



---

# Curso de Gestión de Proyectos Europeos

Clara Pezuela  
Atos Research and Innovation

# Risk and conflicts Management

## How to manage difficult situations

- To produce a Risk Management Plan at the beginning (even in proposal time)
- Identify Major risks and define measures to overcome them
- Risk Management will be carried out by the relevant managers
- Risks will be re-evaluated at the periodical Project meetings
- The strategy for reducing the risks related to project management is to reduce their probability of occurrence, rather than their impact

Risk	Risk Category	Likelihood	Measures against risk

## □ Practice Exercise (10 minutes):

- Examples of management risks and corresponding contingency plans

Description of risk	Contingency plan proposed



# Risk Management (II)

## Examples of Management risks and corresponding contingency plans

<b>Low use of Management tools</b>	<ul style="list-style-type: none"><li>» Use continuously encouraged from Management team</li><li>» Use is mandatory for several activities</li></ul>
<b>Respecting the planning and meeting the deadlines</b>	<ul style="list-style-type: none"><li>» Risk reduced by expertise of partners</li><li>» Initial technology exploration based on existing examples</li><li>» Roadmaps &amp; Detailed Activities Plan</li></ul>
<b>Shortage of resources (mainly in the development phase)</b>	<ul style="list-style-type: none"><li>» Risk assessment and monitoring during the project</li><li>» All organisations are prepared to temporarily commit more resources</li></ul>

<p><b>Budget / resources allocation</b></p>	<ul style="list-style-type: none"> <li>» AL leaders and WP leaders to monitor partners activities</li> <li>» Detailed activities plan with clear definition of responsibilities and effort</li> </ul>
<p><b>Low quality in deliverables</b></p>	<ul style="list-style-type: none"> <li>» Templates and guidelines</li> <li>» Reviewing process and reviewers for each deliverable</li> <li>» Quality Manager</li> </ul>
<p><b>Fail to follow rules and guidelines</b></p>	<ul style="list-style-type: none"> <li>» Providing clear rules &amp; guidelines in the Quality Plan</li> <li>» Management monitoring at Action Line and Project Management levels</li> </ul>

<p><b>Fail to provide financial information in time</b></p>	<ul style="list-style-type: none"> <li>» Continuous availability through online tool</li> <li>» Periodic request of information in the Quarterly Management Report</li> <li>» Submission to EC of available information</li> </ul>
<p><b>Partner default</b></p>	<ul style="list-style-type: none"> <li>» High level of motivation of partner</li> <li>» Most of the partners have already successfully worked together</li> <li>» Redundancy in the duties of partners</li> <li>» Monitoring of partner performance</li> </ul>



# When risks become problems...

---

Problem	Resolution/Action Plan

- Un proyecto IP, 18 socios, 10 Activities, 5 WPs por Activity
- A4, WP4.1, T4.1.2, D4.1.2.1 debe ser enviado a la Comisión mañana
- Un socio no ha enviado su contribución a tiempo
- ¿Cuál sería el flujo de acciones? ¿Qué hacemos con el deliverable?

- Un gran proyecto en el que sistemáticamente un socio no envía sus contribuciones al consorcio (bien documentos, bien software)
- Tras varias notificaciones via email y/o por carta sin respuesta positiva por su parte
- ¿Que herramientas tiene el consorcio para actuar contra él? ¿Cómo lo haríais?



- 
- More difficult situations you have lived...
  - Questions?

