



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:

- آخر 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 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. وإن 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 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 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 لا تستدعي 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..

My Project is Implementing a new service (Universal Neonatal Hearing Screening Program) in Neonatology Department, Maternity and Children Hospital – Damman

INTRODUCTION

Risk management is the process of identifying, assessing and controlling threats to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disasters.

By implementing a risk management plan and considering the various potential risks or events before they occur, an organization can save money and protect their future. This is because a robust risk management plan will help a company establish procedures to avoid potential threats, minimize their impact should they occur and cope with the results. This ability to understand and control risk enables organizations to be more confident in their business decisions. Furthermore, strong corporate governance principles that focus specifically on risk management can help a company reach their goals [1].

LITERATURE REVIEW

Healthcare organizations often undertake significant initiatives (centralize vs. decentralize shifts, mergers and acquisitions, outsourcing vs. insourcing, new technology implementations, new capital projects, expansion of services, etc.).

Unless the organization establishes a strong, detailed business case for these large initiatives, expectations will seldom match outcomes. Healthcare executives are often under pressure to get fast results. Many businesses select a system before assessing business and work flow processes, identifying and correcting inefficiencies, and then establishing the requirements that will govern the system choice. In some cases, implementing a new process can help business operations, without requiring new technology [2].

The pressure for increasing quality while reducing time and costs places particular emphasis on managing risk in projects. To this end, several models and techniques have been developed in literature and applied in practice, so that there is a strong need for clarifying when and how each of them should be used. At the same time, knowledge about risk management is becoming a matter of paramount importance to effectively deal with the complexity of projects. However, communication and knowledge creation are not easy tasks, especially when dealing with uncertainty, because decision-making is often fragmented and a comprehensive perspective on the goals, opportunities and threats of a project are missing. With the purpose of providing guidelines for the selection of risk techniques taking into account the most relevant aspects characterizing the managerial and operational scenario of a project. Based on a literature review of the criteria to categories of risk techniques, three dimensions are defined: the phase of the risk management process, the phase of the project life cycle and the corporate maturity towards risk. This work helps to integrate the risk management and the knowledge management processes [3].

METHODOLOGY

For my project in order to identify list of risks I used two techniques which are brainstorming and expert judgment as I called other hospitals who established a similar project. It is commonly recognized that the risk identification and assessment sub stages of the overall process of project risk analysis and management have the largest impact on the accuracy of any construction risk assessment [3].

I will classify my project risk as the following:

Risk Event	Probability	Impact
(A)Staffing shortages will affect the continuity of the service to newborn babies.	40%	0.5
(B)Lack of appropriate equipment would increase time for screening each baby and increase the chance of missed cases and affects the quality and integrity of the program.	50%	0.6
(C)Repetitive equipment malfunction would affect the reliability and accuracy of outcomes.	80%	0.8
(D)Low budget by hospital may cause administrative refusal and would cause to more costs for rehabilitation for late discovered cases.	30%	0.3
(E)Resistance of nurses to do the job would decrease the full coverage of newborns screening.	50%	0.2
(F)Lack of information might lead to misjudgment of number of needed equipment and human resources.	60%	0.6
(G)Lack of training may cause to false positive cases and affect the accuracy of results.	40%	0.3

RESULTS AND DISCUSSION

EVM calculation:

Risk	Probability	Cost Impact	Risk Contingency
A	0.4	10000 \$	4000 \$
B	0.5	11000 \$	5500 \$
C	0.8	20000 \$	16000 \$
D	0.3	30000 \$	9000 \$
E	0.5	5000 \$	2500 \$
F	0.6	12000 \$	7200 \$
G	0.4	2000 \$	800 \$
Potential Impact = 90000 \$			
Total Risk Contingency Budget = 45000\$			

CONCLUSION

Successful risk management is not just about reducing threats to project performance. A key motive is the identification of opportunities to change base plans and develop contingency plans in the context of a search for risk efficiency, taking an aggressive approach to the level of risk that is appropriate, with a view to long-term corporate performance maximization. Risk measurement can be a vital tool in this process, especially if the full potential value of cultural changes is to be realized and dysfunctional organizational behavior associated with confusing targets, expectations and commitments, provisions and contingency sources is to be avoided. But qualitative analysis and its documentation can also help to capture corporate knowledge in an effective fashion, for use in both current and future projects.

REFEERNCES

- [1] Article: risk management, By Ben Cole, Executive Editor,
<https://searchcompliance.techtarget.com/definition/risk-management>
- [2] Published Article: Six Reasons Why Healthcare Projects Fail, Written By: Greg Kain – Managing Director, Integrated Project Management [https://doi.org/10.1016/S0263-7863\(98\)00015-5](https://doi.org/10.1016/S0263-7863(98)00015-5).
(<https://www.sciencedirect.com/science/article/pii/S0263786398000155>)
- [3] Robert J Chapman, The effectiveness of working group risk identification and assessment techniques, International Journal of Project Management, Volume 16, Issue 6, 1998, Pages 333-343, ISSN 0263-7863, [https://doi.org/10.1016/S0263-7863\(98\)00015-5](https://doi.org/10.1016/S0263-7863(98)00015-5).
(<https://www.sciencedirect.com/science/article/pii/S0263786398000155>)