



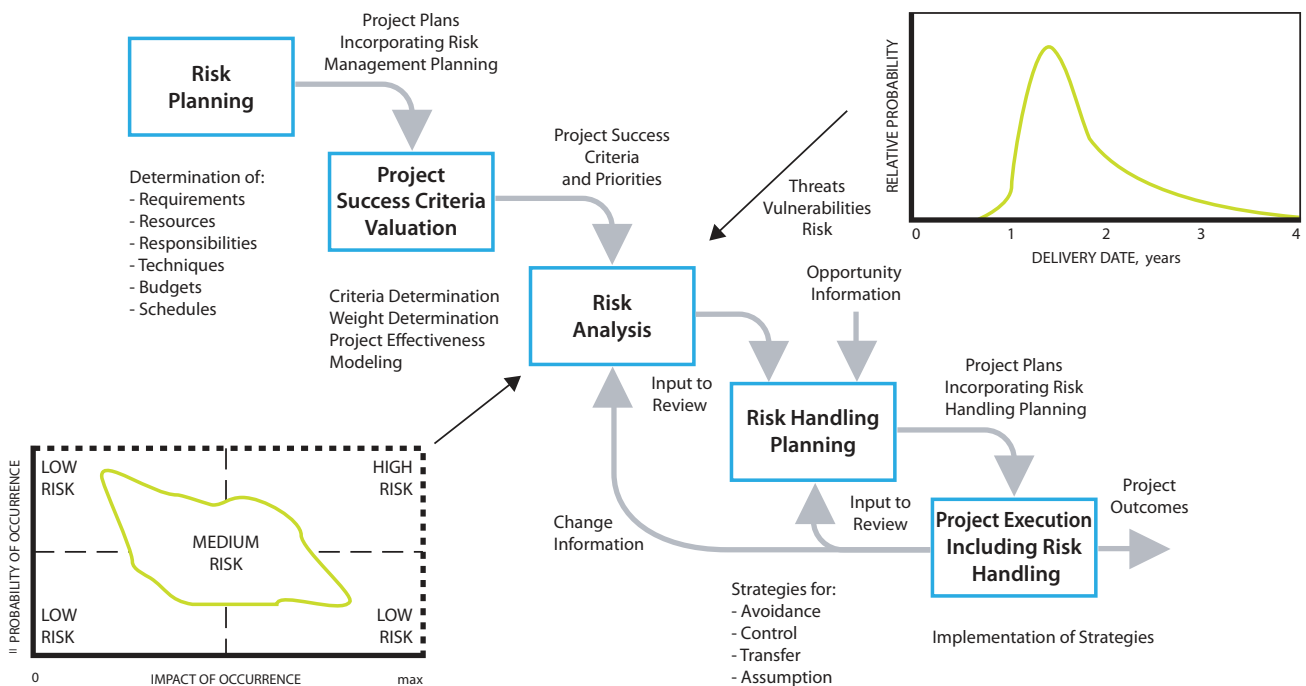
PROJECT RISK & OPPORTUNITY MANAGEMENT

USE THE LEVERS OF VALUE, UNCERTAINTY, THREAT AND VULNERABILITY ...

3-DAY COURSE

... TO MAXIMIZE THE SUCCESS OF YOUR PROJECTS.

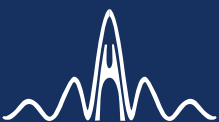
This course deals with that extra, formalized set of techniques that can be applied cost-effectively to manage risk and opportunity within projects that are unlikely to proceed to plan or without specific focus on risk and opportunity. The majority of public sector information technology, defense, aerospace and infrastructure projects above a few million dollars of value are in this category, as are many projects conducted for internal customers in all sectors, and entrepreneurial product development projects in the commercial sector. This course establishes a framework for application of formal risk and opportunity management to significant projects, and imparts to delegates a capability to select and implement appropriate risk and opportunity management techniques within that risk and opportunity management framework.



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"A very well presented and structured course that provided a number of ideas and tools that will assist in projects, large and small"

- delegate, Attorney-General's Department, Australia



0. Introduction

- The program
- Exercise: What are the biggest challenges that you face in your projects?**
- Course logistics
- The state of project risk and opportunity management today
- Evidence of the value of risk and opportunity management

1. Risk and Opportunity Concepts and Terms

- Workshop 1-1: What is project risk management? What is project opportunity management? What is project risk and opportunity management?**
- Workshop 1-2: Discuss and capture current perceptions of and relationships between key risk terms**
- Important risk definitions and concepts- success criterion (objective), threat, vulnerability, risk and opportunity
- Perspectives on types and characteristics of risk
- Risk to whom? Considering project stakeholders
- Decomposing threats and risks
- Workshop 1-3: Threat and vulnerability identification**
- Risk-threat relationship
- Using countermeasures on threat to reduce risk
- Risk-opportunity relationships
- Workshop 1-4: Risk and opportunity identification**
- Other risk and opportunity-related definitions and concepts

2. Projects and Risk

- Workshop 2-1: Case study – what went wrong and how could it have been prevented?**
- Workshop 2-2: Own experience with the reality of risk on a project**
- The reality of project performance
- Initiatives to improve project outcomes:
 - Project Management Practice Guides, e.g. PMBOK
 - Project Management Methodologies, e.g. PRINCE2
 - Systems Engineering
 - Lean
 - Agile
- Why Risk and Opportunity Management
- When to apply project risk and opportunity management?
- Risk and risk management basics
- Styles of development, related to risk
- Do's and don'ts leading to potential sources of risk
- Workshop 2-3: Principles of risk and opportunity management**
- Exercise: How could the content shared in this chapter have helped you on your own project**

3. Risk Management Standards, Guides, Frameworks and Process Models

- ISO/DIS 31000:2017- Risk Management
- ISO/IEC/IEEE 16085 Systems and software engineering — Life cycle processes — Risk management
- PMI Practice Standard for Project Risk Management
- ISO/IEC 21500 Project Management Methodologies
- PRINCE2 Risk Management Methodology
- Other General Project Risk Management Frameworks
 - BSBPMG415 – Apply project risk management techniques (Australia)
- Domain-Specific Risk management standards
 - ISO/IEC 27005:2008 on Information security risk management
 - CRAMM
 - ISO 14971:2007 (EN) Application of Risk Management to Medical Devices
- Exercise: How could the content shared in this chapter help you on your own project?**

4. Our Risk and Opportunity Management Process Model

- Recommended risk management process model, and why
- Perspectives in system acquisition
- Acquirer application to the system life cycle
- Supplier application to the system life cycle
- Developer application to the system life cycle
- Exercise: Could the use of a good risk management process have improved your own experience of risk on your project?**

5. Success Criteria (Objectives) Analysis

- Overview of success criteria analysis and their valuation
- No value – no risk!
- Outcome valuation methodologies: Cost, Project and System Effectiveness Measures Identifying project success criteria
- Valuing project success criteria (objectives)
- Workshop 5-1: Developing a simple system effectiveness model**
- Software support to success criteria valuation
- Workshop 5-2: Developing compromise impact values**
- Exercise: Did you consider risk on your project with respect to valued outcomes? If not, how would such consideration have changed your perception of the risk?**

6. Risk Identification and Analysis Techniques

- Risk indicators
 - indicators of risk due to management
 - indicators of risk due to requirements
 - indicators of risk due to technology

- indicators of risk due to complexity
- indicators of risk due to lack of competencies
- Risk identification and analysis overview
- Top level risk matrix
- Workshop 6-1: Development of a risk matrix**
- Expert interviews
- Industry Knowledge Base – Analogy comparison/lesson learned studies
- Technology readiness levels
- Estimating risk due to complexity
- Plan evaluation
- Transition templates
- Decision-event tree analysis
- Workshop 6-2: Construction of an EMV decision tree**
- Estimating relationship
- Network analysis
- Life cycle cost analysis
- Workshop 6-3: Review of LCC input & Monte Carlo analysis**
- Cost risk/WBS simulation model
- Risk factors technique
- Workshop 6-4: Use of the risk factors technique**
- Performance tracking
- Independent project assessment
- Independent cost estimating
- Earned Value Methodology
- Qualitative techniques for technology risk analysis – SDIO Method
- Workshop 6-5: Application of the SDIO method**
- Other risk identification and analysis techniques
 - Assumptions & Constraints Analysis
 - Cause and Effect (Ishikawa) Diagrams
 - Check Lists
 - Critical Chain Project Management
 - SCRAM
 - FMEA/Fault Tree Analysis/Event Tree Analysis
 - Force Field Analysis
 - Probability and Impact Matrix (PI-Matrix)
 - Risk Workshops
 - Root-Cause Analysis
 - SWOT Analysis
 - System Dynamics/Influence Diagrams
 - Variance and Trend Analysis
- Exercise: Which of these risk identification and analysis techniques would have been applicable to your projects? How would the use of such techniques have improved the success of your projects?**
- Software support to risk identification and analysis

7. Risk Evaluation Techniques

- evaluation of risk against established risk acceptability criteria

8. Risk Handling

- Risk handling techniques
- Risk handling plans (RHPs)
- Integration of risk handling planning with overall planning

- e.g. the PP, SEMP, SDP, etc.
- Risk handling in a concept phase
- Risk-driven development strategies
- System development methodologies and risk
- Acquirer assurance measures
- Supplier assurance measures
- Risk handling in a detail design phase
- Methodologies
- Aspects of risk handling special to software development
- Risk handling in production & deployment phases
- Typical risk areas
- Risk handling in operation & support (in-use) phase
- Risk introduced in operation
- Risk introduced in support
- Risk handling in a disposal phase
- Risk handling check lists
- Purchasing guidelines and risk
- Workshop 8-1: Use of risk handling strategies**
- Lessons learned
- Exercise: Application of lessons learned**
- Putting the RHPs into effect
- Software support to risk handling
- Use of test and evaluation to reduce risk
- Exercise: Did you identify appropriate risk handling measures on your project? How would the use of such techniques have improved the success of your project?**

9. Risk and Opportunity Management Planning

- Enterprise policies
- Risk and opportunity management within acquisition program planning
- Risk and opportunity management within system / product development planning
- Discrete risk management program planning
- Discrete planning of risk handling
- Developing a Risk Management Program Overview
- Estimating risk management project resources
- Organizing for effective risk management
- Selecting risk analysis techniques
- Maintaining the plans
- Workshop 9-1: Planning risk and opportunity management for a representative project**

10. In Closing

11. Daily Exercises

- Exercise: What are the key DO's and DON'Ts concerning risk and opportunity management that you can identify for your own situation?**
- Exercise: What were your key learning points? What could you implement at work that will improve your current risk and opportunity management outcomes?**

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