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Updating the methodological and analytical approaches of risk management of construction enterprises: transformation in the latest conditions of economic development

Today in Ukraine there is a situation, a characteristic feature of which is that many companies are in crisis, periodically or permanently unable to continue normal production and economic activities and pay their bills. However, as the experience of some domestic enterprises shows, the situation can be improved through the use of new knowledge-intensive management technologies. Thus, today in the Ukrainian economy there is a need for new tools for managing industrial enterprises in a crisis, which can identify and neutralize the root causes of crisis processes. The relevance of the topic is determined by the contradiction between the requirements of the practice of crisis management and the current state of diagnosis and management of the enterprise in crisis situations.

Standard algorithms for anti-crisis diagnostics allow solving the following tasks: determine the quality of the financial condition; study the reasons for its deterioration or improvement; prepare recommendations for improving financial stability and solvency.

These tasks are solved by calculating and studying the dynamics of absolute and relative indicators, which are divided into the following analytical blocks:

- I. Evaluation of the composition and structure of the balance;
- II. Assessment of the financial stability of the enterprise;
- III. Assessment of the liquidity and solvency of the enterprise;
- IV. Profitability assessment;
- V. Assessment of business activity.

Foreign methods of crisis recognition in enterprises and modern bankruptcy prediction make it impossible to apply them in practice in a market transformation of the domestic economy as the specifics of its development and the functioning of enterprises, as well as differences in macroeconomic development. All methods are designed for large Western corporations: the Altman model was created for American companies, Taffler - for companies operating in the British economy, etc., as well as in the economy of the 60-70's. After analyzing the concepts of different scientific schools of crisis management, it seems logical to consider the latter in two aspects - preventive, which is to "prevent" an acute crisis, and stabilization, ie "treatment" of insolvency, including reorganization of bankruptcy procedures (supervision, external management, external management sanitation).

The essence of preventive crisis management is to identify threats and opportunities of the crisis, as well as the timely development and monitoring of special measures that form an appropriate response to a specific threat of a crisis to ensure long-term survival and industrial development. The essence of the stabilization type of management is to apply emergency measures to bring the company out of the crisis that has already occurred. Moreover, the sooner the crisis is overcome, the less labor and financial losses it will be, the more chances the company has to fully restore solvency, the lower the probability of bankruptcy of the producer.

The system-structural approach to diagnostics of crisis situations at the enterprise is offered taking into account the following stages: preliminary diagnostics of the enterprise; development of a balanced system of performance indicators as a tool for analysis and decision support; diagnostics of the enterprise with the help of financial ratios; monitoring the current state of the enterprise; attribution of the researched enterprise according to the results of the previous stages of research to the corresponding level of financial and economic stability (absolute financial and economic stability, relative financial and economic stability, level of "pre-disease", level of "disease", level of "crisis"); development of adequate measures of anti-crisis management of the enterprise.

Methods for conducting individual studies are known and were used during the period of centralized directive management of the economy. However, the enterprises themselves were not interested in them. So, due to the high labor intensity of calculations and a lack of understanding of the expediency of applying their results, economic research was "repressed" when gaining freedom of management. Currently, some methods need rehabilitation, along with improvement, taking into account the economic freedom of enterprises and the change in their interests by the emergence of new factors and progressive technologies for conducting research, as well as in connection with the need to standardize the values of indicators that have not been analyzed before, phenomena and processes. And some methods, for example, control figures characterizing the mission of the enterprise, are still unknown to the Ukraine economy and need to be developed.

Experts use a variety of methods for diagnosing the state of the enterprise, the choice of which depends on the situation and time. The most popular are: 1) analytical methods based on performing operations with statistical and financial data (among them - trend analysis of an extensive system of criteria and features, analysis of the dynamics of a limited range of indicators, analysis of the dynamics of integral indicators); 2) methods of expert assessment based on obtaining and generalizing information through conducting special expert interviews; 3) dynamic programming - a computational method for solving problems with many variables (its varieties - analysis of the dynamics of ratings based on market criteria for the financial stability of an enterprise, analysis of factor regression and discriminant models).

Currently, high demands are placed on the quality of diagnostics of the crisis. It is on the objectivity of the assessments it offers that the success of preventing a crisis or overcoming it depends. In case of erroneous assessments, the wrong direction is chosen and the company continues to be in a crisis situation or the crisis is further aggravated. The risk of errors during the diagnostic phase can be reduced by the simultaneous use of different diagnostic methods.