Instructions:

1. Below is a case study for RISK Management, carefully read the case study and then answer the questions at the end.
2. The finalized solution should be in the form of a RISK analysis report.
3. The rubric of how to attempt each question is also given with each question for your understanding.

Vodafone GLAN Project: Risk Management Case Study (Narrative)

Vodafone, a multinational leader in telecommunications, operates across 28 countries on five continents. In an effort to modernize its infrastructure and enhance service delivery, the company undertook a highly complex technology initiative: replacing its existing network systems with a fully managed Global Local Area Network (GLAN) across 42 locations. Given the project’s vast scope, cross-border coordination, and technical intricacies, managing risk was not just a component—it was a necessity.

From the outset, the project faced multiple hurdles. A major early challenge was a prolonged delay in finalizing the project contract. Once the contract was finally signed, frequent changes in project requirements added further strain, complicating efforts to stabilize and baseline the project scope. These uncertainties not only stretched the overall timeline but also significantly increased the project’s complexity. To overcome these difficulties, Vodafone adopted a highly structured approach, drawing upon the Project Management Institute (PMI) standards to manage the project’s lifecycle and associated risks effectively.

The project team initiated their planning by conducting a series of stakeholder workshops. These sessions served as a platform to uncover potential risks early on and to build a shared understanding of the objectives. Risks were carefully identified and classified into categories such as technical, operational, organizational, and external. Vodafone created a dynamic risk register and used a risk matrix to prioritize each risk based on its probability and impact. The risk response strategies included both preventive and corrective actions. For instance, fallback procedures were developed for site-level failures, and backup connectivity options were arranged for critical sites. To handle unexpected changes, Vodafone implemented a robust change control process, ensuring each request underwent rigorous evaluation before approval.

The team also tailored project documentation to align with internal workflows and vendor practices. Regular reviews and lessons learned workshops were held biweekly to evaluate progress and integrate adaptive strategies. These sessions became instrumental in maintaining agility and continuous improvement throughout the project. The combination of structured planning and real-time adjustments allowed the team to stay ahead of major risks, even as the project evolved.

Despite the rocky start and the complexity involved, the project was a success. Vodafone achieved an impressive execution rate—90% of the sites were successfully migrated on the first attempt, and all sites were completed on the second attempt. Moreover, the project was delivered on time, with some phases even completed ahead of schedule. This outcome not only reflected effective risk handling but also underscored the importance of disciplined project governance in high-stakes technological transformations.

In reflection, Vodafone’s GLAN project demonstrates the critical role that proactive and structured risk management plays in delivering large-scale technology projects. By embedding PMI methodologies, facilitating cross-functional collaboration, and learning iteratively, the company successfully turned a potentially high-risk initiative into a model of operational excellence.

## Question 1

Describe the scope and objectives of the Vodafone GLAN technology project.

* Rubric Criteria:
* Accurate identification of project scope (locations, goals)
* Clear explanation of objectives (network upgrade, minimal disruption)
* Inclusion of project complexity factors

## Question 2

What were the primary risks identified in the Vodafone project, and how were they categorized?

* Rubric Criteria:
* Mention of at least 3 key risks (contract delays, scope changes, integration issues)
* Correct categorization (technical, operational, organizational, external)
* Justification for each category with examples

## Question 3

Explain how Vodafone used PMI standards to mitigate risks. Provide specific techniques applied.

* Rubric Criteria:
* Reference to PMI risk processes (identification, analysis, response)
* Examples of tools (risk matrix, dynamic register, change control)
* Discussion of how these strategies addressed actual project challenges

## Question 4

Assess how Vodafone monitored and controlled project risks during execution.

* Rubric Criteria:
* Mention of regular risk reviews and updates
* Use of KPIs and tracking methods
* Adaptation and lessons learned process during implementation

## Question 5

Evaluate the outcome of the project in terms of risk-adjusted performance.

* Rubric Criteria:
* Reference to performance indicators (first/second attempt success rates)
* Assessment of timeline adherence and service continuity
* Analysis of how risk mitigation contributed to successful delivery

## Question 6

If you were managing a similar project, which two risk management strategies from Vodafone’s approach would you adopt, and why?

* Rubric Criteria:
* Thoughtful selection of two strategies (e.g., change control board, lessons learned)
* Clear reasoning and context-based justification
* Application relevance to new or similar scenarios

## Question 7

What could Vodafone have done differently to further improve their risk management approach?

* Rubric Criteria:
* Identification of potential gaps or oversights
* Logical suggestions (e.g., earlier stakeholder alignment, automated monitoring tools)
* Constructive critique supported by evidence

## Question 8

Did Vodafone take a more proactive or reactive approach to risk identification in the GLAN project? Justify your answer with examples.

* Rubric Criteria:
* Clear stance on the type of approach (proactive/reactive)
* Reference to activities like early stakeholder workshops, preemptive site assessments
* Justification of how these reflect proactive planning

## Question 9

Analyze how Vodafone balanced proactive and reactive risk responses throughout the project. Provide examples of each.

* Rubric Criteria:
* Identification of proactive responses (e.g., fallback procedures, change control board)
* Identification of reactive responses (e.g., handling post-contract changes)
* Evaluation of the effectiveness of both strategies in achieving project goals

## Question 10

Based on the Vodafone case, in what project scenarios is a proactive approach to risk management most critical?

* Rubric Criteria:
* Identification of suitable scenarios (e.g., large-scale, multi-location, high-stakes projects)
* Explanation of why proactive risk management is more effective in those contexts
* Application of lessons from the Vodafone case to general project risk strategy