



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 2021-05-08 في تمام الساعة ٩ 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 موحّد كما يلي:
- حجم الخط 12.
- نوع الخط Arial.
- لون الخط أسود.
- المسافة بين الأسطر 1.5 line spacing
- 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 الان أن الغرض العام لمرحلة التخطيط للمخاطر هي توقع أحداث المخاطر المحتملة والتجهز لاتخاذ ردة الفعل المناسبة عند وقوع الخطر – لمنع أو تقليل الاثار السلبية على المشروع.

قد تحبذ بداية هذا البحث بعصف ذهني عن ماهية المخاطر التي قد تحيط بتلك المرحلة من مراحل مشروعك، وذلك للحصول على قائمة بتلك المخاطر. ومن ثم 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، سنقوم باختيار عدة مخاطر من تلك التي قمت بالتعرف عليها لتحليلها.

سنقوم 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..

OD project, TAMER Group Insurance Department IND

1. Introduction

Over the last 95 years, the group has significantly grown and expanded its operations to cover more 50 locations in Saudi Arabia and MENA countries. Where this expansion resulted in high number of pharmaceutical and medical goods mainly to be moved all over the world.

From an insurance point of view, the size of business could be profitable considering business size and nature. However, without proper controlling of arising risks, this could have negative impact on the group risk reputation over the insurance market and result in increasing insurance premiums and limitation of cover.

This research spots out an organizational development project over the insurance and risk department in Tamer Group, one of the leading healthcare, beauty care, prestige products, and fast-moving consumer goods company. Where most of its operational risk arise from logistics and warehouse management functions.

1.1. Project scope:

To study and develop an internal and external procures and protocols related to all insurance department functions for the purpose of improving department efficiency and enhancing functions-related outcomes. The project is sat to be initiated on 15/12/2018 and to be completed by 01/12/2019 with expected minimum outcomes of:

- 1- Increase corporate awareness about operational risks and insurance policies limitations.
- 2- Reduce claims provision by 70%
- 3- Gain renewal premium by maximum inflation of 5%

1.2. Project purpose:

addressed Issues that need to be rectified through this project:

- 1- loss of claims
- 2- Long time for shipment declaration
- 3- Inaccurate properties data
- 4- Suffering from Underinsurance
- 5- Lack of since of responsibilities

1.3. Project Plan

- 1- Recruitment of new skilled professional
- 2- Clear existing damages and claims
- 3- Conduct awareness programs for concerned departments.
- 4- Outline new procedures for handling insurance related tasks.

- 5- Outline SLAs with external parties
- 6- Design and test new WMS and SCMS
- 7- Present and project outcomes to board members.

2. Literature Review

Before reforms insurance industry in Saudi Arabia was scattered, unstructured, uncontrolled, unguided and unmonitored. The customers were at the mercy of the insurers who very often tend to fail in payment of insured claims. Many times in case of big claims the insurance companies declared themselves insolvent and closed. The government of Saudi Arabia realizing the importance of the existence of a dynamic insurance industry for economic growth decided to standardize the insurance activities in Saudi Arabia. As a result following regulation was passed “The core legislation pertaining to insurance market regulation and control is the Cooperative Insurance Companies Control Law promulgated by Royal Decree No. M/32 dated 17.05.1405H (Cooperative Insurance Companies Control Law)”. The first step in this direction was assigning the Saudi Arabian Monetary Agency (SAMA) the authority as regulator of insurance activities in Saudi Arabia. This legislation is supported by and amplified by Implementing Rules to the Cooperative Insurance Companies Control Law promulgated by Royal Decree No M/32, (Implementing Rules) published by SAMA. To better focus on the market activities the regulatory responsibilities of health insurance was assigned to Council of Cooperative Health Insurance (CCHI). Regulations regarding compulsory health insurance are contained in the Cooperative Health Insurance Law promulgated by Royal Decree No M/10 dated 01.05.1402H (Cooperative Health Insurance Law). The following section presents a brief about the functioning of both the regulatory bodies.[1]

3. Methodology

The most important policies in terms of its impact toward group sustainability and profitability are the Marine and Fire policies. they cover risks that arise from importing, exporting, distributing, and storing all types of goods related to business. Eventually, previous attempts were carried by department officials to improve corporate risk and reduce insurance premiums paid over the years. The main course of actions were:

- 1- Recruitment of new skilled professional
A new skilled member was induced to IND who came from insurance brokerage industry, assigned as insurance supervisor reporting insurance and risk manager. Who's main goal was to review existing policies and analyze and risk/mistake with workflow for SC and WHM
- 2- Clear existing damages and claims

Weekly meeting was conducted with insurance company in Parlier with concerned department (SC and WHM) to review and workout all existing damages to close their claim files. This task has been carries 6 months. Including field surveys and risk assessment across all group branches and warehouses

3- Conduct awareness programs for concerned departments.

In coordination with our insurance partners, five sessions were carried addressed to teams working in SC and WHM across the group branches.

4- Outline new procedures for handling insurance related tasks.

5- Outline SLAs with external partis

6- Design and test new WMS and SCMS

Upon drawing protocols outlines, new system project was carries by PMO to develop new warehouse management system that assures complete integration with all operations related department.

7- Present and project outcomes to board members.

Task no	Concerned Department
1- Recruitment of new skilled professional	HR
2- Clear existing damages and claims	IND
3- Conduct awareness programs for concerned departments.	IND
4- Outline new procedures for handling insurance related tasks.	IND, SC, WHM
5- Outline SLAs with external partis	IND
6- Design and test new WMS and SCMS	IND, SC, WHM
7- Present and project outcomes to board members.	IND

4. Results / Discussion

a. Improved organization efficiency.

By reducing response time to potential operational risks and increase awareness across concerned parties in relation to procedures and protocols.

b. Improved relationships with external parties (insurance companies)

Improved practices and professionalism across the company employees improved our relationship with insurance companies resulting from lower claim ratio and improved commitment to policies warranties.

c. Opportunity to improve risk management for the future business expansion.

Reducing claims provision open the road for streamlining workflow and allowed for development of new WHMS which is considered a milestone in business expansion and opportunity for future growth.

d. Enhance corporate reputation within market.

Resulting from improved policy performance, and lower loss ratio, corporate image has been enhanced which give us the upper leverage at the time of policy renewal with competitive rates being quoted and enhanced reputation in reinsurance market.

e. Reduced claim rejection ratio.

Reduced claims and losses along with enhanced claim provision, has led to lower claim ratio and maintained stable policy performance.

f. Reduce employee turnover and increased rotation efficiency.

Workload and intensity has been reduced due to automation of most insurance related functions across various departments which led to creative and more stable work environment and reduced employees turnover within IND

5. References

1. (2011). Analysis of the Impact of Reforms on Insurance Industry of Saudi Arabia. Dr. Zaid Ahmad Ansari