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RISK MANAGEMENT BASED ON THE HUMAN FACTOR

ABSTRACT

The article notes that an essential component of professional risk management is to identify the nature of the object in the field of management of the economy. Since the domestic theory of risk management is under development, the problem of clear comprehensive definition of the concept of "risk" gets at the moment of particular relevance. The article discusses, along with economic forecasts of risks and the human factor in decision making. Are important indicators of the status and position of a person in society, and its social well-being.

The analysis of risk assessment methods, it is concluded on the need development of new models and methods of risk management, taking into account the human factor.

Key words:

risks, risk assessment, profitability, uncertainty, the position of a person, the status of the individual, social well-being, social attitudes.

Modelling of risk situations is now at a stage where matured a qualitative leap. In the world we have accumulated a huge variety of models, calculation methods, assessment, minimization, management and risk prediction. Hundreds of scientific journals published monthly description of new models or modification of old and development. The actual economic system is a bizarre combination of simple economic mechanisms. With formal means of study of complex economic mechanisms already considerable difficulties.

Every sphere of human activity, especially the economy or business, decision-making under conditions of incomplete information. On the basis of the results of interdisciplinary research in the late 60-ies of new scientific directions were formed in the western economics, such as the theory of eco-

nomic risk, risk management, and others. In turn, the relevant sections have appeared in financial sciences, including in investment theory. Despite the outstanding contribution of Russian scientists to the development of the mathematical aspects of the modern theory of risk¹ in Russia the risks and the related concept of chance are not well developed, and reflection in economic research. In a planned economy eliminates the risk and understanding uncertainty as an integral part of socio-economic development as the most important scientific categories that require a comprehensive study. Formation in the Russian market relations and the corresponding economic mechanisms leading to the return of risk concept in theory and practice of management of economic entities of all levels and forms of ownership.

The main purpose of banking activities — profit maximization, of no small importance is the task of minimization of banking risks². This means that commercial bank policy should be based on a thorough assessment and simulate various situations, the analysis of a variety of factors that affect the size of the profit. These factors determine the level of bank risk; Bank task — to minimize it.

"Strategies for decision making under risk in business is based on the following rule: Risk and return change in the same direction: the higher the yield, the usually higher than the risk of surgery"³.

If banks want to raise additional funds, they need to demonstrate to its customers that fully take into account the ratio of the risk — revenue. [even]. This thesis is currently in use in a number of major foreign banks.

The emergence of various types of risk occurs when conducting transactions in financial assets on the market. Therefore, one of the central places in the contemporary theory and practice of financial management is the problem of the adoption of effective administrative decisions in conditions of risk. The analysis shows that in the financial sector, this task is often stated as the best choice among the possible combinations of the form "risk — income". In order to solve this is to achieve the maximum result with a given level of risk or minimize the risk of a fixed value of the result. With this approach, the effectiveness of the decisions taken much depends on the choice of results-

¹ A. P. Algin, *Facets of economic risk*, Knowledge, Moscow 1991; I. T. Balabanov, *The risk — management*, Finance and Statistics, Moscow 1996.

² A. V. Penyugalova, E. A. Staroselskaya, *Bank risks: the essence and the basic approaches to the determination*, "Finance and Credit", №8 (536), Moscow 2013.

³ I. A. Kiseleva, N. E. Simonovich, *Risk assessment taking into account the influence of the human factor*, Journal "The economic analysis: theory and practice", №2 (353), 2014 January, Moscow, p. 22.

based index at which the profitability of the operation is often understood and accepted by risk assessment criteria, which are mainly in the financial sector are typically used:

- dispersion of the respective probability distribution;
- probability of losses, ie the result of a lower, compared with some basic level;
- estimate of the potential damage with a certain probability⁴.

The variance or standard deviation of a random variable, which is the realization of the value of the securities yield, used in classical portfolio theory, the founder of which is G.Markovits. Since the variance shows the degree of volatility of return of securities from its average value, so the risk to the theory of Markowitz — a deviation from the expected rate of return on its average value. The greater the variance, the greater the volatility of the security and the risk of yield than the average. This method of quantitative risk assessment has a number of drawbacks, the main of which is ravnonezhelatelnosti both positive and negative fluctuations.

Another way risk assessment is to determine the likelihood of an unfavorable outcome. This method does not result in a large volume of calculations and shows the ratio of good and bad outcomes. However, the risk assessment of this kind does not allow to judge whether the expected result could be worse compared to some baseline.

In addition to the risk assessment with the help of mathematical or statistical tools, often used expert assessments, which although are subjective, allow to take into account many factors of interest to the investor risk (political, economic, market, credit, etc.).

The main problem of the development of risk assessment methods is to determine the best — on time, cost and productivity, a combination of objective (formal, mathematical) and subjective (built according to expert estimates) methods in one algorithm.

As mentioned above, financial management is very important concept of interdependence "risk — income". To improve the profitability of the investor have to take greater risk⁵.

⁴ I. A Kiseleva, *Risk assessment in business*, "Consultant Director", number 15 (147), Moscow 2001.

⁵ Y. Kirillov, E. E. Dosuzheva, *Methods of assessing the commercial effectiveness of investment projects*, Journal "The economic analysis: theory and practice", № 32 (335) 2013, Moscow.

It is possible to formulate a rule: the smaller the range of probability distribution of expected returns relative to its mean value, the lower the risk associated with this operation.

Despite the fact that the variance is a measure of risk, its use is not always convenient in practice, as the dimension equal to the square variance of the random variable units. Therefore, as a measure of risk used standard (root mean square) deviation is calculated as the square root of the variance⁶.

The smaller the standard deviation, the probability distribution has a range of the lower and the risks associated with this operation.

$$\delta(E) = \sqrt{\text{VAR}(E)}$$

Currently, there are many definitions of risk categories, revealing its essence from the perspective of different sciences. Different risk and treated in economic sciences. There are many interpretations of the concept of "risk" in financial activities. Most often, the risk is due to the danger of loss or the probability of occurrence of losses, damages, shortfalls projected revenues, profits.

Under the risk in life usually refers to the possibility of occurrence of some adverse events entailing the emergence of different kinds of material or moral losses. "The redistribution of risk between participants of economic activity is carried out through a variety of financial instruments. While some participants insure themselves against the risk diversification and hedging their portfolios, others buy the risk, aiming to secure a higher return"⁷. In general, it is generally accepted that the existence of the risk associated with the presence of uncertainty.

What is the difference between the risk of uncertainty? In the face of uncertainty the subject can begin to act, to delay action, or to opt out of its implementation. In contrast to the uncertainty, the risk occurs only in those situations where the entity decides to act.

The sources of uncertainty can be varied: the instability of the economic or political situation, the uncertainty of business partners actions, random factors, ie, a large number of circumstances, to take into account that it

⁶ A. M. Dubrov, B. A. Lagos, E. Y. Khrustalev, E. T. C. Baranovska, *Simulation in economics and business risk situations*, Finances and statistics, Moscow 2001.

⁷ N. E. Simonovich, I. A. Kiseleva, *Psychological aspects of an innovative approach to teaching business managers*, "National interests: priorities and security", 43(232) 2013, Moscow, p. 56.

is not possible (for example, weather conditions, the uncertainty of demand for goods, not the absolute reliability of the production processes, inaccurate information, and others.). Economic decisions based on these and many other uncertain factors are taken within the framework of the so-called theory of decision-making — analytical approach to the selection of the best action (alternative) or a sequence of actions.

In the field of banking activities are currently the most relevant are those kinds of risks such as credit risk, liquidity risk, operational, market (as a result of the review of performances heads of departments of commercial banks in the magazine "Banking Technologies», N 04, 2013)⁸.

There are various types of risks, including economic, banking and financial services. There are various methods of risk management, such as the diversification of the portfolio of assets, hedging risk, insurance risk, risk limitation, regulatory compliance and other. There are also different methods of calculation, assessment and minimize the risks. But to reduce the risk to zero, i.e. receive a certain event is almost impossible. Why is this happening?

When assessing the risks to be considered and the human factor. How is it shown? Against the backdrop of economic and structural changes in enterprises, financial institutions in society increases social tension, reduced psychological stability and sense of security of all walks of life. As a result, a person loses the connection with the community, it does not see itself as the subject and begins to live by their own rules and realities of today. Stop to think about the future.

Especially relevant is consideration of the human factor in the analysis of the creditworthiness of borrowers, assess the riskiness of accommodation facilities resources of the bank or investment company. In some methods of this kind, this factor is taken into account indirectly. For example, when assessing the riskiness of the bank's object placement resources among the indicators are risky mismatch indicators, which include indicators related to the capacity and performance related to the admissibility of the allocation of resources for the bank facility⁹.

When forecasting the risk, it is necessary to take into account the growth of psychosocial tensions, anxiety in the subject. We must take into

⁸ N. Tutova, *Each of the types of risk need to be kept under strict control Moscow*, "Banking technology", number 04, pp. 30, Moscow 2013; S. Ivliev, *Systems of risk management in strategic and tactical problems of the bank*, "Banking technology", number 04, pp. 34, Moscow 2013.

⁹ N. E. Simonovich, I. A. Kiseleva, *Social human security problems in modern society*, "National interests priorities and safety", № 44(233), 2013 AM, p. 49.

account the social polarization in modern society, a huge gap between the poorest and the richest subjects of our state. An important factor in the assessment and forecast of the risks is the status of the person, as the subject or object in the production process. The risks are reduced if a person feels himself as an active subject that affects the socio-psychological processes that take place in society and his personal life. It is also an important indicator of the forecast risk is human and social position, which determines the way to enable the individual to society. It determines the contribution of the individual in solving their own problems, success in various spheres of activity. From this ultimately depends social well-being of the subject.

Under the social well-being, we understand the social and psychological state that reflects the integral form in the social position of man in society, its understanding and experience, evaluation of himself as a social subject, as the activity aimed at ensuring optimum self-realization and existence in society.

As indicators of social well-being can be identified:

- Objective characteristics of the person's status (marital status of a person, education);
- A person satisfied with their position in society;
- Social Installation and value orientation;
- Public And political activity of man;
- Sure in the future¹⁰.

It is interesting that in our time there is a lot of false information in interpersonal communication, as well as in international relations. Not fulfilled election promises MPs, at the state level is hidden or distorted information about the true state of the economic viability of certain structures. There are many precedents for artificial bankruptcies of banks and organizations of various forms of ownership. As a result, investors are losing their savings, leading to a chain reaction across the state. In the market of housing and utilities objects are cheating shareholders, people are making money at the initial stage of construction and this ends their part. The management company disappears with the money shareholders. What drives people's trust to zero and increase the risks to the maximum.

Relations between people radically changed, lost mutual trust between people, between team members and project participants.

¹⁰ N. E Simonovich, *The impact on the individual status of its social well – being*, RGGU, Moscow 2011, p. 35.

In such a situation, make forecasts for the future is very difficult and risky. How do we avoid the uncertainty in the forecasts? How does all this linked to the laws of human development, with the development of new technologies to improve the relationship and enhance trust among people? How to learn to understand people to the project manager for a very short period of time and thereby reduce the risks of the forecast to a minimum?

To do this, the manager must have such a rare feature as insight. Insight is produced in humans as a result of a long dialogue with different people and interact with them. He always relies on the psychological patterns of perception, understanding and evaluation of the human person. In the process of exploring the new team leader guesses personal characteristics are not people he knew, intuitively predicting for themselves how they behave in various conditions. It arranges for ourselves psychological management model and distributes the roles between the staff. The proper and precise roles (positions) depends on the success of the activities led by the division it. Most importantly, all were satisfied with his role in the team, and the head could continue to influence and give orders. What should a leader for his insight in project management:

- Observe and notice a lot of their employees, pay attention to all the nuances in behavior, communication, family relationships, the statements in relation to your family and friends;
- Analyze the information, to be able to interpret all acts of employees, to distinguish the true behavior and attitude to work on the demonstrated;
- Draw the right conclusions and build forecasts for further cooperation, to capture compliance officer to his office.

Leader must also have a psychological competence in risk prediction. It includes a system of psychological knowledge of the person as an individual.

The structure of psychological competence consists of the following elements:

- Social and perceptual expertise, it reflects the power of observation and insight;
- Socio-psychological competence includes knowledge about the behavior and activities of people in a professional environment;
- Communicative competence involves knowledge of strategies, technologies and methods of mutual communication.

The manager must possess a system of psychological knowledge about man, for successful project management and collective actors¹¹. An important skill for a team leader is to observe. To do this, he needs to make a program in accordance with the goals and objectives for the implementation of the project. What to include in the head of the surveillance program?

- To make for themselves the characteristic of the object of observation, his guards in man;
- Set itself the goal and objectives of observation, why is it necessary and what to watch;
- Designate for itself a time frame of observation and when it must be done without causing suspicion and irritation of the object.

What important information we can learn about the person of interest to us? What he really is and what you can expect from it in the process?

In all forms of human mental important role played by its natural qualities. Some of them are connected with the peculiarities of temperament.

Knowing a person's temperament, we can anticipate its behavior, as well as its inherent style of activity and form of decision-making. We can very accurately predict its behavior in extreme situations, and work-related risks. Also, the temperament and the choice depends on the social role of man in the team, which is important for risk prediction.

In addition to the insight supervisor we recommend using instrumental methods of psychological diagnosis. They include questionnaires, assignments, tests, and free conversation in the form of an interview.

A lot of interesting things about the person can tell his appearance, appearance and non-verbal behavior. A very good leader in work have to trust your instincts. It takes on a subconscious level of danger signals, doubts and possible deceptions in project management.

After analyzing the methods of risk assessment, it should be said about the need to the development of new models and methods of risk management, taking into account the human factor. Considering all the above human factors, we can avoid mistakes in decision-making and minimize risks.

¹¹ N. E. Simonovich, *Effect status of the individual in its social well – being*, RGGU, Moscow 2011, p. 235.

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ZARZĄDZANIE RYZYKIEM W OPARCIU O CZYNNIK LUDZKI

W artykule zauważono, że istotnym elementem profesjonalnego zarządzania ryzykiem jest identyfikacja charakteru obiektu w zakresie zarządzania gospodarką. Ponieważ teoria zarządzania ryzykiem jest obecnie w fazie rozwoju, problem jasnej i kompleksowej definicji pojęcia "ryzyka" nabiera szczególnego znaczenia. Artykuł omawia ryzyko związane z prognozowaniem gospodarczym, a także dotyczące czynnika ludzkiego w podejmowaniu decyzji. Ich rozumienie jest szczególnie ważne, gdyż wpływa na wskaźniki statusu i pozycji osoby w społeczeństwie oraz jej dobrobytu społecznego. Analiza metod oceny ryzyka, opiera się na konieczności opracowania nowych modeli i metod zarządzania ryzykiem, z uwzględnieniem czynnika ludzkiego.

Słowa kluczowe:

ryzyko, ocena ryzyka, dochodowość, niepewność, pozycja osoby, status jednostki, dobrostan społeczny, postawy społeczne.