

Research on the Strategy of Commercial Enterprise Project Management under the Background of Informatization

Ke Sun

Belarusian State University, Minsk, Belarus

Abstract: With the continuous development of science and technology, the information age has come. To establish a modern enterprise system, project management must be carried out according to the implementation rules and organizational requirements, so as to promote enterprises to obtain more economic benefits through project management. Compared with the traditional management mode, information management has a very significant advantage. It can not only optimize the existing management system, improve the management efficiency and competitiveness of commercial enterprises, but also promote the deepening reform within enterprises, improve the creativity and innovation consciousness of the whole enterprise and promote the sustainable development of commercial enterprises. This paper discusses the concept of information management of commercial enterprises, the problems existing in the current project management of commercial enterprises and how to improve the project management of commercial enterprises under the background of information technology. Generally speaking, the project management strategy of commercial enterprises under the background of informatization should start with perfecting the standard system of informatization construction, creating a good project management culture and optimizing human resource management. It is hoped that this research can provide some help for speeding up the informatization process of project management in commercial enterprises and promoting the innovation of project management mode in enterprises.

Keywords: Informatization, Commercial enterprises, Project management.

1. Introduction

At present, enterprise project management is a scientific management discipline, and it is also an important part of China's economic development [1]. As an important part of business enterprise management, project management plays an important role in the survival and development of enterprises. With the development of science and technology, modern information technology has been very mature, which has established a good foundation for enterprise information management [2]. Informatization has become an inevitable choice for commercial enterprises. Many enterprises have improved their external environment and internal management level through various ways and methods [3]. From the actual and successful experience of enterprise project management, informatization construction is conducive to improving the overall market competitiveness of enterprises, effectively saving enterprise expenses and development costs; It is conducive to high-quality and efficient enterprise management and production, and will have a positive impact on improving the scientific decision-making and enterprise management efficiency [4]. At present, many commercial enterprises often have a big gap between output and investment in the actual production and operation process. This requires enterprises to strengthen their own informatization construction, make efficient use of limited resources, improve the informatization level of project management, enhance their core competitiveness and realize their own sustainable development.

Compared with system engineering as a whole, project management is a comprehensive management project with many aspects and complicated design, which mainly includes project quality, design scheme, implementers, project contract and project implementation plan, etc., and there are often

some challenges during the implementation of project management [5]. Commercial enterprise project information management is not simply using information technology to manage enterprises, it needs enterprise management to continuously improve the management structure of enterprises and improve the efficiency of enterprise management by building an information management platform and establishing an information database [6]. Under the background of the information age, commercial enterprises should keep up with the development trend of the times, strengthen the informatization construction of project management, and adopt scientific and perfect project informatization management mode, so as to complete the management of commercial enterprises more efficiently and promote the sustainable development of enterprises [7]. This paper will discuss the concept of information management of commercial enterprises, the problems existing in the current project management of commercial enterprises and how to improve the project management of commercial enterprises under the background of information technology.

2. Overview of Project Management in Commercial Enterprises

In 2019, the growth rate of global goods exports dropped to 3.62%. Under the combined influence of international special factors and shrinking external demand market space, these uncertain factors also affected the expansion of the external market space of small and medium-sized enterprises in China to some extent. In addition, according to the actual situation of domestic enterprises, the quarterly average of the SME development index in 2019 was 92.5, a decrease of 0.1 compared with 2018, and the overall performance was stable. Project management is mainly to manage project activities through tools, skills and knowledge within a specific quality

level, scope, budget and time limit to ensure the successful delivery of specific products and services [8]. The main contents of enterprise project management include developing projects, planning project plans and implementing project contents, so as to achieve the quality objectives and expenditure objectives of commercial enterprise project management. Generally speaking, enterprise projects have the following basic characteristics: first, the characteristics of project processes are very obvious, the workflow is basically different, and the reusability is very low. Secondly, it has complex resources, information objects and organizational units. The framework of project management system is shown in Figure 1.

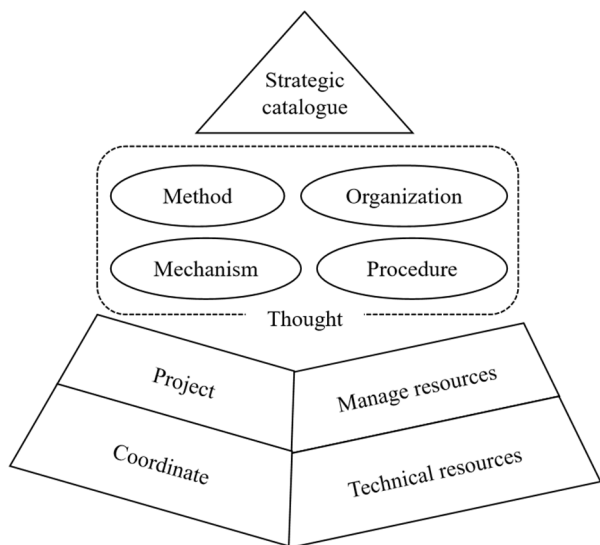


Figure 1. Framework of project management system

If commercial enterprises can obtain information resources compared with other peers in such fierce market competition at this stage, they can better grasp the market dynamics and promote the rapid development of enterprises. Therefore, the information management of commercial enterprises is imperative. Through the application of project information management mode, enterprises can better integrate with the international community and better promote the information development of enterprises. In the digital information age, enterprises must fully understand the shortcomings of their own project management, advocate the construction of an information-based project management model, and provide help for the development and growth of enterprises in the new period. The information management of commercial enterprises is also the only way to realize the scientific and stable development of enterprises.

3. Problems Existing in Project Management of Commercial Enterprises in The Information Age

3.1. Lack of perfect management system

The application of information technology in enterprise project management will produce a leap in management ability, but new problems will also appear [9]. The failure rate of some projects in information enterprises is very high, and the most important reason is the management problem. At present, China enterprises still need to improve their information management system, and most commercial

enterprises do not have independent information management institutions. Many enterprise decision makers and managers have not found the efficiency advantage and quality advantage of enterprise project management informatization, which leads to the lag of enterprise management mechanism construction. Most enterprises have not given full play to the role of information technology in practical work and formulated a scientific and perfect management mechanism. Only a few enterprises have established independent information management institutions. If you want to ensure the smooth progress of information management, you need enough attention and full support from senior leaders of enterprises. Only when the relevant information management system is established in time can there be enough professionals to do the relevant work and the management effect can be guaranteed. In addition, on the one hand, the informatization of commercial enterprises is to develop computer software and establish a network, on the other hand, it is to rebuild the business flow of commercial enterprises and create a modern management system. If the management of commercial enterprises does not pay attention to this series of work, it is likely to lead to unsustainable enterprise work.

3.2. There are shortcomings in human resource management

Compared with developed countries, China's small and medium-sized enterprises provide far fewer job opportunities. In the cities of China, the number of employees in small and medium-sized enterprises is about 120 million, accounting for 47%, compared with 65%-80% in developed countries and regions. The spatial distribution of SMEs in China is very uneven. More than 70% of SMEs are concentrated in the eastern region, more than 20% in the central region, and less than 10% in the western region. At present, the informatization management of commercial enterprise projects is actually to realize the informatization of enterprise employee structure, and informatization has higher requirements for enterprise employee structure. Some enterprises lack the attention to project management, so they don't invest a lot of time and energy in project management, and they don't send special talents to manage it, which leads to the lack of enough talents in project management. Once the management personnel are insufficient or the professional ability is not up to standard, it will affect the smooth development of this work and the final management effect [10]. At the same time, information project management is an intelligence-intensive work, which requires commercial enterprises to attach importance to the role of human resources. However, at present, in most projects, human resource management has not been paid enough attention, and the people-oriented management concept has not been fully implemented, which is prone to talent management problems. Some enterprises still adopt traditional management methods in talent management, which is very unfavorable for employees to give full play to their work enthusiasm. In addition, if commercial enterprises want to innovate their own information project management model, they need a sufficient number of high-quality talents as the foundation. The shortage of enterprise project management talents will directly reduce the efficiency of project management, and make enterprise project managers in an overloaded working state for a long time.

4. Strategies to Improve the Project Management of Commercial Enterprises

4.1. Improve the standard system of informatization construction

The construction of standard system is the premise for commercial enterprises to carry out the construction of information-based project management mode and the fundamental guarantee for realizing the construction of information-based enterprise project management mode. In order to do a good job in enterprise information management, we should start from small aspects, start with basic work, basic information classification and coding standards and

other related standards and norms to formulate standards that meet the actual situation of enterprises. Managers should constantly urge relevant staff to formulate corresponding technical specifications from the perspective of project leadership. In order to ensure that the management is more reasonable and well-founded, the construction project also needs to formulate the construction project supervision regulations and the management standards for employees in time. Through the construction of relevant standards, leaders can urge relevant technical staff to do the corresponding technical specifications and standards as much as possible, thus ensuring the effectiveness of the construction process and ensuring the quality of the project. The classification of project management information is shown in Figure 2.

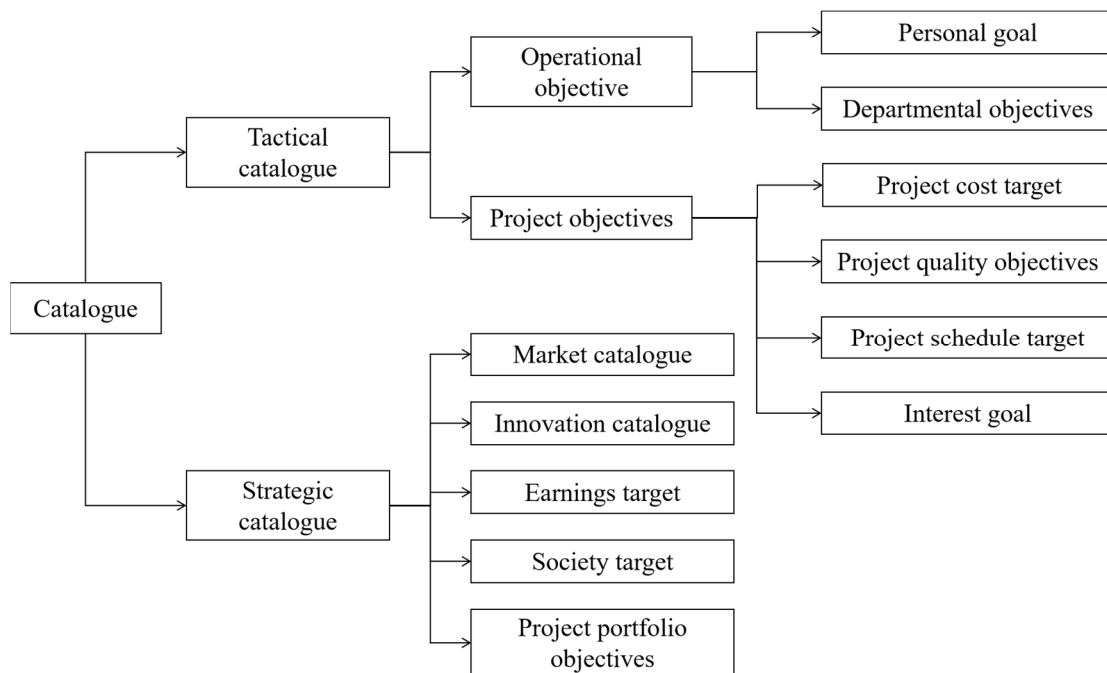


Figure 2. Classification of project management information

From the aspects of talents and informatization construction, we should strengthen the support for project management, help project management to improve the management mode and meet the actual needs of project management in the process of informatization. In the concrete construction of the system, we should make scientific and reasonable adjustments from the overall interests of commercial enterprises, overcome difficulties and solve problems on this basis, and carry out enterprise project informatization work more efficiently. In addition, the responsibility mechanism will be integrated into the new information-based project management model, which will provide a basic guarantee for the informationization and functionalization of enterprise project management model in terms of mechanism construction. Then we can improve and optimize the project management information system to ensure the steady improvement of construction project management quality.

4.2. Create a good project management culture

A good project management culture is an important foundation to realize the information management of commercial enterprises. To create a good project management culture, enterprises should clarify the responsibility scope of each post and let all project members work together towards the same goal. Therefore, the relevant enterprise managers must ensure that they can build a project management culture as soon as possible, use the structural organization form more reasonably, and further standardize the behavior of projects and organizations. In order to play the role of project cost management under the information management mode, it is necessary to timely file and systematically process the information related to cost application in the project, enhance the information collection and sorting ability of project members and managers, and improve the efficiency of project cost management. The enterprise strategic management mode is shown in Figure 3.

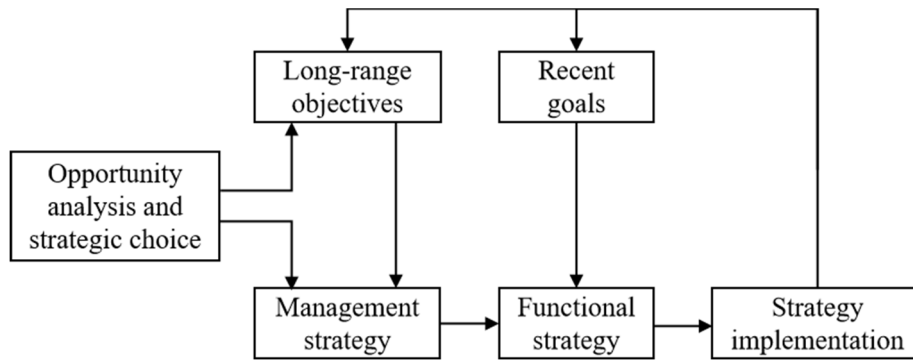


Figure 3. Enterprise strategic management mode

In addition, commercial enterprises should do a good job in publicity and education, strengthen the indoctrination and infiltration of informatization ideas, introduce informatization ideas into the construction of corporate culture and organizational structure, and create excellent corporate consensus and functional framework for the construction of informatization enterprise project management model. At the same time, the ideas and concepts should be continuously updated to meet the actual needs of enterprise project management in the new period.

4.3. Optimize human resource management

Perfecting the information management of commercial enterprises needs to pay attention to human resource management in specific work. Pay attention to human resource management, first of all, encourage project personnel to actively participate in management. In reality, although the project implementers know the progress of the project best, they can't adjust some situations of the project according to the actual situation because they have no right to speak. And the project manager is only an agent of enterprise managers to manage the project, and can't solve all the problems. Therefore, in view of the problems related to human resource management, enterprises must hold joint meetings on a regular basis, so that construction personnel can better express their views, propose solutions to the problems arising from relevant projects, and further explore them. In addition, the training activities of staff should be done properly, and managers and professional and technical personnel should be educated and trained in all directions to improve their professional and technical level, comprehensive quality, business ability and management ability. The relationship between the subjects of enterprise management innovation is shown in Figure 4.

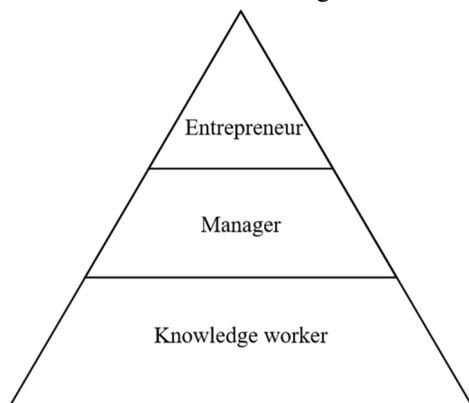


Figure 4. Relationship between innovation subjects of enterprise management

Project management as a part of management, commercial enterprises should constantly improve the performance appraisal mechanism, improve the reward and punishment system according to employees' work conditions, and give spiritual and material rewards to outstanding employees to activate the vitality of talents in their departments and effectively promote the development of project management. In addition, in order to improve the information management of enterprise projects, then enterprises need to establish excellent professional talents. Enterprise managers should provide more promotion opportunities for project personnel, and at the same time do a good job in introducing project management talents. Only by improving the current understanding system can the enthusiasm of project personnel be stimulated and the promotion channels of technical developers be continuously innovated, so as to bring more opportunities for the promotion of technical personnel.

5. Conclusions

As a systematic and complex project, commercial enterprise information project management plays an active role in enterprise production and operation. Project information management mode can effectively enhance the management efficiency and water quality of enterprises, and enhance the market competitiveness of enterprises. Therefore, it is of great significance to study the project management mode of information-based commercial enterprises for the rapid development of enterprises. This paper holds that the reasons for the lack of informatization of project management in commercial enterprises are mainly reflected in the following aspects: the construction of management mechanism is lagging behind, the construction of enterprise project management platform is imperfect, and human resource management is insufficient. Based on this, this paper proposes to improve the information management level of commercial enterprises from the aspects of perfecting the standard system of information construction, creating a good project management culture and optimizing human resource management. Commercial enterprises should innovate and improve the current workflow from the aspects of organizational form and system, so as to do a good job in enterprise information management. At the same time, it also needs the joint participation of the competent departments and related industry associations. Only by joint efforts can we realize the information management of the project, carry out information management more efficiently and smoothly, improve the overall level of project management and promote the healthy and orderly development of commercial enterprises.

References

- [1] Zhang C, Randhir T O, Zhang Y.Theory and practice of enterprise carbon asset management from the perspective of low-carbon transformation[J].Carbon Management, 2018, 9(1):87-94.
- [2] Ying P, Pingyu Y.An empirical study on enterprise cost management informatization based on fusion of cloud computing features[J].Revista de la Facultad de Ingenieria, 2017, 32(3):264-270.
- [3] Maslii N, Zakharchenko N, Ksy M,et al.Communications and informatization service enterprises' compatibility and integration feasibility assessment[J].Naukovyi Visnyk Natsionalnoho Hirnychoho Universytetu, 2021(3):124-133.
- [4] Zhang H H.Research on the Regional Project Management Model of Construction Enterprise[J].Journal of Railway Engineering Society, 2018, 35(6):100-103.
- [5] Khudyakova T, Zhuravlyov V, Varkova N,et al.Improving Approaches to Strategic Enterprise Management in the Context of Sustainable Development [J]. Sustainability, 2020, 12 (20): 8375.
- [6] Wang T S, Lin Y M, Werner E M,et al.The relationship between external financing activities and earnings management: Evidence from enterprise risk management[J].International Review of Economics & Finance, 2018, 58(11):312-329.
- [7] Savic P E, Velickovic M, Voza D,et al.The impact of enterprise risk management on the performance of companies in transition countries: Serbia case study [J]. Journal of Operational Risk, 2020, 14(4):105-132.
- [8] Lechner,Philipp,Gatzert,et al.Determinants and value of enterprise risk management: empirical evidence from Germany [J]. European Journal of Finance, 2018, 24(10-12):867-887.
- [9] Lechner P, Gatzert N.Determinants and value of enterprise risk management: empirical evidence from Germany[J].The European journal of finance, 2018, 24(10-12):867-887.
- [10] Ahlemann F, Legner C, Lux J.A Resource-Based Perspective of Value Generation through Enterprise Architecture Management[J].Information & Management, 2021, 58(1):1-17.