

Improving Investment Risk Management Methods in the Implementation of National Projects and Government Programs

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Abstract: The results of the study of the factors of the formation of risk events of investment, confirmed by the results of the study conducted by the Federal State Statistics Service regarding the distribution of risk factors, identified the reasons for the investment activity of companies. Their structure was revealed as a risk formation factor. During the FSGS survey, it was shown that about 30% of the leaders of the analyzed companies noted that the implementation of investment activities leads to an increase in the competitiveness of their business, 38% of the studied companies noted the increase in labor productivity. But investment risk management methods are applied only in 49% of businesses. The success of realizing the potential of innovation is directly related to the introduction of modern management methods, including risk management methods with the substantiation of risk assessment methodologies and methods of their regulation.

1 INTRODUCTION

The main distinguishing feature of investment risk management methods is that their accuracy decreases, which leads to the development of almost specialized directions in statistics, namely the theory of planning an investment experiment.

As a result of the study of literature and supplemented by the author in a number of works [2,3,4], methodical approaches to the analysis and assessment of the risk factors of investment projects of state programs should be noted that at the moment there are many different approaches to this problem. However, the choice of a specific method for assessing risk factors depends on the limited yet (and apparently) access to information resources, statistical data, on the possibilities of qualification and competence of the attracted experts in the investigated area, technical means and analysis objectives, etc. This study is devoted to improving the methods of choosing and evaluating risk management.

2 METHODS AND MAINTENANCE OF RESEARCH

After identifying, analyzing and evaluating the risk factors, we turn to the consideration of methods for regulating and managing the risk factors of the meso-level of investment projects of state programs.

The COSO standard considers such risk management methods:

- risk evasion, i.e. non-use of risky procedures;
- risk reduction;
- redistribution of risk, where first of all means external insurance, hedging, risk transfer of a third-party organization;
- risk acceptance, i.e. none of any action.

In one of the first risk management practices, the Australian-New Zealand Risk Management Standard (Revision 2028) AS / NZS 4360 offers the following risk management tools:

- avoiding risk, i.e. termination of risk activities;
- reduction of the likelihood and consequences of the implementation of the risk event;
- risk diversification;
- risk localization (with respect to residual and non-revealed risks).

In FERMA Standard, the main risk management method is to finance the risk under which the funding for the consequences of risk is the basis of which is considered insurance. V. Nikonov in their work described the following risk management strategies:

- risk acceptance;
- risk mitigation (reduced probability or consequences of the risk event), including elimination of vulnerability points, diversification, hedging;
- risk transfer (transferring another risk company for money), first of all insurance and outsourcing.

S.M. Vasin and V.S. Shutov offer such risk management methods:

- Risk evasion, i.e. In this case, the refusal to perform risk-related operations;
- risk taking, accompanied by the creation of reserves;
- avoiding risk, under which the risk transfer is understood (external insurance and hedging), diversification, limitation.

The risk management of investment projects of state programs of the meso level of regulation in the general submission is based on the list of specific methods. Each of the methods includes a combination of some specific measures and tools, and in particular, specific technical, organizational, legal financial and any other actions that are carried out by the participants of the investment project in order to manage the risks of this project. The classification of project risk control tools can be carried out according to the following features:

- areas of activity;
- according to management methods;
- according to the life phases of the project cycle;
- types of recipients of results (beneficiaries).

One of the ways presented in the literature and methods of risk management methods in the process of managing the risks of the meso-level investment project of the state programs includes methods of reduction, conservation, as well as the transfer of risks to another subject or participant. Minimizing the level of risk denotes a decrease in either the size of the intended damage, or the likelihood of accomplishing unwanted events. Mainly minimization is implemented using preventive technical and organizational events. For example, training personnel safety, installation of fire safety control systems, informing personnel on indicators of risky situations, etc.

The exception or abolition of the risk factors of the meso-level of investment projects of the state programs involves the refusal of investors from the

risk activity or a radical change in the implementation of the project, as a result of which the level of this risk will be reduced to zero. Minimizing the intensity of the manifestation of risk factors (minimizing the likelihood of its manifestation) is an organization of project implementation in such a way that the project management, including its participants, can have a maximum impact on risk factors preventing and controlling it by minimizing the probabilities of negative situations. The monitoring of risk factors includes a whole range of activities aimed at minimizing losses if an unfavorable event cannot be prevented.

Saving risk factors at a fixed level may not always mean the refusal of any actions aimed at compensation for damages.

Measures to diversify risk factors involve the transfer of responsibility for the implementation of risky events to third parties (companions, banks, etc.) in the event of preservation of the present level of risk. The following can be attributed to them:

- financial guarantees;
- transmitting part of the risk of insurance structure for a fee defined by the insurance company;
- trading contracts, guarantee contracts and others.

The adoption or absorption of risk is one of the ways to organize activities (within the risk-appetite), as a result of which the damage in the event of a risk situation will completely fall on its participants.

Given the time factor, the risk management tools are classified into up-to-events (preventive) and after-events.

The most common approach to the classification of risk management tools is:

- risk evasion,
- diversification (distribution),
- localization,
- compensation.

Diversification is defined as the most important and most popular method of risk management and can be defined as the distribution, dilution, for example, of the company's assets between different types of activities, the results of the implementation of which, as well as the implementation of these activities are not interrelated.

During the planning and implementation of the investment project of the state program, the following forms of distribution of risk factors are possible:

- diversification of activities in the project;
- diversification of sales markets for the project's products;

- diversification of suppliers of materials, components, raw materials, growth of the number of participants (in order to reduce the share of risk per participant) etc.

The practice of using syndicated loans should be attributed to one of the modern tools for distributing risk among the participants of an investment project. Thus, companies wishing to implement risk sharing must rely on the business ethics and integrity of their partners.

Part of the scientific researchers include diversification in the group of methods of risk dissipation. Risk factor dissipation tools act as the most flexible risk management mechanism. In this situation, the company seeks to minimize its risk by involving other companies as partners in solving its problem situations.

Unfortunately, in business practice, the most common methods are risk avoidance.

Risk avoidance is implemented by various instrumental approaches. The main disadvantage of this method is the rejection of innovative promising projects, the implementation of innovative business ideas, which in a market economy can lead to stagnation, a decrease in competitive advantages and loss of solvency.

Risk compensation is essentially similar to insurance, but with its own funds and provides for the creation of reserves – informational, financial, and material.

Reserving funds as a method of covering unforeseen expenses. As noted by M. V. Gracheva, foreign experience allows for an increase in the cost of the project by 2-7% due to the reservation of funds for force majeure, and Russian practice requires a significant increase in this indicator and provides for the establishment of a ratio between the potential risks that increase the cost of the project and the amount of additional costs associated with overcoming violations during its implementation.

Material reserves — a specially created insurance reserve, for example, the formation of a stock of raw materials and materials to ensure uninterrupted production for a certain time without additional supplies.

Risk compensation methods are used in organizations where strategic planning is carried out. This method is effective only if the strategy development procedure penetrates exactly into all areas of the organization's activities.

These methods have become widely used in large industrial organizations of industrialized countries in the process of mastering innovative products, introducing innovative technologies, the commercial

result of which raises some doubts. These are usually certain types of products that require active R & D or the application of new scientific results that have not yet been tested in industry.

Systematization of risk management methods at the meso-level of investment projects of state programs offers six widely known groups of risk regulations (evasion, diversification, localization, transfer, etc.).

Some researchers also distinguish a group of socio-psychological methods of risk management. This group usually includes such types of measures as doing business in a socially responsible manner with the application of CSR principles, maintaining a certain level of organizational culture, raising employees' awareness of possible risks of the company, forming employees' assertive behavior in relation to risk, forming a positive investment image of the organization, etc.

Having considered various views on the methods of risk management of economic entities, we will present a schematic systematization of these methods aimed at managing meso-level risks of investment projects of state programs.

Currently, using the experience of foreign practice, we can recommend, on the one hand, the standard algorithm (scheme) of risk management of the organization is regulated by specialized risk management standards, which in general is quite universal. But, on the other hand, the sequence of actions has a number of differences, showing the techniques and methods of evaluating investment projects (with the establishment of investment efficiency criteria), these are criteria for reducing general economic risks associated with the variability of the context of the external and internal business environment. In foreign practice, updated risk management standards have been developed and actively applied: the ISO 31000 "Risk Management" standard, the standard of the Federation of European Risk Managers' Associations (FERMA), the COSO-II standard and the Sarbanes-Oxley Act (USA), the South African KING III standard, adopted in February 2010, etc. But for Russian practice, it is important to adopt Russian standards that take into account the specifics of the country's economy, adopted recently (in December 2019) and put into effect from January 2020. At the same time, these developments are practically unknown to Russian business, so the task of implementing such modern management methods, taking into account risk management, is relevant for the investment practice of Russian business.

3 CONCLUSIONS

The results of the study of risk event formation factors, confirmed by the results of the study conducted by the Federal State Statistics Service on the distribution of risk factors, showed the reasons that limit the investment activities of companies. Their structure was identified as a risk-forming factor. In the course of the FSGS survey, it was also revealed that about 30% of the managers of the analyzed companies note that the implementation of investment activities leads to an increase in the competitiveness of their business, 38% of the studied companies noted an increase in labor productivity. But investment risk management methods are used only in 49% of businesses. Investments are usually directed to the introduction of innovations (technological, innovative, organizational, managerial, etc.) that lead to lower costs, increase the competitiveness of products, and new technologies lead to increased productivity, which generally increases the competitiveness of enterprises. But the success of realizing the potential of innovation is directly related to the introduction of modern management methods, including risk management methods with the justification of risk assessment methods and methods of their regulation.

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