

показники: досягнення стійких темпів економічного зростання основного виду діяльності підприємства, отримання.

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*Iuliia Dudnieva, PhD of Economics, Associate Professor,
Associate Professor of the Economics and Management Department,
Ukrainian Engineering Pedagogics Academy, Kharkiv*

RISK-ORIENTED THINKING AS THE BASIS OF THE QUALITY MANAGEMENT SYSTEM

In the modern economy, enterprises pay great attention to maintaining the competitiveness of their products (services). To successfully solve this task, a proven method is increasingly used – the implementation of a quality management system, which is designed to provide conditions for the production of products or services that meet consumer requirements.

The implementation of the quality management system is a responsible step of the company's management, a strategic decision, the implementation of which increases the efficiency of management, creates competitive advantages and ensures the sustainable development of the enterprise. An effective tool for the formation of a quality management system is the fulfillment of the requirements of international standards of the ISO 9000 series, aimed at confirming the quality of the enterprise's work [1]. When

developing the ISO 9001:2015 international standard, a risk-oriented approach to the creation of the QMS is used. The requirement of a risk-based approach to management and risk-based thinking was also present in the previous version of the ISO 9001:2008 standard in the context of planning, analysis, improvements, and the application of preventive actions.

However, with the acceleration of the pace of transformational changes in the business environment, the increase in the frequency and depth of economic crises, the ISO 9001:2015 standard requires enterprises to have a deep understanding of the environment in which it operates. Analyzing and assessing risks is primarily necessary before upgrading the company's products or developing new products. Risk-based thinking turns precautionary preventive actions into part of strategic and operational planning. Therefore, at an enterprise that has actual strategic intentions for long-term development, special attention should be paid to the implementation and use of risk-oriented thinking tools [1].

Risk-oriented thinking means the need for quantitative and, depending on the organization's operating conditions, qualitative consideration of risk when deciding on the rigor and depth of the approach to planning and managing both the quality management system and its processes and activities.

Taking risks into account when making managerial decisions in quality management turns preventive measures into a part of the process approach. Actions related to risk management create a basis for improving the effectiveness of quality management systems. The enterprise needs to identify the risks and opportunities to be considered, plan and implement specific actions to affect them, and evaluate the effectiveness of these actions. Building management systems based on risk-oriented thinking is a qualitatively new approach to enterprise management [2, 3].

The development of risk-oriented thinking of the company's personnel requires taking into account a number of related factors, in particular, the individual

characteristics of the human mind. Various options for making irrational decisions due to the presence of "distortions" in understanding the situation, in particular, can be explained by the presence of so-called mental traps. This problem was considered in the works of Daniel Kahneman and Vernon Smith, who in 2002 received the Nobel Prize in Economics with the wording "for the application of psychological methods in economic science, especially in the study of the formation of judgments and decision-making under conditions of uncertainty". Kahneman and Smith defined mental traps as systematic errors of the human brain that lead to misinterpretation of the situation and, as a result, to making the wrong decision. It is precisely such traps, of which more than two hundred have been identified to date, that prevent managers from identifying, adequately evaluating and taking into account risks in the process of making management decisions. That is why it is expedient and necessary to integrate risk management tools into the key business processes of the enterprise.

Increasing the competitiveness of the enterprise when using risk-oriented thinking is achieved by improving management, ensuring high quality of products and services, increasing trust and satisfaction of consumers.

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