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**METHODOLOGY OF BUSINESS DIAGNOSTICS IN THE CONTEXT
OF DECISION MAKING IN THE CONDITIONS OF GROWING
UNCERTAINTY AND RISKS**

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Abstract: *This article solves the problem of ensuring database decision-making in conditions of growing uncertainty and risks based on the results of business diagnostics is solved in this article. The main purpose of the research is to further develop the methodology of forming an analytical database for making management decisions. The following methods formed the methodological basis of the research: abstract-logical - used to generalize theoretical approaches and confirm the practical significance of solving the problem of decision-making in conditions of uncertainty and risk; system analysis - when building a model of decision-making while coordinating areas and methods of business diagnostics; generalization - when drawing conclusions based on research results. The results of solving the problem of decision-making by improving the methodological approach in selecting areas and methods of business diagnostics in the conditions of growing uncertainty and risks are given in the article. The results of the research have practical value for companies that seek to reduce uncertainty and risk in the decision-making process in business management.*

Keywords: *decision making, business diagnostics, problem solving, risk management*

INTRODUCTION

The destabilization of the economic environment, accompanied by the challenges of Covid-19, military conflicts and, in particular, Russia's war against Ukraine, causes the emergence of numerous risks that could lead to crises itself and crises processes in companies around the world. It requires management to make decisions in a time-constrained environment, ensure their adaptation to new conditions (Coccia, 2020) and implement risk management (Taylor, 2021).

Solving problems of decision-making in conditions of uncertainty and risk is possible through the use of modern management tools, among which the priority belongs to business diagnostics, which provides changes of different economic nature, direction and intensity through the use of its scientific and methodological apparatus and management means (Kryvovyazyuk et al., 2021). Such diagnostics includes analysis and assessment of the internal and external environment in

accordance with the stages of the life cycle of corporate development, their capabilities, attitudes to the processes of strategic development (Mimick et al., 2015). The goal of business diagnostics is to prepare an analytical database based on research materials of the company state, suitable for further management decisions-making in conditions of uncertainty and risk. That is, the effectiveness of the decisions made will directly depend on the relevance and suitability of the methodological apparatus of business diagnostics used in certain circumstances. It sets additional conditions for its development and application, including flexibility and adaptability, formalization and convenience in the use of applied diagnostic models, the informativeness of the data obtained with its help. In modern business conditions, it will reduce risks in the decision-making process in the management of companies' activity.

LITERATURE REVIEW

According to the analysis of the content of scientific publications of modern scientists on improving the effectiveness of management decisions, decision-making in conditions of uncertainty and risk is accompanied by numerous issues. Their occurrence may be due to the subjectivity of expert assessments, judgments without integrating all available information (Raue & Scholl, 2018), which leads to errors and reduced effectiveness of decisions. A number of authors single out next problems like ignorance and myopia, reconciliation of risk definitions and tailoring of response to specific context (Oehmen et al., 2020), the imprecise and uncertain risk evaluation information (Liu et al., 2019), resource fluidity, strategic leadership, strategic posture, organizational resilience, innovation proclivity (Hughes et al., 2020). The combination of these problems can be avoided if you implement business diagnostics in a timely manner. The methodological apparatus of business diagnostics, which is used for decision-making in conditions of uncertainty and risk, characterizes a significant variety of methods and techniques used to determine companies' state. Thus, in the case of making managerial decisions to avoid negative symptoms of activity, it is recommended to use symptomatic diagnosis based on methods of vertical and horizontal analysis, taxonomy, integrated assessment and logical-formalized generalization (Smerichevskiy et al., 2021). To improve organizational sustainability, it is proposed to use an integrated method of business diagnostics based on new synergistic relationships established between the principles of quality management, supply chain integration and sustainability of organizations (Bastas & Liyanage, 2018). Active use of various methods of quantitative and qualitative research, along with the use of mixed methods (Bell, 2019) can also improve the quality of making management decisions.

However, the work of modern scientists, as shown by the analysis of the content of their publications, indicates a lack of attention to the coordination of directions and methods of business diagnostics in an environment of growing

uncertainty and risks for decision-making. Therefore, improving the methodological basis for analyzing and solving problems of management of company's activity is designed to fill this gap in the scientific research system.

METHODOLOGY AND METHODS

The research is aimed at further development of the methodology of forming an analytical database for making managerial decisions in conditions of growing uncertainty and risks.

Despite the obvious use in modern companies of methods of choosing directions and methods of business diagnostics in conditions of uncertainty and risks in order to improve the decision-making process, it exists only in the form of individual components of its implementation.

To solve the set tasks, it is advisable to use the following research methods: abstract-logical - to generalize theoretical approaches and confirm the practical significance of solving the problem of decision-making in conditions of uncertainty and risks; system analysis - when building a model of decision-making for the coordination of directions and methods of business diagnostics; generalization - when drawing conclusions based on research results.

It is established that the recommended approach in management involves the implementation of a set of measures aimed at solving the problem of ensuring decision-making by databases based on business diagnostics in conditions of uncertainty and risks. Therefore, one of the results of the implementation of the model is a decrease in uncertainty and risks in the decision-making process in business management.

RESULTS

It is established that the methodology of business diagnostics in the context of decision-making in conditions of growing uncertainty and risks should be based on the following starting points:

1. The set of principles, methods, techniques and procedures of business diagnostics used by managers and business analysts to form an analytical database must be clearly aligned with the system of strategic, tactical and operational objectives of the company.

2. The applied system of theoretical and cognitive categories, scientific tools and regulatory principles of business diagnostics should correspond to modern tendencies of science and practice; form a fundamental and general scientific basis of managerial decision-making.

3. The operation and development of companies is characterized by a clear cyclical nature, so it is important to consider when choosing directions and methods of business diagnostics. After all, the growing uncertainty of the economic environment at the present stage leads to an increase in the number of risks and an

increase in the strength of their impact, which requires one type of decision, while reducing uncertainty and risks - completely different.

4. Methodical approaches to conducting business diagnostics should be based on structuring the goals of its implementation, identifying the priority link, establishing cause-and-effect connections and interdependencies, generalization (synthesis) of gained results. The ongoing business diagnostics should be comprehensive.

In today's business environment, the greatest attention from companies is paid to attracting investment, developing development strategies and bankruptcy issue (Kryvovyazyuk, 2020).

A model of decision-making for the coordination of directions and methods of business diagnostics, which aims to eliminate the negative consequences of growing uncertainty and increase the risk of companies' activity, is recommended. The developed model is presented in Figure 1.

Reducing uncertainty and risks in the decision-making process in business management is provided by a multi-criteria approach that considers the possibility of attracting investment for business development, the likelihood of bankruptcy and the effectiveness of implementing the development strategy.

The proposed approach ensures the formation of an analytical database of making management decisions aimed at reducing the degree of business risk.

To achieve the goals of business diagnostics, it is important to implement a strategic approach in the decision-making process aimed at reducing the degree of risk, which is the basis for stable, effective development of the company in the long run. When deciding on the methodology of improving the risk management system, the main focus should be on the application of system approach and appropriate areas of management. After all, risk management is a tool that can solve the variability of demand, high cost of production and other problems caused by the influence of internal and external factors.

The implementation of the recommended model of decision-making for the coordination of directions and methods of business diagnostics is designed to resolve the contradiction between the set of business problems that arise and are identified during business diagnostics and optimizing the process of finding a system of solutions that can be taken to eliminate the negative effects of growing uncertainty and increase the risk of companies' activity.

CONCLUSIONS

Business diagnostics is an important tool for conducting a qualitative analysis of the current state of business, which helps the owner to better navigate planning and forecasting the prospects of its development. Further development of the methodology for forming an analytical database for making management decisions in condition of growing uncertainty and risks is ensured by developing a methodological approach to coordinating areas and methods of business

diagnostics. The recommended approach is the basis for building a decision-making model, the goal of which is to reduce uncertainty and risks in business management. At the current stage of development of companies' economic environment, there are three main criteria for decision-making: attracting investment for business development, threat of bankruptcy and strategy effectiveness. Effective business diagnostics will prevent the occurrence of problems associated with business-activity risks based on adopting the Risk-Managing Decision system. The most important result of using such model is the reduction of the degree of business risk, which is achieved by using a strategic approach in the decision-making process.

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