



EVERYONE'S SMART UNIVERSITY (ESU)

Project Research (Spring 2021) Dr. Mosaab Hamad

Project Risk Management Course

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Section: Master

Delays that Cause Risks in KAMC

project

King Abdullah Medical City (KAMC)

Project

Durat AlBahrian, Kingdom of Bahrain

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Table of Content

1 Introduction.....	3
1.1 Background about project and organization.....	3
1.2 About issue of study.....	4
1.3 Significance of the Study.....	4
2. Literature Review and Conceptual Framework.....	5
3. Study Methodology.....	5
3.1 Purpose, Scope and Objectives of the Project	5
3.2 Team is given and Outline of the Project By:	5
3.3 The Strategies to Maintain Proper MBO Approach	5
3.4 The Progress will be Periodically Monitored.....	5
4. Projects Risks.....	9
A. Risk Matrix Analysis	
B. Records of Risks	
C. Risks and Triggers	
D. Identifying Risks	
E. A Complete Risks' Template	
5. Results and Discussion	14
6. Conclusion.....	15
7. References.....	16

1 - INTRODUCTION

In all big companies in private sectors and in government agencies as well, Risk management is not practiced and totally ignored as most of their projects are implemented prior to doing any of risks or hazards check. These companies are not proactive for safety and they only work out the risk issues after the fact and when risk damage or ruin the projects and impacted one or all of the triple constraints. It is essential to build your Project Risk Management as a subsidiary of the project management Plan in order to deliver a project with these outcomes:

- **On time**
- **Within budget**
- **Up to specification /performance**
- **With a very satisfied client**

1.1 Background about Project and Organization

In this vital project, I shall define the main scope of work and describe the methodology I have used to handle this project since Dec. 2019 and until now.

King Abdullah Medical City (KAMC) project located in the as of Bahrain is and it was a nice gesture of goodwill from the late King Abdullah bin AbdulAziz to HRM King Hamad bin Essa Al Khalifah. This project is a non-profit facility in specialized and accurate health care, committed to providing the highest standards of quality, excellence and integration in patient care, education and research, in a hospital environment that is safe for patients and stimulates creativity for its employees. The main purpose it was given the Royal decree is to be the Educational hospital and R&D institution for University of Arabian Gulf located in Southern Area of Bahrain. My methodology was **management by**



objectives (MBO) which was popularized by Peter Drucker in 1945 book entitled " **The Practice of Management**" . it is simply to set the organizational objectives, and convey this to your employees

Fig. 01 a perspective about the KAMC Project will concentrate on risks of delay of the project.

1.2 About Issues of the Study

The significance of delays that cause Risk to our existing project , and how to categorize these Risks and identify them and assign response to it and a contingency response and a fallback action if all response don't help in mitigation.

1.3 Significance of the Study:

Distinguishing between delays that cause low risk, medium or high Risks and how to control these delays with some leadership approach; i.e. Management by objectives and being proactive with any kind of delay.

2. Literature Review

- **Ramanathan, C et al.. (2012). 'Construction Delays Causing Risks on Time and Cost – a Critical Review'.**

In this article. The limitations of conventional project management practices dominated by Management by Objectives principles was highlighted.

Beyond confirming the soundness and utility of contemporary project management scholarship, the article puts forward six recommendations grounded in development experience that may be worth consideration by the nascent 'New Project Management' movement.

- **Picciotto, R. (2020). Towards a 'New Project Management 'movement? An international development perspective'.**

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- **Ntanos, A.S. and Boulota, (2012). 'The Management by Objectives in Modern organizations and enterprises', Int. J. Strategic Change Management, Vol.4, No.1, pp.68-79.**

This study shows Management by Objectives (MBO) as a systematic and organized approach that allows management to focus of achievable goals and to attain the best possible result for available resources.

3.Methodology

Descriptive analytical method

3.1. purpose, scope, and objectives of the project

The development will consist of approximately one million square meters (one square kilometre) of land located in the Southern Governorate of the Kingdom of Bahrain for Arabian Gulf University (AGU).

Phase-1 focuses on 264 beds hospital plus 12 Labour/Delivery/Recovery Beds and 12 Paediatric Infirmary Beds and Diagnostic, treatment, outpatient services, logistical and administrative services as needed for support, site infrastructure and building works.

3.2. Team is given an Outline of the Project by

- Detailed Projects plans
- Schedule/Progress reports
- Risks Matrix and Responses
- Regular Meetings & Presentations

3.3. The Strategies to Maintain proper MBO approach

Set clear expectations, and achievable objectives.

Are trying to create a complete environment for everyone to feel as if they are part of the team? Or are trying to create a smaller group to work on specific projects? . In both cases, make the work team aware that are constantly evaluating the succession plan of employees, explain to them the position of each of them in the organization as a whole, and what the future can hold for them, then they will actually feel their importance in the work team, and make them feel safe.

- **Share Knowledge and Company Strategies with them:**

Encourage them to read articles about leadership skills, and have lively conversations with them about what each of them read. If someone has a problem, help him solve it. By sharing experiences, not only save the person's

time and the hassle of searching for a solution, but also gain their respect and trust; What makes the whole team stronger. On the one hand, seek advice and be prepared to listen to their ideas and implement them in projects.

- **Talk good things about others:**

employees feel happy when they hear praise in their absence. Change rumored negativity by showing team that really stand by them and support their efforts at work.

- **Encourage cooperation between individuals:**

Encourage employees to form smaller groups for a specific project or goal. Teamwork on this project is a great way for employees to get to know each other better.

- **Encourage Asking Questions:**

It's a great way to have actual conversations, because when ask an employee questions, make them feel how much care about what they say; Which strengthens relationship with him.

- **Develop friendship relationships:**

Activities outside of work help to consolidate and strengthen friendships, such as having a sporting activity with them, participating in a charitable project, or spending time with them that makes them feel important in life.

Building strong and interactive relationships between individuals within team creates a more conducive environment for working with each other and getting work done. What influences the company's results and makes business team more valuable to management

- **Manage All Risks that Create Delays and the Project:**

3.4 The Progress will be Monitored

The process is divided into two main tasks: monitoring and evaluation. An evaluation is a systematic and objective examination of the relevance, effectiveness, efficiency and impact of activities in light of the objectives set. The idea in project evaluation is to isolate mistakes and not repeat them, and to emphasize successful mechanisms for current and future projects and to reinforce them.

An important goal of the evaluation is to provide recommendations and lessons for project managers and implementation teams that have worked on projects and for projects to be implemented and work on similar projects.

In addition, evaluations are also an indirect way to inform the donor about the activities carried out and to verify that donated funds are well managed and spent with transparency. Evaluators are supposed to check budget lines, analyze them, and report results in their work.

5. project risks : Papke-Shields, K. E., & Boyer-Wright, K. M. (2017).

A. Risk Matrix

		Consequence				
		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	5 Almost certain	Moderate 5	High 10	Extreme 15	Extreme 20	Extreme 25
	4 Likely	Moderate 4	High 8	High 12	Extreme 16	Extreme 20
	3 Possible	Low 3	Moderate 6	High 9	High 12	Extreme 15
	2 Unlikely	Low 2	Moderate 4	Moderate 6	High 8	High 10
	1 Rare	Low 1	Low 2	Low 3	Moderate 4	Moderate 5

Abbreviation: (L: low; M: moderate; H: high, E: Extreme)

Table 01. Likelihood vs. Impact Table

EMV Calculation :

Risk	Risk Probability (P)	Cost Impact (IC)	Risk Contingency (P*IC)
1	30%	100,000	30,000
2	20%	30,000	6,000
3	20%	40,000	8,000
4	40%	40,000	16,000

Total EMV =60,000

Table 02. Risk Contingency Table

B. Record of the risk :

The Risk Manager and the assigned response taking will have a close look and try to keep the continuity of business , the basic review and recommendation for the prospect of setting the counter date.

Time is one of the four key choices. At the right time, the better solution threats will be communicated to the project manager, who will directly notify stakeholders.

C. Risk and triggers:

In this Project Brainstorming and Problem findings by involving the team members, and the stakeholders (interviewing) to determine and risks ; then shortlisted with the most critical risks that should be taken into account when completing the project plan.

All risks were identified and quantified, and a countermeasure was identified for each risk. The Risk Manager will make every effort to ensure that steps are taken to mitigate risks, should they arise.

D. Identifying risks:

Description of Risks				How to Prevent and Mitigate the Risk
	P	S	P*S	
1. Risk of spread of a severe illness which will have a great effect on the work progress like Dengue or else (Control Risk)	3	5	15	More than six (6) months of delay due to covid-19 pandemic breakout and there will be crushing of the schedule and replan of all tasks and activities .
2.Delay of material coming from Saudi Arabia due to Closure of the King Fahd Causeway (Compliance Risk)	2	3	6	Make another plan to get the materials like locally from Bahrain or you can get it by the sea instead of by the causeway. Establish and sustain the good relationship with long-term suppliers.
3.Frequent changing of Project managers create a delay in the project (Control Risk)	2	4	8	Set with the contractor to make a fixed HR and no one shall be replaced or released unless full approval from the consultant and the client.
4.Access restrictions and constraints and stringent directives from government to adhere to all codes, rules and regulations (compliance Risk)	4	4	16	Always utilize the most quality ingredients and ensure the hygiene

Table No. 03 Risk Matrix and Response Analysis

This is the Brainstorming Template:

E. Templates of Risk Items:

i. Organizational risks

- The basic principles of the project were not clear enough
- The project itself may bring about sudden changes, such as changing the definition of the project
- The procedures for implementing the project were not clear
- The requirements laid down by the manager, the client, or others are deficient
- The different parties related to the project do not agree
- Lack of internal coordination between sub-projects within the overall project
- The quality plan was not properly laid out, which made it unclear
- Miscalculation of time for how long the project will take to be complete
- Frequent of HR resources in the site
- **Manpower Instability**

ii. Financial Risks

- Investment risk
- Market risk
- Liquidity risk
- Credit risk
- Operational risk
- Inflation risk
- Interest rate risk
- Capital adequacy risk
- Exchange rate risk
- Funding risk

iii. Social Risks

- Miscalculation occurs when community evaluation criteria are taken into account and exaggerated during project implementation
- The negative impacts of the project are not covered by the individuals affected by it
- Delays resulting from political events in the country from demonstrations, for example
- Miscalculation of the needs required to complete the projects, such as means of transporting the necessary equipment and materials, etc.

iv. Political risks

The political decisions made by government leaders affect the profitability and business lines of many companies such as

- Taxes
- Currency evaluation
- Trade tariffs or barriers
- Investment
- Wage levels and labor laws
- Environmental regulations
- Terrorism, riots, coups, civil wars and international wars
- Political elections that the ruling government may significantly change the ability of companies to operate.

v. HSE risks:

- **Outbreak of Illness like Dengue, and else among workers and employees on site**
- Health problems and polluted fumes
- Thunder Strike

vi. Supply Chain Management and Material Handling risks:

Suppliers of Materials Risk of Delay

Manufacturers Risk of Delay

vii. Cyper Attack Risks:

Loss of Data

viii. Military Restriction and Risks:

Permits in the Military Areas

Government Agencies Allowance and permits

6. Results and Discussion:

1. This Covid-19 Pandemic caused delays in the project by more than six (6) months, which causes the great risk not to health but to schedule as well, and cost of the project. The Risk of Covid-19 out weight all risks and it would kill the economy, business, and the projects on going. However, the risk management is apt to be proactive for any risk regardless of its impact or magnitudes' Health procedures, regulations will be mentioned and controlled, and nobody will be getting in the site unless otherwise he is secured from Corona or any high fever. In additional, we are making sure that all team members Contactors workers, Engineers, technicians, management are well vaccinated.
2. For the delays of Materials coming from Saudi Arabia over the King Fahad Cause wau as one of thre constraint of the conditions of the project that major materials and equipment's have to come from Saudi Arabia by any means. This risk has an effect on Schedule and the cost of the project as wll and it might bring an issue of quality and specifications.
3. For frequent changing of PMs and other staff: This will delay the project as the new indivual has to get oriented for more than two (2) weeks causing a risk in schedule and cost as well.
4. For restrictions and constraints imposed by the Military and Air Defense rules and regulations. This will delay the project more and a risk will be invoked that will have a schedule and delivery regulations changes.

It becomes clear from the results of the study that the performance of working individuals is distinguished, as morals became down with this pandemic ;however the government of Bahrain. They counteracted against this illness properly and we

on the project site. All participants of this project shall make all vigilant and watching closely for any incidents or cases. The Risk manager and the Safety Mangers with his three (3) officers along with the securities personnel at the gate and all patrolling the project site, all make a combination of a good system to withstand against this high deadly risk.

Which indicates that hospital personnel are interested in providing the best possible levels of performance.

It is evident from the results of the study that the strategic policies that are applied are distinguished, which indicates that the strategic policies that are applied contribute to improving performance levels and achieving the goals that the hospital seeks to reach.

It is clear from the results of the study that the processes and procedures that are applied are distinguished, which indicates that the processes and procedures that are applied contribute to increasing the hospital's ability to achieve the highest possible levels of performance, developing the capabilities of the hospital's staff and meeting all the needs of patients.

- Records can reside and be managed over multiple locations.
- With versioning enabled, versions of records are preserved automatically.
- A search can be performed on both records and active documents at the same time.
- There is greater control over what type of record the organization has and who can create a record.

7. Conclusion:

* The Team members were distinguished and hard workers to follow the MBO approach and go by achieving objectives even and especially in covid-19 pandemic adverse time.

* Risks were minimized and mitigating by trying hard to minimize delays and optimize all functions

8. References

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