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SITUATION ANALYSIS OF THE MANAGEMENT PROCESSES OF THE RISKS IN PROJECTS

The evaluation of the risk analysis in the previously executed projects during the phases of their implementation provides every participant with a vision of potential traps during their fulfillment. Also, these steps help the members of the project team to understand what kind of contribution every person must render in order to avoid potential and unwanted problems. This is the starting point for planning uncertainties, problem innovations in the implementation of the project.

It is obvious that at the initial stage not every participant would like to take part in this process, so the project manager gives a certain task for everyone, and he should consider the reason why the list of risks, that occurred in the previous projects with the similar nature, structure or content, was created. Accordingly to this, the team members review the results, analyze them and then share their experience in identifying and further implementing the strategy of management and the possibilities of appropriate risk adjustments in this project.

In order to analyze the evaluation of the previous projects the project manager and his team should solve the following task – to determine which valuable lessons could be learned and which corrective actions, that are connected to the risks should be accounted.

Hereby, the evaluation of the fulfillment of the previously implemented projects may require the project manager and his team to solve the following tasks [1]:

* To define the previously executed projects, that are similar to the current project;

* To interview the project managers and key project stakeholders;

* To check the project files and learn the lessons from the reports, etc.

Thus, the definition of risk is a process in which an attempt is made to predict the future consequences of current assumptions and the implementation of active actions. The expectation of the unexpected events requires a high level of knowledge, skills and abilities that could emerge only in virtue of the practical experience. The most effective way to evaluate the implementation of previous projects for the needs of the realization is to analyze and evaluate key causes and problems that negatively affect the results of the project.

The key project problems are defined as those actions or situations which lead to the fact that the project is not executed as it was planned in advance and does not lead to the desired result.

The ordinary key events include the following situations:

* the comprehension of the fact that an important work has been reviewed or underestimated;

* the key resource at the right moment for the project was not available;

* the complexity of the implementation of the technical requirements was not a correct command, or it was not fully understood;

* the consumer or customer has changed his requirements after a completion of the large design and research work.

Considering the estimates of the past projects, the project manager and his team should to be able to solve the following tasks:

* The identification of the past projects which are similar to the current pilot project;

* The interviews between the team of project managers and key stakeholders;

* The quantitative and qualitatively effective evaluations of the received information;

* The verification of the project files and mastering of the lessons learned from the reports;

* The determination of the lessons which could be learned and of the risks that should be taken into account by the team in the current project.

Thus, as an example of a task for the effective implementation of this project could be included:

* The system-complex preparation and analysis of evaluation of previous projects by a team of managers;

* The display of the stages and schemes of the evaluation of implementation of previously implemented projects in the chosen organization. [2]

It is known that the project team identifies risk areas at the end of each planning process, evaluating the situation of the project plan for potential sources of risk.

The evaluated outputs during the risk identification process include: description of the content, work breakdown structure, timetable, estimates and all documented assumptions.

The project team marks in the project plan the areas that should be considered and the documents that the risks are associated with.

The revision of the project plan for the sources of potential risk requires the project manager and his team to solve the following tasks:

* The revision of the WSS structure in order to check its completeness, and that the work which is included in it is not getting observed very often;

* The verification of the accuracy of the estimates of the duration of work, that is on the critical path and work with a long duration;

* The review of the assumptions during the actual working time of team members, and if it is necessary, the change of their responsibilities and appointments;

* The review of the assumptions which were made in the process of resource planning;

* The creation of a common list of the potential areas of risk.

The revision of the project plan by sources of the stage-by-stage risk may require the project manager and his team to implement the following additional tasks:

* the determination of the extent, which the project requirements correspond to, the competence of the executive pilot project of the organization;

*The determination of the way in which the success of the project is associated with a new or untested technology.

The project team identifies events that are beyond the actual plan and have a negative impact on the project during the revision of the every element of the work split structure. These events are included in the list of risks that is associated with each item.

The analysis of the situation of identifying potential risk events requires the project manager and his team to solve the following tasks:

* To determine the dependence on individuals and organizations that are beyond the control of the project organization;

* To identify the unique and rare skills that are required in the project (and which in case of their absence could slow down the development of the whole project);

* To identify the milestones for the verification of the new or untested technology;

* To identify key milestones of the project approval by the consumer;

* To identify potential risk events that may adversely affect the success of the project;

* To compile a general list of risk events.

Thereby, as an example of the task for the effective implementation of this project could be included:

* The system-complex preparation and analysis of evaluation of the previous projects by a team of managers;

* The display of stages and schemes of assessment of implementation of previously implemented projects in the elected organization;

* The preparation of assessment of the project plan with identification of the project risks;

* The display of stages and schemes of assessment of implementation of the project plan with identification of risks in the selected project organization;

* The definition of a list of the potential risk events of the project;

* The display of the stages and schemes of the list of potential project risk events in the selected project organization.

List of references:

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2. Anatoly Rybak, Alexander Vanyshkin. Optimization of the elements of the hierarchical structure of the investment project. // Bulletin of UADU under the President of Ukraine. Scientific journal. Under ed. VI Lugovoi – 2003. – №2. – P.473 ... 481.