



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 الخميس ٢٠-٠٥-٢٠٢١ 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 موحد كما يلي:
- حجم الخط ١٢.
- 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 **each 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 project. 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 بكل مرحلة من مراحل المشروع, تحضير مصفوفة احتمالية المخاطر ومن ثم القيام بالتحليل لهذه المخاطر المختارة. مهمتك هي تحضير خطة متكاملة لإدارة المخاطر تشمل التعريف بالمخاطر المحتملة التي تحيط بكل مرحلة من مراحل مشروعك (نفس المشروع الذي اخترته في مادة إدارة المشاريع المتقدمة Advanced project management). ومن ثم القيام بتحديد استراتيجيات إدارة 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 ردّة 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 بكل مرحلة 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..

Introduction :

My company (Employment Services Organization to Bring Maids) takes appropriate steps to protect its assets and properties. The most common type of risk management techniques is avoidance so that the company strives to remove some risks by eliminating their causes, and mitigating their severity, that is, reducing the expected financial value associated with the risks by reducing the likelihood of the occurrence of risks, and acceptance because, in some cases, the company may have to Accept the risks. This option is possible if you develop a contingency entity to mitigate the impact of risks should they arise.

Also, my role in the foundation is as a partner and financial supervisor of the foundation.

Vision: To provide a safe and stable work environment for employment services.

Mission: To use best practices in management and planning to avoid risks and crises and limit their impacts.

Business risk arises from the uncertainty about the potential events that will occur in the future, and the strategic approach deals with managing uncertainty. Therefore, reducing and managing business risks that business organizations may be exposed to is at the core of the strategic direction that stimulates thinking about the future, responding to the changes that it takes on in the external environment and achieving balance.

Small and medium enterprises face many commercial risks when practicing their activities, and the capabilities of these institutions to bear these risks are low due to the nature of these enterprises.

Therefore, many small and medium enterprises that are unable to face the risks they were exposed to in the beginning of their establishment are quickly exiting the market.

Therefore, by adopting the strategic approach in managing business risks, the percentage of projects exiting the market can decrease, and by diagnosing the risks that these businesses are exposed to, and by working to understand their behavior and reduce their impact and avoid them if this occurs.

In this research, a risk and expected return matrix was developed through which the company's position in the environment in which it operates can be determined, and the most important factors that can make a difference in the company's performance are identified. And obtaining a continuous assessment of the risks he faces and how these risks affect performance. The year by examining the common relationship between risk and return.

Importance of risk identification:

The importance of risk management in projects lies in preventing unforeseen events that ultimately lead to achieving the project's objectives as required, and there are some other benefits, namely:

- Contribute to taking appropriate decisions
- Reducing the effects of potential threats
- Create a safe and comfortable environment for the project
- The ability to logically evaluate project success
- Rapid response to emergency events

Leiterate overview :

Study: Zakaria Mutlaq Al Douri (2007) entitled: Risk Management in Small and Medium Enterprises from a Strategic Perspective.

The study showed how to avoid risks:

Avoiding risks is a beneficial approach if a project activity produces dangerous results. For example, using manufacturing processes to deliver two projects at the same time can put project timing in the risk circuit. Alternatively, the project manager can avoid risks by using sequential manufacturing processes.

Mitigating risks:

For example, you may decide to use a simple, well-understood manufacturing process if it turns out that setting up an innovative and expensive process will take a lot of time.

Risk Transfer:

You can control the risk by transferring it to an external resource. For example, if the documentation for the computer subsystem turns out to be too large for internal resources to be completed on time, you can contract with an outside vendor to work on parts of them.

methodology:

Methodology for building a risk management strategy This methodology aims to identify risks and classify them according to their impact and likelihood of their occurrence to ensure that decisions are taken that will convert these risks into opportunities or limit their impact if they occur.

Impact of risk:

- ❖ High - Catastrophic (classification A – 100)
- ❖ Medium - Critical (classification under: B – 50)
- ❖ low - marginal (classification under: C – 10)

It defines the time frame for this risk to be affected and the following is classified as one:

time frame	Chronological description
Nearby	From now - until one month
Mid term	From the next 2-6 months
far	More than 6 months

Probability Impact Matrix:

Impact	Probability			
	High $80\% \leq x \leq 100\%$	Medium high $60\% \leq x \leq 80\%$	Medium low $30\% \leq x \leq 60\%$	Low $0\% \leq x \leq 30\%$
A = High	(Exposure - Very High) (Score 95)	(Exposure - Very High) (Score 70)	(Exposure - High) (Score 55)	(Exposure - Moderate) (Score 30)
B = Medium	(Exposure - High) (Score 45)	(Exposure - Moderate) (Score 35)	(Exposure - Moderate) (Score 30)	(Exposure -Low) (Score 20)
C = Low	(Exposure - Low) (Score 9)	(Exposure - Low) (Score 7)	(Exposure - Low) (Score 6)	(Exposure -Low) (Score 2)

Examples of risk classification:

Risk event	Probability	Impact rating	Score
The visa procedures will be delayed for two weeks	20%	C	20
The risk of losing the ability to bring workers as a result of the air embargo due to the spread of the Corona epidemic	40%	B	50
The risk of reducing the number of manpower in the Kingdom.	80%	A	90
Total	160		

EVM calculation:

Risk	Risk Probability (P)	Cost Impact (IC)	Risk Contingency (P*IC)
A	0.2	\$4.000	\$1.000
B	0.5	\$7.500	\$3.000
C	0.8	\$9.000	\$10.000

Results and discussion:

1- Determine the stages of project risk management.

We see that the company has divided project risk management into several risks, whether they are related to technology, people, or the company itself, whether with the tools, requirements, or the company's feasibility study.

2- The company adopts multiple strategies to face the risks of managing project risks.

This point was found in the company where the company adopted multiple strategies to face project risk management risks, namely (risk management strategy - mitigation strategy - contingency strategy)

References:

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3. Stephen F. (2000) "The role of customer service in small enterprises Strategic Business Planning, "Austin State University.
4. Wheelen T & Hunger J (2002) "Strategic Management and Business Policy" 8, published by Pearson Prentice Hall Inc. in the United States of America.