1) Discuss on the methods of handling risks for a project in the border of Kenya and Somali. Provide practical examples on how you would translate your knowledge to assist the Kenyan Project. (20 Marks)

Project risk management includes the process of risk identification, analysis, and handling (response). Risk handling/response is the choice of a proper strategy to reduce the likelihood of the occurrence of risk events and/or the magnitude of their negative impact. Research on risk handling is mostly opinion or case-based and, as such, it offers scant guidelines for making the decision. Managers often choose a risk handling strategy based on their experience or preference toward risk, with no consideration of project characteristics (e.g., project size, slack, or technical complexity) and the associated financial implications.

Identification of project risks is not a one-time only event. As projects progress, new risks will become evident and must be addressed accordingly. It is imperative that project managers in the border of Kenya and Somali take full advantage of...
requirements, design shift, exceeding technical capabilities, accepting an unproven technology, making too many changes to an existing product, breakthrough structures, benchmarking, timeline diagrams, affinity diagrams, and risk breakdown structures. Each of these tools enables the team to focus on parts of the project rather than the project as a whole. By doing this, the focus is more concentrated and more likely to give better visibility of potential project risks.

Experienced project managers know that the sooner they’ve identified possible project landmines, the easier it will be to lessen their impact or avoid them altogether. The following are ways that will help a project manager along the Kenya and Somalia to do just that.

Identifying potential risks

The key to success in identifying potential risks to your project is to involve the right people. Everyone has a different perspective and interest in a project, and that unique view of the world can be used to uncover a robust collection of risks that you might not otherwise identify. Here are some of the roles to consider tapping into: End users (from a variety of areas); Management; (different levels); Developers (from all the affected system areas); Quality assurance;
Operations; Business/system analysts; and System/data architects. Hence it is essential that the project manager along the border is aware of all the prevailing risks that the project may encounter. All the stakeholders from the populace along the border to those that have had projects in the area of Kenya, Somalia border will all be of much benefit.

**Brainstorming**

My favorite technique for uncovering risks is to have an open brainstorming session with all the interested parties involved. For instance in our area of study that is along the border, it is not for the faint of heart. The only way to do it effectively is to have a skilled facilitator running the session. Drill down into each suggested risk only as deep as needed to properly describe it and to determine whether it is valid for the scope of the project. Hence the project manager ought to involve as many people as possible on how to tackle the risks. The elderly in the society along the border will be of much benefit to the project manager. Don't take the time during this session to evaluate the significance of each risk.

**Analyzing**

All risks are not created equal. Each risk should be evaluated for the likelihood it will happen, as well as for how big an impact it will have if realized. You can do this over multiple sessions with smaller groups. This will allow you rank the risks and determine which ones will be worth further time and energy to address.

**Mitigating**
You should come up with a strategy to prevent each risk from being realized or for compensating in the event it does occur, or create a plan B. Ideally, you want to do this for every identified risk. But if time and resources are limited, use the results from your analysis to determine which risks should make the short list for mitigation.

**Reviewing and revisiting**

Once you're done, you're not done. Situations change over time. Especially along the Kenya-Somali border, things easily change and there is need as a project manager to constantly review the risks as well as look at new risks that might have emerged. New risks arise, old ones disappear, and mitigations that seemed like a good idea at the time may need to be rethought. The risks that have been identified should be reviewed on a regular basis and updated accordingly. New perspectives on the project could have a profound effect on the risk profile of the project. Also, make sure that the mitigations that seemed like a good idea when you started the list are still viable and appropriate.

**Risk management** can be an involved undertaking, and there are already a number of best practices around to help guide the activity. The tips here are hardly a comprehensive review of the discipline, but they are great place to start for the beginner and an excellent reminder for the practitioner.
2) When instituting a control system one needs to focus on project objectives with the aim of ensuring that the project mission is achieved. Elaborate on the three elements of Control that is focused on a project (15 Marks)

Control is the last element in the implementation cycle planning-monitoring-controlling. Information is collected about system performance, compared with the desired (or planned) level, and action taken if actual and desired performance differ enough that the controller (manager) wishes to decrease the difference. That is reporting performance, computing the difference between desired and actual performance levels, and accounting for why such differences exist are all parts of the control process. In essence control is the act of reducing the difference between plan and reality. Control is focused of the three elements of project-performance, cost and time. The project manager is constantly concerned with these three aspects of the project.

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making delivery at or before the promised time? It is strangely easy to lose sight of these fundamental targets, especially in large projects with a wealth of detail and a great number of subprojects. Large projects develop their own momentum and tend to get out of hand, going their own way independent of the wishes of the project manager and the intent of the proposal.

In project management field, there are few things that can cause a project to require the control of performance, costs or time.

**Performance:**

- Unexpected technical problems arise.
- Insufficient resources are available when needed.
- Insurmountable technical difficulties are present.
- Quality or reliability problems occur.
- Client requires changes in system specifications.
- Inter functional complications arise.
- Technological breakthroughs affect the project.

**Cost:**

- Technical difficulties require more resources.
- The scope of the work increases.
- Initial bids or estimates were too low.
- Reporting was poor or untimely.
- Budgeting was inadequate.
- Corrective control was not exercised in time.
− Input price changes occurred.

**Time:**

− Technical difficulties took longer than planned to solve.
− Initial time estimates were optimistic.
− Task sequencing was incorrect.
− Required inputs of material, personnel, or equipment were unavailable when needed.
− Necessary preceding tasks were incomplete.
− Customer-generated change orders required rework.
− Governmental regulations were altered.

For the purpose of project management and control, it is not sufficient to consider only the past record of costs and revenues incurred in a project. Good managers should focus upon future revenues, future costs and technical problems. For this purpose, traditional financial accounting schemes are not adequate to reflect the dynamic nature of a project. Accounts typically focus on recording routine costs and past expenditures associated with activities. Generally, past expenditures represent sunk costs that cannot be altered in the future and may or may not be relevant in the future. For example, after the completion of some activity, it may be discovered that some quality flaw renders the work useless. Unfortunately, the resources expended on the flawed construction will generally be sunk and cannot be recovered for re-construction (although it may be possible to change the burden of who pays for these resources by financial withholding or charges; owners will typically attempt to have constructors or designers pay for changes due
to quality flaws). Since financial accounts are historical in nature, some means of forecasting or projecting the future course of a project is essential for management control. In this section, some methods for cost control and simple forecasts are described.

3) **Elaborate in detail on what Change Control Systems are designed to accomplish.** (15 Marks)

Change Control Systems are documented procedures that describe how to submit change requests, how to manage change requests, and the impact of the changes in relation to project performance. They can include Change Request Forms to document critical information such as the name and project number, the date and the details regarding the change request. The change control system tracks the status of change requests including their approved status as not all change requests will be approved. The change control system specifies the level of authority needed to approve changes. Some changes may only require approval of the Project Manager, but others may require more formal approval from the project sponsor or senior management. In some organizations, a Configuration Control Board (CCB) reviews all change requests and has the authority to approve or deny them.

All change requests should be submitted in writing and should come through the formal change control system. Stakeholders should be discouraged from making requests directly to team members without the knowledge of the project manager. They should be advised to use the
procedures specified in the change control system to request changes, and to be made aware that
informal requests can cause schedule delays, cost overruns and quality problems.

Configuration management is a subset of the change control process. It describes the
description is accurate and complete. Configuration management controls changes to the characteristics of an item, and
tracks any changes made or requested and the status of these changes. Audits are performed as part of configuration management to
determine if the requirements have been met. Changes to the project are recorded in the project plan and stakeholders are informed of the changes that have occurred, their impacts, and where their description can be found. The Change Control process has two other outputs: corrective action and lessons learned.

Corrective action is any action taken to ensure the product of the project complies with the requirements described in the scope document and to the project plan. It is an output of all of the change control processes other than Quality Control.

Lessons learned document the reasons for the changes that occur during the project, including any corrective action taken and the
Technically there are four change control systems that entertain change requests:

**Scope Change Control System**: This is the most common, as most project changes affect the project scope first and foremost.

**Cost Change Control System**: When a scope change request is entertained then a corresponding concern is the cost of the scope change. The cost change control system can be affected without changing the project scope when you consider how the cost of materials may change.

**Schedule Change Control System**: Changes to the project schedule are also to be managed. Scope changes can affect the project schedule as more deliverables may equate to more time needed to create them. Schedule changes can happen without affecting the project scope.

**Consider a delay by a vendor to ship the materials you need for your project.**

**Contract Change Control System**: Contracts typically have provisions for allowing changes or additional items to be entered into the contracted work, but not always. Changes to the project scope may slightly affect the contracted work so the contract change control system is enacted.

Each change request then passes through integrated change control. Integrated change control examines the impact of each change request on the other eight project management knowledge areas, regardless of which change control system from which it originates.
Attributes of a Change Control System

A documented change control system should exist prior to commencement of actual work on the project. A reference to change control system should be made in the project charter so that the project stakeholders are informed of the existing change control procedure. Following are the key attributes of a change control procedure:

- **Change Request Form:** The authority of the group responsible for approving the change request should be well defined and documented.
- **Who can make a change request:** The identity of those who can make a change request should be clearly documented.
- **Impact of the suggested changes:** The impact of the suggested changes to scope, schedule, cost, quality, risk etc should be recorded and indicated in the change request.
- **Justification for the proposed change:** Justification for the proposed change should be clearly mentioned in the change request.
- **Traceability of requested changes:** All requested changes should be traceable to their respective work breakdown, resource breakdown, cost and risk breakdown components.
- **Classification of change requests:** Classification of change requests based on its impact to scope, schedule, cost, risk and quality.
- **Frequency of changes:** Frequency of changes.
- **Change request tracking mechanism:** Change request tracking mechanism (change control log).
- **Integration of requested changes to approved project baseline:** Integration of requested changes to approved project baseline.
- **Review mechanism:** Review mechanism for requesting of current status of requested changes.
- **All requested changes should have a reference number:** All requested changes should have a reference number for identification and traceability.
The project team should record all requested changes in the change control log and the project manager should review the implementation integration status of the requested changes during the project performance review meetings.

**Benefits of Change Control:**

A project without a documented change control procedure is likely to be plagued by schedule and cost overruns. Uncontrolled flow of changes to project also hampers the morale of the project team. Some benefits of the change control system are as follows: Change control system reduces project creep. Project creep is defined as harmless changes to approved project scope that consume time and resources; Improves communication among project team members and between project team and project stakeholders; Provides better control of the project activities to the project manager; The project team can remain focused on meeting the various project milestones; Change control log and change request form serve as a knowledge base for analyzing the factors responsible for changes to the project; and Helps in regulating the changes to the project. These factors can be considered while planning a similar project later; and Helps in regulating the changes to the project.
References

