

**PGPI**

Práctica 7

Risks

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1. List of identified risks
   1. Executive Support
      1. Executives fail to support project
      2. Executives become disengaged with project
      3. Executive turnover disrupts project
   2. Scope
      1. Scope creep inflates scope
      2. Estimates are inaccurate
      3. Dependencies are inaccurate
      4. Activities are missing from scope
   3. Cost Management

1.3.1- Cost forecasts are inaccurate

1.3.2- Exchange rate variability

1.4- Change Management

1.4.1- Stakeholder conflict over proposed changes

1.4.2- Lack of a change management system or process

1.4.3- Low quality of change requests

1.4.4 Change request conflicts with requirements

1.5-Stakeholders

1.5.1- Stakeholders have inaccurate expectations

1.5.2- Stakeholders fail to support project

1.5.3- Process inputs are low quality

1.6- Communication

1.6.1- Project team misunderstand requirements

1.6.2- Users have inaccurate expectations

1.6.3- Bad communication with the client

1.7- Resources & Team

1.7.1- Resource shortfalls

1.7.2- Training isn't available or Training is inadequate

1.7.3- Team members with negative attitudes towards the project

1.7.4- Low team motivation

1.7.5- Lack of commitment from functional managers

1.7.6- Damage to work teams

1.8- Design

1.8.1- Design is infeasible

1.8.2- Design lacks flexibility

1.8.3- Design is not fit for purpose

1.9- Requirements

1.9.1- Requirements fail to align with strategy

1.9.2- Requirements fail to align with systems

1.9.3- Requirements have compliance issues

1.9.4- Requirements are ambiguous or Requirements are low quality or Requirements are incomplete

1. detailed evaluation of the most important risks
2. **Executives fail to support project**: The project team may lack the authority to achieve project objectives. In such cases, executive management support is fundamental to the project’s success. When this doesn't materialize the project fails.

The Probability of occurrence it 20%, the Risk impact must be at least, less than 5% which represent the Best case.

1. **Cost forecasts are inaccurate:** Inaccurate cost estimates and forecasts, The Probability of occurrence 30%, the Risk impact must be at least less than 10% which represent the Best case.
2. **Lack of a change management system or process:** Identify any lack of critical tools as a risk, change management at the organizational or departmental level is critical to project success. Otherwise, the project will have limited visibility into changes that impact the project.
3. **Stakeholders fail to support project:** When stakeholders have a negative attitude towards the project and wish to see it fail.
4. **Lack of commitment from functional managers:** In a matrix organization your team may report to functional managers. These functional managers are important stakeholders whose support is critical.
5. **Design is infeasible:** The design isn't possible, its excessively costly or doesn't support the requirements.
6. **Requirements are ambiguous / Requirements are low quality / Requirements are incomplete:** Requirements are unclear and open to interpretation, Requirements aren't fit for purpose, we can spot obvious holes in the requirements.
7. **Executive turnover disrupts project:** A key executive leaves the company; the resulting disruption becomes an issue in the project.
8. **Estimates are inaccurate:** Project and task estimates tend to be off. In fact, bad estimates are one of the most persistent and destructive problems facing managers everywhere. Bad estimates can destroy your plans, schedules, budget and credibility. Many managers try to get around the problem by padding estimates. However, a bad estimate that's been padded is still a bad estimate. High estimates can lead to low productivity and low stakeholder confidence. Low estimates lead to cost and schedule overruns.
9. **Stakeholders have inaccurate expectations:** Stakeholders develop inaccurate expectations (believe that the project will achieve something not in the requirements, plan, etc.). Rejection to implement the expectations from the users, due to opposition to change, or due to rejection from the developers or final users.