks, which is based on clear definitions of individual risk groups and take into account the specifics of the enterprise. The advantage of the proposed principle is the grouping of risks according to the functional areas of industrial enterprises. The classification allows forming a common understanding of risks in the internal environment of the enterprise and creates the basis for building a risk management system. The components are the development of the company's risk map, which is an integral part of building a risk management system. This is a focused search, assessment and risk management, focused on stabilization and increase in profits in the conditions of an uncertain production situation. One of the features of risk is that it belongs to any activity. Even if the company does not carry out any activity, it still carries risks - the risk of non-receipt of profit. This follows from the essence of entrepreneurial activity.

The risk management system allows forecasting possible risks and losses, thereby eliminating the surprise factor, and allows developing effective methods to minimize such losses.

The main problems of risk management include:

1. Introduction of risk accounting principles when making management decisions based on clear procedures for their identification and evaluation.
2. Ensuring full control over risks through the description and assessment of all risks of the company, an effective system for monitoring risks and the timely identification of new risks.
3. Analysis of the impact of risks on key performance indicators of the company, including cost.
4. Providing forecasts of the origin and development of risks to which the company is exposed and, accordingly, loss insurance.
5. Ensuring minimization of risks and losses, subject to economic feasibility.
6. Ensuring an effective link between the company's desire to earn a profit and the desire to do so with minimal losses, i.e., ensuring the optimal combination of profitability and risk.

On the basis of theoretical and methodological approaches, a new, more comprehensive content of the concept of risk management subsystem at the enterprise has been formulated, a new principle for constructing (creating) risk classification has been proposed, based on grouping risks according to the functional characteristics of the enterprise, a methodical approach to creating a risk management subsystem has been proposed enterprise management system. When organizing such a subsystem of risk management in a company, it is necessary to adhere to a specific sequence of actions. The developed information-logical model of risk management in the enterprise management system allowed to put forward proposals for expanding the use of this subsystem in the energy sector enterprises. The proposed algorithm of actions of companies on the organization of the subsystem of risk management consists of six stages and each of the stages is an integral part of the process of creating risk management.

At the stage of defining goals and objectives, a goal is formulated and tasks are set for using methods for analyzing and forecasting economic conditions, and the capabilities of the enterprise are identified within the framework of the current strategy and operational plans.

The risk identification stage monitors the external and internal environment. Risk identification begins with scanning (recognizing) changes in the organization's environment, further contributing to the disclosure of all elements of uncertainty (risks), using monitoring of upcoming changes with a certain degree of risk.

At the stage of risk assessment, based on the available reference, methodological and factual information, the level of risk is assessed using qualitative and quantitative analysis methods.

At the fourth stage, a strategic plan of measures is drawn up aimed at reducing economic losses and mitigating the effect of risk factors. It also develops control actions (anti-risk measures): neutralizing the full or partial impact of the risk, taking the risk on yourself, transferring part or all of the risk to third parties. All of this ends with a risk protocol.

At the assessment stage, the monitoring of the implementation of the anti-risk measures plan to eliminate the negative economic consequences of the identified risks is performed. If deviations from the plan are identified, adjustments are made to the risk management protocol.

At the sixth, final stage, the final control and monitoring of the results of anti-risk actions is carried out. The result of this phase should be a new knowledge of the risk, allowing, if necessary, to adjust the previously set goals and objectives of risk management. The results of reducing losses because of anti-risk measures are being summed up. Then the return to the first stage is made in order to consider another risk situation.

M. Merkhofer demonstrates the possibility of risk management (see Table 1).

The developed information-logic model is aimed at providing support and creating an algorithm for performing the basic functions in the developed subsystem, which, in turn, is aimed at increasing the efficiency of the risk manager's work at the enterprise. Each stage uses its own risk management methods. The results of each stage become the initial data for the subsequent stages, forming a system of decision-making with feedback, and this system ensures the most effective achievement of the goals, since the knowledge and information obtained at each of the stages allows you to adjust not only the methods impact on risk, but the very goals of risk management.

CONCLUSION

Thus, it is worth noting that risk management is not only a guarantee of the company's predictability, but also a guarantee of its stability for shareholders, investors, customers, contractors and staff. It must be borne in mind that the emerging or forecasted problem risk situation can be considered resolved only if the development and implementation of a management decision that eliminates the state of an industrial organization or the processes that put an enterprise to a state recognized as ineffective is carried out.

Tab. 1 - Risk management strategies

Risk production process	Risk management strategy	Examples of modifications in the risk chain		
		Risk source modification	Modification of the manifestation process	Effect Modification
Co-Risk Production (cogeneration) • Production risks (employee risks) • • Consumer risks due to the purchase of goods	Regulatory standards: Safety standards; Advertising regulation; Prohibition of goods	Prohibition of the use of certain pesticides in agriculture	Setting the maximum daily radiation dose for workers	Developing a catering network to reduce food intake without a meal
	Motivation: Remuneration for risky work; Taxation	Tax incentives for replacing unsafe equipment	Increasing taxes on dangerous products to reduce consumption	Citrus beverages for employees working in hazardous conditions
	Spread of information Product stickers; Warnings	Instruct manufacturers to specify product information	The need for safety warnings on consumable goods	Warning Instructions on Poisonous Goods
Effects of production • Water, air pollution • • Accidents at nuclear power plants and chemical plants	Regulatory standards: Regulatory production rules	Setting New Standards for Pollution Emissions	Developing evacuation plans for polluting industries	Preventing automakers to install shock bumpers
	Motivation: Pollution licenses; Insurance; Compensation features	Taxation depending on the amount of pollution	Public transport subsidies to reduce the use of personal transport	Offer low cost air filters to the public
	Spread of information: State research of polluting industries	Government subsidies for pollution control technology	Warning signs in hazardous areas	Publish pollution index to encourage citizens to reduce activity during times of heavy pollution.

Source: Merkhofer M. Decision Science and Social Risk Management: A Comparative Evaluation of Cost-Benefit Analysis. Dordrecht: Reidel, 1987. R.15.

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**ҚАЗАҚСТАННЫҢ КӘСІПКЕРЛІГІНЕ ТӘУЕКЕЛДІ БАСҚАРУ МӘСЕЛЕЛЕРІ:
ТЕОРИЯСЫ ЖӘНЕ ПРАКТИКА**

Аннотация. Басқару технологиясы ретінде тәуекелдерді басқару қазіргі уақытта Қазақстанда қалыптасу кезеңін бастан кешуде. Тәуекелдерді басқарудағы жеке мәселелерді шешуге бағытталған жаңа және қазірдің өзінде құрылған кәсіби қауымдастықтар мен ұйымдар құрылады немесе дамиды. Отандық экономиканың әртүрлі секторларын таныстыратын ірі қазақстандық компаниялар тәуекелдерді басқарудың корпоративтік жүйесін құруды бастамақ. Бұл үдерісте «үздік» шетел тәжірибесінің үлгісін ұсынатын батыстық консалтингтік компаниялар белсенді қатысады. Мұндай жағдайларда тәуекелдерді басқарудың мақсаты туралы жалпы түсінік қалыптастыру мәселесі теорияда ғана емес, сондай-ақ қазіргі Қазақстанның жағдайына бейімделген практикалық шаралар да ерекше мәнге ие болады.

Түйін сөздер: кәсіпкерлік, тәуекелдер, басқару, әлеует, бәсекелестік, экономикалық өсу, серіктестік, бизнес

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**ПРОБЛЕМЫ УПРАВЛЕНИЯ РИСКАМИ В ПРЕДПРИНИМАТЕЛЬСТВЕ
В КАЗАХСТАНЕ: ТЕОРИЯ И ПРАКТИКА**

Аннотация. Риск-менеджмент как технология управления переживает в настоящее время в Казахстане период своего становления. Вновь создаются или продолжают свое развитие новые и уже ранее созданные профессиональные объединения и организации, ориентированные на решение отдельных задач в области

управления рисками. Крупные казахстанские компании, представляющие различные отрасли отечественной экономики, инициируют создание корпоративных систем управления риском. В данный процесс активно включаются западные консалтинговые компании, предлагающие модели из «наилучшей» зарубежной практики. В этих условиях особую важность приобретает проблематика формирования единого понимания цели риск-менеджмента не только в теории, но практические меры воздействия, адаптированных к современным казахстанским условиям.

Ключевые слова: предпринимательство, риски, управление, потенциал, конкуренция, экономический рост, партнерство, бизнес

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