



Course 147: Managing Project Risks

Course Description...

Every project endeavor involves risk, and since most business decisions also involve Information Technology, risk is a large part of the decision making in any project. This course deals with the understanding of risk in the management of projects, using the Project Management Body of Knowledge (PMBOK) approach.

Learning Objectives...

- To understand the influence of risk in project management.
- To incorporate a process for identifying and managing project risk.
- To identify the impact of risk on project success.
- To recognize, quantify and provide appropriate response to risks that affect projects.
- To integrate risk awareness into project management and planning.

Who should attend...

Participants attending this course include senior management, project managers, program managers, Quality Assurance professionals, Team Leads, and anyone involved or responsible for the success of projects.

Prerequisites...

Knowledge of Project Management and/or general management skills of planning and monitoring projects and business.



Course Outline...

Introduction and Overview

Course Objectives

Unit 1: Introduction

Unit Objectives

What Is Risk?

- What is risk?
- Where does risk occur?
 - Schedule and cost
 - Procurement
 - Integration
 - Technology
- The cause and effect of risk
- Common risks

Risk Management Process

- Identify risks
- Assess the risks
 - Probability of occurrence
 - Impact
- Existing controls
 - Analyze and prioritize
 - Evaluation of controls
 - Decide on controls and assign the risk
- Communicate and monitor the plan
- Styles of risk management

Unit 2: Risk Management Planning

- The charter
- Organizational risk management policies
- Project plans
- Risk assessment teams
- Planning meetings
- Matching risk strategies to projects and initiatives

Risk Identification

- Methods of risk identification
- Overcoming optimism
- Risk categories
- Using the project plans
- Risk documentation



Unit 3: Risk Analysis

- Risk assessment
- Qualitative risk analysis
 - Risk probability
 - Risk impact
 - Project assumption testing
 - Ranking risk
- Quantitative risk analysis
 - Statistical analysis
 - Terms and concepts
 - Assessing probability versus impact
 - Determining exposure
- Methods
 - Delphi technique
 - Sensitivity analysis
 - Decision tree analysis
 - Simulation
- Timing of risks
 - The Risk window
 - Risk triggers

Unit 4: Risk Response

- Risk response planning
- Categorizing risk
- Scope change
- Response options
 - Avoidance
 - Mitigation
 - Acceptance
- Mitigation strategies
 - Workarounds
 - Contractual adjustments
 - Contingency reserve
 - Residual risk and secondary responses
- Specific Risk responses
 - Requirements Issues
 - Project Management issues
 - Impacts to quality



Unit 5: Risk Monitoring and Control

- Assigning the risk
- Risk reviews
- Maintaining the risk checklist
- Project risk audits
- Technical performance measurement
- Risk management tools
 - Earned Value Analysis
 - Sensitivity analysis

Responding to Management

- Presenting risk
- Presenting options
- Reporting risk
- Risk-based decision making

Unit 6: The Bottom Line

- Ideas to use
- Where to go for more information