



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Project (Spring 2021)

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Section

Master

Date

Thursday

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Course Code

(PMG510)

Project Risk Management

Instructions:

- اخر موعد للتسليم هو يوم السبت 08-05-2021 في تمام الساعة 9 مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- يتم تسليم المشروع في صيغة ملف pdf مع الالتزام نموذج الجامعة ولن تقبل أي مستندات أخرى.
- يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- يجب الالتزام بـ Theme موحد كما يلي:
- حجم الخط 12.
- نوع الخط Arial.
- لون الخط أسود.
- المسافة بين الأسطر line spacing 1.5
- عدد صفحات البحث (لا يقل عن ثلاث صفحات ولا يزيد عن ست صفحات).

Instructor's Name: Eng. Mosaab M. Hamed

Project:

Risk Identification and Analysis (Based on the project you chose in APM)

The objective of this report is to identify project risks, prepare a risk probability matrix, and carry out an analysis of selected risks. Referring to the project you select in **Advanced projects management APM course**, your task is to prepare a risk management plan that identifies potential risks in **the selected stage of the project** and identify risk management strategies.

From the course content and readings, you know that the overall purpose of risk planning is to anticipate possible risk events and be ready to take appropriate action when risk events occur—to eliminate or reduce negative impacts on the project.

You may wish to begin this exercise with a brainstorming about potential risks to get candidate risks “on the table” for consideration. And then identify and refine that wording for risks that have some realistic chance of occurring in this stage. For example, potential weather problems present a real obstacle to completing field data collection by the planned completion date. It is also an issue that the project manager will ultimately have to plan for, as opposed to other issues such as a major disaster (e.g., your office burning down), is not a high-enough probability event that requires much time in planning. As described below, you will select several of the identified risks and carry out a risk analysis.

You will use the distilled list of risks to make a risk probability/impact matrix. The matrix will have at least three categories (high/medium/low) for probability and impact.

Remember that it is important to name risks effectively—use words that describe the risk event and point to the impact on the project (e.g., “injury of field technician disrupts data installation work”).

After completion of the risk matrix, document a risk analysis for the selected risks. This detailed documentation for that selected risk will include:

- a description of the risk and potential impacts (schedule, quality of work, cost, etc.) on the project.
- indicators or triggers that would be monitored to help identify the risk as early as possible.
- specific risk response strategies to take.

Using probability and impact matrix calculate the **Expected Monetary Value (EMV)** for all risks that have the impact in terms of cost \$\$.

Best of luck...

المشروع:

التعرف على المخاطر وتحليلها (بحث مبني على مشروعك الذي اخترته في مادة ادارة المشاريع المتقدمة)

الغرض من هذا التقرير هو التعرف على المخاطر المحيطة بالمرحلة التي تختارها المرحلة من مراحل مشروعك (نفس المرحلة التي اخترت التطرق لها في مشروعك لمادة إدارة المشاريع المتقدمة Advanced project management) حيث أن مهمتك هي تحضير خطة متكاملة لإدارة المخاطر تشمل التعريف بالمخاطر المحتملة التي تحيط بتلك المرحلة وتحضير مصفوفة احتمالية المخاطر ومن ثم القيام بالتحليل لهذه المخاطر المختارة وتحديد استراتيجيات ادارة المخاطر المناسبة لكل خطر على حدة.

من محتويات المقرر والمصادر الأخرى المتاحة أصبحت تعلم الآن أن الغرض العام لمرحلة التخطيط للمخاطر هي توقع أحداث المخاطر المحتملة والتجهز لاتخاذ ردّة الفعل المناسبة عند وقوع الخطر – لمنع أو تقليل الاثار السلبية على المشروع.

قد تحبّذ بداية هذا البحث بعصف ذهني عن ماهية المخاطر التي قد تحيط بتلك المرحلة من مراحل مشروعك, وذلك للحصول على قائمة بتلك المخاطر. ومن ثمّ تحديد وتصفية هذه القائمة للوصول إلى قائمة مختصرة بالمخاطر التي لها فرصة واقعية أكبر في الحدوث. على سبيل المثال: المشاكل الجوية المتوقعة والتي تمثل عقبة حقيقية أمام اكتمال جمع البيانات من المواقع في أو قبل الوقت المحدد، هذه تعتبر مشكلة على مدير المشاريع أن يضعها في الحسبان. من ناحية أخرى، فإن المخاطر غير الواقعية مثل الكوارث الطبيعية والأعاصير (تلك التي تسبب حريقاً بمكتبك وفقدان الأوراق المهمة) ليست لها احتمالية وقوع عالية وبالتالي لاتستدعي تضيق الكثير من الوقت في التخطيط لها. كما سيتبين لك، ستقوم باختيار عدة مخاطر من تلك التي قمت بالتعرف عليها لتحليلها.

ستقوم باستخدام هذه القائمة المختصرة لعمل مصفوفة المخاطر (الاحتمالية/الأثر). المصفوفة ستحتوي على الأقل على ثلاث تصنيفات (عالي/متوسط/منخفض) للإحتمالية والأثر.

لاتنس استخدام أسماء تصف طبيعة المخاطر بصورة فعالة – قم باستخدام كلمات تصف الحادثة الخطرة وتشير الى أثرها على المشروع (مثل: إصابة أحد الفنيين في الموقع مما يؤثر على أعمال التركيب).

بعد انتهاءك من مصفوفة المخاطر، قم بتوثيق تحليلك للمخاطر المختارة. هذا التسجيل المفصل للمخاطر يجب أن يتضمن:

- وصف للخطر واثاره المحتملة (الجدولة، جودة العمل، التكلفة، الخ)
- المؤشرات والمحفزات التي يجب مراقبتها للمساعدة في التعرف على هذا الخطر قبل وقوعه
- تفصيل للاستجابة المقترحة للتصدي لهذا الخطر

باستخدام مصفوفة الاحتمالات والتأثير ، احسب **القيمة النقدية المتوقعة (EMV)** لجميع المخاطر التي لها تأثير من حيث التكلفة \$\$.

مع تمنياتي بالتوفيق..

Risk on implementation of e-recruitment in a company

1. Introduction

The purpose of this project is to identify the risk of replacing the existing application of recruitment with a new solution that will provide the company with a fully integrated and automated solution that supports and enables the smooth operations of HR.

My role as project manager is to successfully implement the digital recruitment platform for the job seekers who are applying to our company. Companies tend to enter an online recruiting dynamic pool for candidates, which will lower the cost and reduced the time of the recruitment process of the company (Ellmer, et al., 2019). Therefore, this project is designed to focus on the risk associated with the implementation of an online recruitment platform.

2. Literature Review

The digital recruitment programs developed in any company ensure to minimize the employee's workload and to manage highly optimized human resources department operations (Rofcanin and Anand, 2020).

To provide customers with the usual recruiting facilities and functionality, an online recruitment system is possible. It addresses traditional problems with manual personnel procedures and works to ensure that the workflow of the application is managed and closely watched. This multi-platform approach offers simple intelligence and enormous opportunities, as demanded by the users, for further expansion of the company. The method facilitates the sharing and management of the human resources needs of the organization with greater consistency and easiness (Rofcanin and Anand, 2020).

A brief look at the overall developments in the field of online recruitment demonstrates that web hiring, online preparation, video interview dawn, and the advent of experienced Internet recruiters are becoming increasingly important. Online recruitment platforms are quickly gaining ground as a common external feature with a focus on more strategic decision-making (Marrone and Peterlongo, 2020). Some of the benefits of implementing

e-recruitment in a company are: time-saving, content is dynamic, shortening the hiring process, easy accessibility to candidates, and personalized design.

3. Methodology

The report studies risk management techniques by collecting data from previous studies and literature. The descriptive methodology is adopted to highlight the risk in the e-recruitment project.

4. Risk of Implementation of e-Recruitment Project

The risk of the e-recruitment project was identified through interviews with stakeholders. We have developed a Risk register-based of risk associate to project. The risk register contains the following points:

4.1 Identify Risk in the project

There are several risks associated with the e-recruitment project. After filtering those risks, we will only discuss 6 major risks that need to be focused on for the implementation of the e-recruitment project.

Risk Number	Risk Category (identify risk type)	Description of Risk (including any identified 'triggers')
Risk Objectives		
R1	Project Scope	The project purpose, scope, and is not well defined.
R2	Project Schedule	The project schedule is not communicated or understood properly
Project Resources Management		
R3	Project HR	Lack of technical skills set in the team.
Project Consultant/Vendor Management		
R4	Project Venders	The web component of the application depends on the design created by the external design team.
Project Legal and Regulatory Management		
R5	Legal Queries	Ensure all contracts are signed before starting the project.
R6	Project communication plan	Lack of communication, causing lack of clarity and confusion.

4.2 Risk Probability Matrix

The risk probability matrix contains the rating for likelihood and seriousness for each risk (Garvey, & Lansdowne, 1998) as shown in the below tables:

Rating for Likelihood and Seriousness for each risk			
L	Rated as Low	E	Rated as Extreme (Used for Seriousness only)
M	Rated as Medium	NA	Not Assessed
H	Rated as High		

Risk Matrix: Combined effect of Likelihood/Seriousness					
		Seriousness			
Likelihood		Low	medium	high	EXTREME
	Low	N	D	C	A
	Medium	D	C	B	A
	High	C	B	A	A

4.3 Expected Monetary Value

Using the probability and impact matrix, we have calculated the Expected Monetary Value (EMV) for all risks that have an impact in terms of cost \$.

Risk #	Risk Description	P	I	EMV
R1	Project Scope	50%	3000	1500
R2	Project Schedule	30%	2000	600
R3	Project HR (skill)	50%	5000	2500
R4	Project Vender	30%	2000	600
R5	Legal Queries	30%	5000	2500
R6	Project communication plan	30%	5000	1500
Total EMV				9200

4.4 Risk grading and risk mitigation actions

Grade	Risk mitigation actions
A	Mitigation actions, to reduce the likelihood and seriousness, to be identified and implemented as soon as the project commences as a priority.
B	Mitigation actions, to reduce the likelihood and seriousness, to be identified and appropriate actions implemented during project execution.
C	Mitigation actions, to reduce the likelihood and seriousness, to be identified and cost for possible action if funds permit.
D	To be noted - no action is needed unless grading increases over time.
N	To be noted - no action is needed unless grading increases over time.

4.5 Responsibility of mitigation actions

Table A: Risk register of Project							
Risk Number	Risk Category (identify risk type)	Description of Risk (including any identified 'triggers')	Assessment of Likelihood	Assessment of Seriousness	Grade (combined Likelihood and Seriousness)	Mitigation Actions	Responsibility for mitigation action(s)
Risk Objectives							
R1	Project Scope:	Project purpose, scope, and is not well defines	M	H	B	Ensure that purpose is well defined on the project charter and communicated to all stakeholders.	Project Manager
R2	Project Schedule	The project schedule is not communicated or understood	L	M	D	Ensure that all team members follow the scheduled turnaround time (TAT) and tick on project schedule forms daily.	Team members

Project Resources Management							
R3	Project HR	Lack of technical skills	H	H	A	Ensure that technical staff contains desired skill sets and their skill sets are up to date. Ensure all technical and nontechnical staff attend the training sessions	Team Members
Project Consultant/Vendor Management							
R4	Project Venders	The web component of the application depends on the design created by the external design team.	M	L	B	The procurement manager should include the following terms in the contract: -weekly reports -weekly on-site meetings.	Project Manager
Project Legal and Regulatory Management							
R5	Legal Queries	Ensure all contracts are signed before starting the project.	M	H	C	Identify legal issues before starting the project so that they can be compiled at the starting of the project.	Project Manager and Team Members
R6	Project communication plan	Lack of communication, causing lack of clarity and confusion.	M	H	B	Identify stakeholders early and make sure they are considered in the communication plan. Use the most appropriate channel of communication for the audience e.g. don't send 3 paragraph email to Developers, have a call instead.	Project Manager

5. Risk Analysis

After completion of the risk matrix, now we conduct the risk analysis for the selected risk that include:

- A description of already identified risk on the project,
- Indicators or triggers for identifying the risk, and specific risk response strategies (contingency) to take into account for mitigation of the risks.

The contingency plan against each risk is described in Table B.

5.1 Risk Response Strategy

Table B: Risk Triggers, Mitigation action, and Contingency plan				
Risk #	Risk Type	Triggers / Indicators	Risk Response Strategy	
			Mitigation	Contingency
R1	Project Scope	<i>Complete the business case concerning project purpose, scope, and objectives, if not provided already.</i>	<i>Ensure that purpose is well defined on project charter and communicated to all stakeholders</i>	<i>The purpose and scope should be circulated on project communicator devices and ensure that all stakeholders read the scope and purpose of the project.</i>
R2	Project Schedule	<i>Hold a scheduled meeting with the team members so they understand the plan and the likelihood of missed tasks is reduced.</i>	<i>Ensure that all team members follow the scheduled turnaround time (TAT) and tick on project schedule forms daily.</i>	<i>Provide online alerts before the due dates so that team members achieve the turnaround time without delay.</i>

R3	Project HR (skill)	<i>Develop training plan before, middle and each new step of the project for team members.</i>	<i>Ensure that technical staff contains desired skill sets and their skill sets are up to date.</i>	<i>Consult to outsource technical staff required at time of need</i>
R5	Project Vender	<i>Ensure that web application design matches with the Project design mentioned in the project charter.</i>	<i>Get weekly reports, and conduct weekly on-site meetings.</i>	<i>Deliver the web design via a collaboration system, so that all stakeholders can review it.</i>
R7	Legal Queries	<i>Ensure that all regulatory requirements comply.</i>	<i>Identify legal issues before starting the project so that they can be compiled at the starting of the project.</i>	<i>Escalate to Project Board who will notify the legal department. Follow instructions from legal</i>
R9	Project communication plan	<i>Write a communication plan which includes the frequency, goal, and audience of each communication.</i>	<i>Include all stakeholder in the communication plan</i>	<i>Correct misunderstandings immediately. Clarify areas that are not clear swiftly using assistance from Project Sponsor if needed</i>

5. Conclusion

The company should identify all risks at an early stage to mitigate them. There are several risks in any project and each risk intensity is different according to the type of risk. The Project Manager should develop a contingency plan against predefined risk for reducing the level of occurrence in the project.

6. References

1. Dumbravă, V., & Iacob, V. S. (2013). Using probability–impact matrix in analysis and risk assessment projects. *Descrierea CIP/Description of CIP–Biblioteca Națională a României Conferința Internațională Educație și Creativitate pentru o Societate Bazată pe Cunoaștere–STIINȚE ECONOMICE*, 42.
2. Ellmer, M., Gegenhuber, T. and Schuessler, E., 2019. Exploring Crowdworker Participation on Digital Work Platforms. *Academy of Management Proceedings*, 2019(1), p.14552.
3. Garvey, P. R., & Lansdowne, Z. F. (1998). Risk matrix: an approach for identifying, assessing, and ranking program risks. *Air Force Journal of Logistics*, 22(1), 18-21.
4. Marrone and Peterlongo, 2020. Where platforms meet infrastructures: digital platforms, urban resistance, and the ambivalence of the city in the Italian case of Bologna. *Work Organisation, Labour & Globalisation*, 14(1), p.119.22222