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PROJECT RISK MANAGEMENT: MAIN PROBLEMS AND SUGGESTIONS

Main problems existing in the project risk management work:

1. The transmission channel of project risk information is not smooth. Timely acquisition of important information of the project can effectively defuse risks and reduce the loss of risks, which is the premise of effective risk work and the guarantee of the smooth progress and success of the project. At present, there is a prominent problem in risk management is that when communicating with project enterprises, because the project risk information transmission path is too long, resulting in the low frequency and efficiency of communication is not high, and we can not get timely feedback to deal with risks. Due to the imperfect governance structure of Chinese companies, entrepreneurs generally awareness of governance structure is weak. In addition, project managers do not actively identify, analyze and deal with possible risks, do not establish an effective risk information transmission channel, and lack of detailed risk response plan. When accidents continue to occur, project managers are at a loss and have to cope with them.

2. The analysis method of project risk is single. In the project risk analysis, qualitative analysis methods are usually used to evaluate the project risk analysis. Although it is more convenient to obtain information, the analysis conclusion is not accurate enough. In the qualitative analysis of project risk in daily work, a single risk analysis one by one is often used to make the analysis conclusions lack of comprehensiveness and depth in the analysis level. For example, SWOT analysis has a relatively comprehensive application in project risk identification, but there are great deficiencies in the combination with quantitative risk analysis method, and it does not fully use the advantages of qualitative risk analysis method and quantitative risk analysis method to complement each other. The single risk analysis method of the project and the lack, coupled with the lack of comprehensive application of different analysis methods, cause a large deviation to the project analysis conclusion, and even contradict the opinions with the correct results, which seriously affects the in-depth development of risk management.

3. The post-investment management method of the project is backward. The post-investment management of venture capital is the core link in the

process of venture investment cycle. With the increasing maturity of venture capital industry, the post-investment management of venture capital is becoming more and more important, which plays an extremely important role in the value appreciation of investment projects, risk prevention and the full application of human capital. Venture capital enterprises usually participate passively in enterprise management, emphasizing the evaluation of the value of enterprises by financial indicators, and often ignoring the rapid growth of the core competitiveness of enterprises. In order to adapt to the special operation mode of venture capital and meet the management needs, it is necessary to innovate the post-investment management mechanism of venture capital, link the investment income with the performance of project risk managers, improve the work enthusiasm of project risk managers, and make the effect of risk management in line with the expected goals.

Improve the countermeasures for project risk management:

1. Establish multiple information channels related to the project

Information channel construction is the foundation of project investment management and risk management. Without effective information management, there will be no successful project management and project risk management. Enterprises should take the radiation range of the project information as the condition to establish the multi-information channels related to the project. Market information channel of products. Most of the commodities have relevant industrial market prices both internationally and internally. Some of these prices are real-time prices, and some can get the average price of a period through the fluctuation of international trade prices. These prices are transparent and fair information.

2. Strengthen the comprehensive application of project risk analysis methods.

The use of analytical methods plays a crucial role in the planning and implementation of the whole project decision. Only through the risk analysis of the project can the collated original data be converted into referable analysis results. The lack of project risk quantitative analysis and the simplicity of qualitative analysis have always troubled the in-depth development of risk management work. To solve this key problem, we must strengthen the comprehensive application of risk quantitative analysis method and qualitative analysis method. The comprehensive application of SWOT analysis and AHP analysis in project risk analysis is mainly to take the four elements of SWOT analysis method as their various factors, and then determine the importance of each factor and rank them. The specific steps are: conduct SWOT analysis. SWOT analysis was used to identify factors associated with the internal and external environment of a project. The SWOT element is compared within the SWOT group, and then the priority weight of the element is calculated using the eigenvalue method. The SWOT

groups are sorted together, and the elements with the highest priority in each group are selected to represent the group, and then the priority of the four elements is compared and calculated. Use and obtain corresponding results during project strategic planning and evaluation analysis. In this way, the advantages of SWOT analysis and AHP analysis are effectively complementary, which is simple and efficient, forming a new way of use. The priority weight of SWOT elements is calculated through AHP method, making the analysis results more reference, so as to improve the reliability and accuracy of the project risk assessment method.

3. Innovative means of post-investment project management

Risk investment after the management mechanism innovation of core is the risk managers human capital management as the core, the risk of enterprise control allocation and transfer arrangement for means, through the risk managers explicit incentive and the combination of implicit incentive, realize the risk investment management mechanism of efficient operation.

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