



# The Rules of Project Risk Management: Implementation Guidelines for Major Projects

By Robert James Chapman



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The evidence continues to grow that the effective management of risk is the very kernel of successful project management. Its absence frequently leaves project sponsors lamenting missed objectives and shareholders coming to terms with an organisation's poor bottom line performance. Dr Robert Chapman's *The Rules of Project Risk Management* stands out from other risk management texts because it provides very practical guidance, supported by numerous mini case studies, many of which have attracted considerable publicity. The book brings to life both the benefits of project risk management when effectively applied and the ramifications when it is misunderstood or receives scant attention. The structure of the book is based on International Standard ISO 31000 seen through the lens of general systems theory - where projects are undertaken by organisations which have an external context and internal sub-systems. A project system is seen to be composed of seven key subject areas. Practical short 'rules' or implementation guidelines, written in an engaging style, are offered to support each of these subject areas and aid quick assimilation of key risk management messages. Each rule focuses on a specific aspect of effective risk management which warrants attention in its own right. Taken together the rules will provide those implementing projects with the building blocks to secure a project's objectives. They have been drawn from a wealth of experience gained from applying risk management practices across multiple industries from Europe to Africa, the Middle East and Asia.

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### Editorial Review

#### Review

'This is a well-researched and authoritative book on managing risks in projects. It is written by an acknowledged expert who has devoted his lifetime career to the study and application of risk management. Its approach is aligned with the international standard, "Risk Management Principles and Guidelines", ISO 31000, and it presents key principles for managing project risks. However, the unique feature is its structure, based on 22 practical guidelines, called "rules". The author suggests that, as an alternative to reading the book cover to cover, the reader might prefer to peruse individual rules when time permits. Anyone involved in project or risk management should read this book. --Mike Nichols, Founder and Chairman of The Nichols Group, Chairman of the Association for Project Management and Board Member of the Major Projects Association

Rob Chapman's book is highly unusual but completely invaluable in taking a case study based approach to a subject that often is confused by an excess of jargon and process. Dr Chapman draws on an extensive international range of real projects to demonstrate how things can so easily go wrong, and what project managers can learn from high profile failures. I thoroughly recommend this book to anyone involved in project and programme management.

Steve Fowler, CEO, The Institute of Risk Management, UK A unique combination of the foundations of project management and the latest trend in risk management standardisation with clear alignment with the ISO 31000 risk management standard. Alex Dali, President, The Global Institute for Risk Management Standards, France

'More than ever, larger, more complex and more expensive projects are required in a severely constrained global economy. The Rules of Project Risk Management is essential reading, not merely for the project management professional but for all stakeholders who have a keen interest in leveraging better results from project investments. Whether a project is executed for commercial or social benefit, the insights given in this book are invaluable. Chapman shares his vast experience in risk management through practical case studies and pertinent guidance tools. He deals with the factors which have habitually influenced performance but refreshingly provides beneficial insight into the delicate factors of human psyche and behaviour which have been little understood or quantified for the influence they bear in managing project risk. Proactive and sustained risk management is rightly placed at the heart of project success. --Moirra Moses, Group Executive, Transnet Capital Projects (2007 - 2012), South Africa

'Dr. Chapman's book is extremely timely. All projects are subject to risk, the challenge is identify and effectively manage risk. Project risk management is a rapidly emerging tool, but is often not well understood by executive and senior management. Dr. Chapman's book is a must read for anyone responsible for profit and loss as well as project delivery. The book is structured in a concise effective manner with outstanding case studies that bring life to the concepts and theory through real life examples of success and failure. This is a book that I will keep close by for ready reference. Thomas Topolski, Senior Vice President and Managing Director, Middle East North Africa, Louis Berger, Qatar I had the pleasure and privilege of working with Dr Chapman on the Transnet Capital expansion Program in South Africa, one of the largest centrally-managed programs of projects the country has seen. In his capacity as Program Practice Lead for Risk Management, Dr Chapman brought a level of expertise and experience and instituted processes that served us proud. The Program was a major success, and Dr Chapman's oversight of Risk Management at multiple levels was a significant contributor to that. I am delighted that he has authored this book which I know will help us all deliver projects more successfully.'

Alan Grey, Managing Director-Industrial Infrastructure, Global Director-Gateway Logistics, Hatch Goba, South Africa

The main benefit of using the framework described in the book arises because it integrates risk management as a process irrespective of the source of the risks. ... The book is well presented and well written. It is easy to read and the advice is valuable. ... Any organisation, including units involved in routine processes, would find benefits from the advice offered. Senior managers of all organisations should also read the text to obtain an understanding of what their units ought to be doing to manage risks. The framework of the text is sufficiently broad to make it an excellent foundation for degree and postgraduate courses. Ian Jay, University of Cape Town, South Africa ...a really excellent book with a great deal of highly useful information that would be of immense value not only to project managers, but to other members of a project team or even the stakeholders. A superb read, and a book that some practitioners might find becomes a highly valued reference book.

BCS, The Chartered Institute for IT

The book is unique in communicating simultaneously to: stakeholders possessing power and legitimacy; enterprise PRM program implementers and practitioners; project managers in any industry segment; students and researchers of PRM. I am delighted to have this volume in my library. I find it a must-have reference and expect to refer to various chapters on a monthly basis for as long as I practice. With an e-reader version (Kindle) available, the Rules can be as close as your Android mobile device. My fervent hope, though, is for enterprise-level practice managers to leverage these guidelines and achieve definitive improvement of Project Risk Management maturity and culture in the corporate world. --Walter R. Washburn III, Washburn-PMG, USA

About the Author

Robert Chapman is currently the Head of Risk Management on the Klang Valley MRT project in Malaysia. He is a qualified architect and he holds both a PhD in Risk Management and, an MSc in Construction Management. He was elected, and is a Fellow of the UK IRM, APM and ICM for his contribution to the field of risk management. Robert has worked in the construction industry for over 35 years, initially as an Architect, subsequently as a Project Manager and finally as a Risk Specialist - which has been his occupation for the last 12 years. He has worked in Europe, The Middle East and Asia. He is author of Simple Tools and Techniques for Enterprise Risk Management, Second Edition, published by John Wiley and Sons Limited and Retaining Design Team Members: A Risk Management Approach, published by RIBA Enterprises Limited.

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