



جامعة الجميع الذكية  
EVERYONE'S SMART UNIVERSITY

## Everyone's Smart University

### Project (Spring 2021)

|              |                        |               |
|--------------|------------------------|---------------|
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Section

Master

Date

Thursday

18 / 03 / 2021.

Course Code

(PMG510)

## Project Risk Management

### Instructions:

- اخر موعد للتسليم هو يوم السبت 2021-05-08 في تمام الساعة 9 مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الإنجليزية.
- 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 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 مبنى 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 الآثار 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، 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 of delaying in projects delivery .**

### **1. INTRODUCTION**

Risk can be defined in any project as an event or uncertain circumstance whose occurrence will have a negative or positive impact on the objective of the project (PMBOK, 2002, P127). Each risk has a cause and it produces an outcome, for example, the reason may be the limited qualified workforce available for the project or the inadequacy of this force for the tasks assigned to it, and thus the result or consequence will appear clear in the additional cost or defect in work scheduling, length of implementation period, or quality of implementation. As for the conditions of the project that may lead to the occurrence of risks, the most important of which is mismanagement, inefficiency, or reliance on external participants in the implementation of the project, whose performance cannot be monitored and controlled. There are some known dangers known as Known Risks, which are those risks that have been diagnosed and analyzed and can be planned in contrast to the unknown risks, which cannot be managed although managers in the project can deal with them by implementing general contingency plans based on General Contingency Plans. The basis of past experience gained through the implementation of previous projects. There are risks that are considered Opportunity, which are those risks that threaten the success of the project, but which are accepted when a budget is made for them in return that will result from them.

For example, expediting and adopting rapid scheduling of project activities, where there is a great risk of not completing on time and high cost, but in return, the benefits are great, which result from the time acquired.

The purpose of this research is to highlight the reason behind delaying in delivering the projects on time, nowadays covid-19 is one of the elements been added to the newly to the list due to the huge effects that led to close business and terminating employees as well as being the first cause of delaying in closing projects.

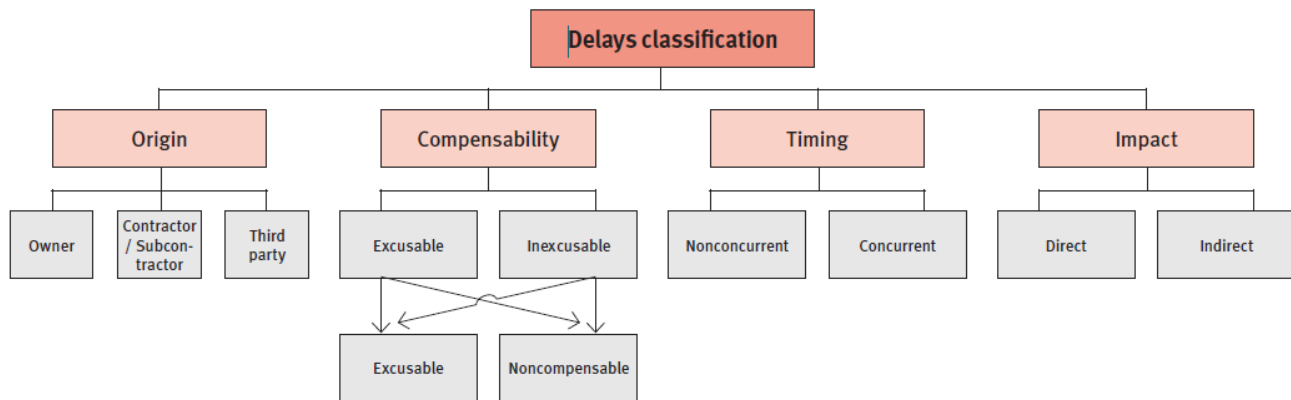
## 2. LITERATURE REVIEW

Delays has been captured by many Analysts earlier during the last year when the pandemic starts affect the worldwide economics and several sectors has been closed and jobs has terminated, the studies emphasis on the risk of the offshore centers such as Philippine, India, Eastern Europe and china and the expected cracks in their systems.

The risk behind closing jobs and delaying of projects is often during the covid-19, and matching the current situation with the common delaying issues that impacted the industry earlier we can come up with some similar reason that effect the time and deliverables.

Kartam [1] classified the delays with respect to their timing, compensability and impact.

Kartam as well mentioned that the contractor ( service provider ) could be one of the reasons behind the delay , often the delay occurred for lack of resources , currently the situation even is not helping to manage an alternative resources due to the pandemic



## 3. METHODOLOGY

Since the Risk is zero financial impact to the project due to the project is relying on the service provider, in the methodology will do with listing the risk that may affect the project and the list register during the project, the project in nature is still undergoing and reach only (phase1) , hence we cannot make a full projection for the entire phases .

## Risk Projection for the entire project and the proposed mitigations

| <b>RISK (<i>Insurance Company</i>)</b>                           | <b>MITIGATION</b>                                                                       |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Lack of Proper mix of Client Resources                           | Key users must be part of Core Implementation group team                                |
| Lack of Clarity of Requirements                                  | UW Committee   Claims Committee<br>Quality & Compliance committee   Finance etc         |
| Delay in review & finalizing of GAP document (e.g Print formats) | Push from Top Management (PROJECT SPONSOR)                                              |
| Pressure of Doing daily work                                     | Split KPIs during the Project                                                           |
| Stand-by plan during Employee Holidays                           | Stand-by resources from beginning of the project                                        |
| In-sufficient time in testing and Lack of proper Use cases       | Allocated Team with proper use cases.                                                   |
| Frequent Changes - Regulatory compliance                         | PREMIA User Group in place – Share Design costs                                         |
| Third Party Vendor Integrations                                  | Support from client to bring all vendors for a timely discussion & sharing of documents |

| <b>RISK (<i>3i Infotech</i>)</b>  | <b>MITIGATION</b>                                                                                             |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------|
| Attrition of Key Project resource | Proper Knowledge Transfer (KT) at all times with 2 <sup>nd</sup> & 3 <sup>rd</sup> line of resources in place |

Delay in Project Milestone

Cover-up the back-log deploying more resources

Connectivity Issues

As part of BCP plan, ensuring employees in remote areas are getting proper devices

Visa Validity (once International travel resumes)

Would need Insurance Company support to jointly plan

## Risk Matrix

|             |             | Impact  |        |          |        |         |
|-------------|-------------|---------|--------|----------|--------|---------|
|             |             | Trivial | Minor  | Moderate | Major  | Extreme |
| Probability | Rare        | Low     | Low    | Low      | Medium | Medium  |
|             | Unlikely    | Low     | Low    | Medium   | Medium | Medium  |
|             | Moderate    | Low     | Medium | Medium   | Medium | High    |
|             | Likely      | Medium  | Medium | Medium   | High   | High    |
|             | Very likely | Medium  | Medium | High     | High   | High    |

How to use this matrix? If a particular risk has a moderate probability and the estimated impact of this risk is major, then look into the respective row and column to identify the risk rating.

this matrix will be used in the risk assessment process to determine the risk rating for each risk.

Weekly / Monthly Risk Register and severities.

| Sr No | Title          | Description                                                                                                                                     | Risk Owner   | Risk identification date | severity | Action / Response / Mitigation Plan                                                                                                                                              |
|-------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | HRMS & Payroll | Initial walk through on HRMS and Payroll has been done. But final conclusion on master data template finalization is still pending to conclude. | Azentio (3i) | 15-Mar-21                | High     | Internally escalated with ORION team.<br>Got an update that the resource had some personal constraint and ORION team is working on the alternate.<br>Revised plan yet to receive |

|   |                               |                                                                                                         |                        |           |      |                                                                                                                                                                                                                           |
|---|-------------------------------|---------------------------------------------------------------------------------------------------------|------------------------|-----------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                               |                                                                                                         |                        |           |      | from ORION. Plan expected date: 19-Apr-2021                                                                                                                                                                               |
| 2 | Finance Module                | Finance Module BSM is still pending to conclude with Al Sagr business team.                             | Azentio (3i)           | 15-Mar-21 | High | Internally escalated with ORION team.<br>Got an update that the resource had some personal constraint and ORION team is working on the alternate. Revised plan yet to receive from ORION. Plan expected date: 22-Apr-2021 |
| 3 | IFRS & COA Implementation     | Feedback on IFRS team & COA finalization to be discussed along with business, IFRS team and ORION team. | Azentio (3i) & Al Sagr | 25-Mar-21 | High | Plan to connect with teams based on everyone's availability.                                                                                                                                                              |
| 4 | Installations                 | PREMIA ASTRA application installations at onsite environment.                                           | Azentio(3i) & Al Sagr  | 18-Apr-21 | High | To discuss with Al Sagr team during this week PSR call and finalize the further activities.                                                                                                                               |
| 5 | Medical Module                | Medical Module BSM plan to be published and tracked                                                     | Azentio(3i)            | 4-Apr-21  | High | It is agreed that 1st week of May, the BSM for Medical module is planned. The details plan has to be worked internally and to be published with business for aligning the BSM walk through sessions.                      |
| 6 | B2B, Syrveyor and SME medical | Access to Al Sagr environment, VPN request for installation has been arranged by Al sagr team.          | Azentio(3i)            | 29-Mar-21 | High | Aention internal team to publish the current status in detail and the required support from Al Sagr in case of any for any API integrations.                                                                              |
| 7 | VISA and Travel               | Due to Covid-19, the planned resources were not able to travel to onsite for BSM                        | Azentio(3i)            | 17-Feb-21 | High | Resources were aligned to start the project from offshore. General Insurance BSM has been started and it in progress. As soon as the restrictions are relaxed, the resources travel plan will be reinitiated.             |

## Risk Status:

| Sr No | Title                         | Description                                                                                                                                     | Priority | Status |
|-------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|
| 1     | HRMS & Payroll                | Initial walk through on HRMS and Payroll has been done. But final conclusion on master data template finalization is still pending to conclude. | High     | Open   |
| 2     | Finance Module                | Finance Module BSM is still pending to conclude with Al Sagr business team.                                                                     | High     | Open   |
| 3     | IFRS & COA Implementation     | Feedback on IFRS team & COA finalization to be discussed along with business, IFRS team and ORION team.                                         | High     | Open   |
| 4     | Installations                 | PREMIA ASTRA application installations at onsite environment.                                                                                   | High     | Open   |
| 5     | Medical Module                | Medical Module BSM plan to be published and tracked                                                                                             | High     | Open   |
| 6     | B2B, Syrveyor and SME medical | Access to Al Sagr environment, VPN request for installation has been arranged by Al sagr team.                                                  | High     | Open   |
| 7     | VISA and Travel               | Due to Covid-19, the planned resources were not able to travel to onsite for BSM                                                                | High     | Closed |

## 4. RESULTS AND DISCUSSIONS

the business study managements which described as (phase 1) in this risk research raised a red flag and many risks has registered due to the current pandemic and to the lack of resources as well as the probability to keep working remotely due to the restrictions on visit visas for foreigners especially from India where the location of the service provider.

Every company has project ongoing has to take into consideration a contingency plan to have a local sub-contractor who can provide an onsite technical support when needed.

Management has to look into their decision when it comes to choose the service provides especially for the offshore one such as India, china, Philippine ....etc.

## 5. REFERENCES

1. Kartam, S. (1999), Generic methodology for analyzing delay claims, Journal of
2. Fundamental of Risk Management
3. PMBOK 2002