



Assessing Risk in Business Projects

Assessing Risk is a one-day workshop which considers the role of risk management in many operational decisions in business projects, ranging from investment decisions and capital works projects down to simple departmental reorganisations. It also considers risk as it affects business continuity planning in large or small organisations.

Although soundly based on the ISO/Australian Standard for Risk Management and current international best practices in project risk management, this workshop provides a hands-on approach to enable the attendee to return to work with the skills necessary to manage risk on their organisation's projects and business decisions.

The target participants for this workshop are:

- Project managers, consultants and team leaders in all industries (building, engineering, IT, manufacturing and finance).
- Operational managers or corporate planners responsible for selecting or approving capital investment or business projects
- Business people or organisational managers engaged in business contingency or continuity planning
- Event organisers and business people embarking on new ventures.

Learning outcomes

The course will assist managers and staff improve the performance of their projects and investment decisions by providing an understanding of current practices in Risk Management and how to apply these to their own situations.

Attendees will learn how to:

- Use a practical, documented process to manage project risk
- Identify threats and opportunities and weigh up their relative importance in their project or decision
- Use a variety of techniques to generate new ideas and discover previously hidden risks
- Use various tools to assess, quantify and prioritise identified project risks
- Develop appropriate responses or control strategies to identified risks
- Overcome psychological barriers to risk in stakeholders and team members

- Make risk identification an integral component of their decision-making or next project plan

As well as providing a sound grounding in Risk Management principles the course encourages the participants to consider how effective managers use risk management in their operational decisions and how to adapt these methods to their organisation.

Attendance

One day duration. The program will run from 9.00 am to 5.00 pm with short breaks for lunch, morning and afternoon refreshments. The course is intensive and covers considerable material. Maximum attendance is 16 to allow reasonable levels of interaction.

Learning approach

A variety of educational methods are used in this course, with an emphasis on applying learning to case studies and problem solving exercises.

Interactive presentations by the Course Leader are used to elicit what the group already knows about Risk Management, and to provide a context for explaining principles. Small workshop groups will be formed to work on case study examples and specific exercises provided during the workshop, to assist with the application of the principles and to provide feedback to participants. Handouts will show suggested solutions to the case study questions and exercises, and time will be provided for reflections on the learning experience within each session.

A comprehensive work-book of course material and suggested worked solutions for workshop exercises will be provided to each participant.

Attendees are asked to bring a simple calculator to the sessions, to assist in some of the risk assessment exercises.

Course outline

Unit No.	Topic	Content
1	The Basic Foundations of Risk Management	<p>Why do risk management?</p> <p>Examples of successful and unsuccessful risk management in projects and operational work.</p> <p>Major risk concepts: Definitions and characteristics of risk, terminology (hazards, risks, opportunities, risk tolerance, mitigation, contingency plans etc)</p> <p>Common sources of risk in projects and operations</p>
2	Overview of risk management process	<p><i>PMBOK® Guide</i> standard, Australian and New Zealand / ISO ISO 31000 standard, differences explained</p>
3	Risk planning and context setting	<p>Strategic issues: sources of risk, impacts, risk stakeholders; opportunities</p> <p>Content of a risk management plan</p> <p>Case study exercise in stakeholder management and context setting</p>
4	Identifying Risks	<p>Idea generation tools and techniques; risk registers and other templates</p> <p>Case study exercise in risk identification</p>
5	Performing Risk Assessment Part A. Qualitative assessment	<p>Qualitative techniques in evaluating risks – assessing impacts in all dimensions. Assessing likelihoods.</p> <ol style="list-style-type: none"> Determining risk tolerances Analysing risks using qualitative criteria Risk impact/likelihood tools and techniques Risk versus opportunities Prioritising risks <p>Case study exercise in qualitative risk assessment.</p>
6	Performing Risk Assessment Part B. Quantitative assessment.	<p>Quantitative techniques in evaluating risks.</p> <ol style="list-style-type: none"> Basic probability concepts Quantifying impacts Expected-value analysis Decision trees Calculating and setting contingencies and reserves. <p>Demonstration: simple Excel quantitative</p>

Unit No.	Topic	Content
		analysis tools
7	Developing Risk Responses	Selecting the right risks to manage; strategic approach to management. Risk response strategies for opportunities and threats, avoidance, transfer, acceptance. Contingency planning Vs mitigation techniques Case study exercise
8	Implementing Risk Responses	Communicating risk issues to stakeholders; risk as part of routine progress evaluation. Monitoring the effectiveness of risk responses and reassessing risk.
9	Ongoing monitoring and reviews	Documenting risk management practices and their lessons Residual risks at project closure Course wrap-up and review

The program draws upon some material from the ISO/Australian and New Zealand Standard in Risk Management and from the American ANSI standard framework developed by the Project Management Institute of the USA (The Guide to the Project Management Body of Knowledge - PMBOK). All references to these standards are acknowledged and documented where applicable in the workbook and handouts for this course.

This course is provided via the University via Makuta Partners Pty Ltd whose Project Managers Network subsidiary is a Registered Education Provider (#1467) for the Project Management Institute. This course offers attendees 7 Professional Development Units to maintain their PMP certification or towards their training requirements prior to becoming accredited. It also addresses the required Underlying Knowledge units for risk assessment for the Australian Institute of Project Management.

In house versions are available, including a more in depth two day version of the course. Please direct your enquiries direct to Project Managers Network or Makuta Partners.