PROJECT RISK MANAGEMENT: A REVIEW OF AN INSTITUTIONAL PROJECT LIFE CYCLE

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Abstract

This article is a desktop analysis of project risk management involving a project management institutional restructuring. The pragmatic nature of this research allows for the literature review and the document analysis to be integrated and presented as both a descriptive and analytical research. The analysis demonstrates that the project committee did not proactively manage project risk. The restructuring was a change management project, entailing the implementation of many organisational changes, such as restructuring, lay-off of some part of the administrative workforce, adoption of new technology, provision of new approaches to well-established procedures, and implementation of new performance initiative, the process which should have been managed with an effective integrated risk strategy and plan. Analysis of the restructuring project risk management exhibits little evidence of a systematic (computer based or manual) record that should have provided policies, procedures, and structures for managing risk. The article concludes that the restructuring risk process was inadequate and it could not have ensured a successful project. An analysis of the restructuring project risk monitoring and control exhibits a reactive rather than proactive application of risk management procedures. The analysis further indicates that the committee failed to make use of the various project risk management processes, standards, and guidelines. Based on the conclusions, the article recommends that project risk planning, strategy, control, and monitoring should be put in place for future institutional projects. The project management team should also put in place procedures for primary stakeholders engagements, identify and address their nature of interest and power in future risk management projects.

Keywords: Project Management, Risk, Risk Management, Project Lifecycle, Restructuring, Project Success, Project Failure, Risk Standards and Guidelines, Risk Factors

1. INTRODUCTION

This is article is a pragmatic desktop analysis of institutional risk project management as a requirement of institutional social transformation and governance for the effective and efficient performance. The restructuring project had a major responsibility that aimed at bringing institutional transformation in key functions, activities, and systems. The restructuring project addressed the following key issues:

Reorganisation and restructuring in order to disengage from non-strategic to strategic value-adding activities with special reference on the institutional core competences;

Job redefinition in terms of separation functions and the implementation of performance management system;

The introduction of a comprehensive integrated Management of Information System.

This article is an analysis of the root causes of poor perception of an institutional restructuring project from the perspective of what happened, what could have happened and what should happen in the future with special reference to the management of project risk. The restructuring project was a form of change management, which entailed the implementation of various organisational changes such as, restructuring, adoption of new technology, lay-off of some part of

the administrative workforce, provision of new approaches to well-established procedures, and implementation of new performance initiative, the process of which should have been managed with an effective integrated risk plan and strategy.

The main purpose of the restructuring project was to improve and enhance efficiency and effectiveness and consolidate progress five years post-merger. The impetus to undertake the restructuring was to "simplify and streamline for success" the operations for the implementation of core institutional mandates. The purpose was, therefore, consistent with the objectives of undertaking a reorganizational project as identified in the literature. In spite of the some of the efficiencies gained, the restructuring project did not achieve its main objectives successfully. Analysis of the project life cycle showed that the restructuring did not adhere to the systematic nature of project management, contributing to poor risk identification, analysis, evaluation, and treatment, thereby hindering project integration. Too many changes were introduced over a short period.

The risk from this study is viewed as an uncertainty that affects the institution economically, sustainably and socially (Kerzner 2006, p. 711). Therefore, prudent risk and uncertainty management is the key to successful project management (Chapman a Ward 2004, p. 858). The ever-changing conditions of the marketplace have borne a witness of the demise of a multitude of business and few remaining organisations have escaped the necessity for restructuring. Acquisitions, buyouts, and downsizing have become common occurrences in the last decade, which include restructuring. The effectiveness of the restructuring efforts is largely determined by the ability to manage risk proactively. The proactive management of risk during the entire project cycle reveals trends and performance so that early remedial actions are implemented. Therefore, an orderly and systematic risk project management is vital in the course of the entire restructuring project.

The article commences with the focus question that drives this study, followed by the problem statement and the significance of undertaking risk management analysis and review. The paper then presents the research design, namely the desktop analysis of the institutional restructuring project, a case study undertaken in the context of change management. Limitations, that could possibly threaten the study, were identified and proactively managed. Due to the pragmatic nature of the study, the literature review has been presented in such a way that it mirrors the actual restructuring events that have occurred.

2. FOCUS QUESTION

The primary objective of this desktop research is to examine the construct of risk management within an institutional project life cycle. Saunders, Lewis, and Thornhill (2012:680) define a research question as the primary enquiry that will drive the study and which the researcher seeks to address or answer. The research question is viewed as the forerunner of the research objective. The focus question driving this research is:

How was the concept of risk addressed in the course of the institutional project life cycle?

3. PROBLEM STATEMENT

This article examines risks management associated with an institutional project management cycle. A review of the institution shows the presence of a risk framework - Enterprise Risk Management. However further analysis indicates that the restructuring project did not observe the process of risk management. Therefore, this article provides an analysis of what should have been undertaken and what should be done in the future management of risk project. There are three levels of risk management within the institution, specifically:

1) Strategic- that relates to long term institutional issues (<=6 years).

2) Tactical - that relates to medium term institutional issues (>6 years).

3) Operational - that relates to short term institutional issues (>3 years or month to month).

This article, therefore, analyses the institutional risk management with special reference to the restructuring project that had an impact on all the above three levels of the project.

3.1. Significance of risk management

The overall motivation and goals of this desktop research are to highlight the importance of integrating risk management into the overall project life cycle (Nuseibah, Quester, & Wolff, 2016:231). Lai (2011:2) refers to the motivation of a research as the fundamental reason that provides the purpose of the research. This research:

is an illumination of the importance of integrating risk management plan and strategy into the entire project management cycle to the institution's primary stakeholders (project members, employees, and trade unions to name a few);

provides vital review of the literature on risk management, which is, thereafter, used to inform the risk management process;

provides a contribution to academic literature in an effort to address risk management challenges that institutions face in the process achieving long-term post restructuring objectives;

demonstrates the close relationship between academic research and professional practice in the area of risk project management;

serves a useful purpose, as lessons learnt for future institutional project management.

4. RESEARCH DESIGN

To address the research question, this research undertook a desktop analysis of the project risk management of an institutional project cycle. This research shows that the institutional restructuring fulfils important characteristics that are essential to qualify as a project. According to Fraser (2011:27) a case study as a discipline is not restricted to a particular industry. The research was undertaken in the context of change management and the case study conforms to the generally accepted definition of a project as "*a unique temporary undertaking with a definite start and finish*" Project Management Institute-PMI 2008:4; Turner 2009:6; Fraser 2011:28).

The research adopts a pragmatic approach to data analysis because the research is interested in the practicality of management risk in organisations. According to Creswell (2014), a paradigm or a worldview can be regarded as a set of opinions, philosophies, and beliefs that act as a guide to researcher's activities. Saunders, et al. (2012:667) perceive philosophical worldviews as a paradigm, which assists in scrutinizing phenomena under research. A research design provides with the strategic plan for undertaking the research (Babbie, Mouton, Vosrter, & Prozesky 2001:74; Kothari 2004:2). The research undertakes a desktop analysis to gather and provide an article on project risk management. This research employed both a descriptive and analystical data analysis to gain and provide an accurate profile of an institutional risk management. Kothari (2004:2) and Sekaran & Bougie (2013:393) describe a descriptive research as one that describes the variables and used in the identification of the occurrence of the phenomenon under study.

Having been provided with the introduction, the focus question significance of the research, the problem statement, and the research design, the next section examines the concept of risk and risk management.

5. LITERATURE REVIEW

This section briefly explores the concept of project risk and the factors that constitute viewing a project as risky. However, due to the pragmatic nature of this study, further exploration of the literature has been interwoven with the results and discussion. The objective is to avoid the duplication of information because the literature review has been utilised as a 'reference dictionary' during the analysis and presentation of the results and discussion. In so doing, readability and comprehension of the study have been enhanced.

5.1. Definition of risk and risk management

The Turnbull (1999), the APM- Association for Project Management (2006), the PMI- Project Management Institute (2008); the Australian New Zealand Standard AS/NZS 4360:2009; and Larson and Gray (2011:211) define project risk as

"… an uncertain event or condition that, if it occurs, has an [positive or negative] effect on at least one project objective."

Scholars Dallas (2006:34); Hillson (2006:184); Larson & Gray (2011:211) Calabrese, (2016:12) concur this definition of risk, which is viewed as offering a double benefit in terms of opportunity and threat within a single project. According to Hillson, (2006:185) defining risk from the perspective of opportunity and threat offers a significant implication for risk management within the project cycle. An opportunity is an event that can have a positive impact on project objectives (Larson & Gray, 2011:227). The PMI (2008:28-32) identifies four different types of response to an opportunity namely, exploit, share, enhance, or accept. Furthermore, Dallas (2006:66) perceives risk as the flipside of value, implying that risk and value management are two interrelated concepts that should be undertaken as paralleling in a project. Managing risk is an essential component in managing the complexity associated with project restructuring for "value creation" (Turner, Anbari, & Bredillet, 2013:14; Mir and Pinnington 2014:208). Value can be sustained during the project cycle by a series of stakeholders' engagements that will satisfy their needs through voluntary agreements (Ketokivi & Mahoney, 2016:132; Gachie & Govender, 2017:124A).

Therefore, Risk the PMI (2008:237) proposes that the project objectives should be stated in terms of the impact and probability of decreasing the probability and impact of events adverse to the project and simultaneously increasing positive events and outcomes.

According to Hillson (2009:6) uncertainty and risk are not synonyms. This is because risk deals with how uncertainty will influence the institutional performance and, in terms of sustainability, social responsibility, and most importantly, in economic material form (Kerzner 2006:710; Kerzner 2006:231; Handfield, Monczka, Giunipero, Patterson 2011:375). The restructuring project thus was exposed to a 'double risk' factor, namely managing sustainability risks associated with internal stakeholders productivity and vulnerabilities associated with the unexpected (Le Grange 2003;(Gachie & Govender, 2017B:12).

Traditionally risk has been viewed as "uncertainty that matters" (Hillson, 2009:6). However, this article contends that risk is multifaceted [positive and negative effects] and ever evolving. The institutional project leaderships should have engaged in risk management activities for compensating for the inherent uncertainty during project management cycle. The International Organization for Standard ISO-DIS 31000 (2009:1) describes risk as "effect of uncertainty on objectives" while the Australian and New Zealand Standard ASNZS (4360:2009) define risk, as "the chance of something happening that will have an impact on objectives." This article defines risk as the possibility that an event will occur, which will benefit or adversely affect the attainment of the restructuring objectives. Having defined risk, the article undertakes a brief discussion of the concept of risk management.

Kerzner (2010:711) and the PMI (2004:237) describe risk management as the practice of and the act of dealing with risk, which includes risk planning, risk assessing [identification and analysis], management of issues of risk, implementing risk management strategies and risk control and monitoring. The AS&NZS 2004 defines the risk management process as:

"The systematic application of management policies, procedures, and practices to the tasks of reviewing communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and communication risk" (AS/NZS 2004. p. 4).

Project risk management demonstrates the value of proactive planning for projects as a way to anticipate and mitigate serious issues that could adversely affect the project during and at some point in the future (Atto 1997:4; Williams 1995:23; Pinto 2007:237; Mir and Pinnington 2014:204). Risk management process will, therefore, require the project members to become the devil's advocates during the entire project cycle, because in the wording of the old age "an ounce of prevention is

worth a pound of cure." Having provided a brief discussion of the concept of risk and risk management, the article examines the factors that made the institutional project management risky.

5.2. Factors that made the institutional project management risky

The restructuring project faced both individual risk (probability that an event or condition occurs) and the overall project risks (a sum of the individual risks) (Ozguler & Yilmaz, 2016:237). Factors that made the restructuring project inherently risky in terms of individual and overall project risks include:

complexity that ranged from human interfaces, management of various differing restructuring sub-projects, relational and technical issues brought in risk into the restructuring. Managing risk project in a large, complex institution it may be prudent to repeat the risk identification, assessment, monitoring and control during the entire project cycle (Larson & Gray, 2011:230; Ozguler & Yilmaz, 2016:237);

uniqueness even though the institution had undertaken a merger previously (five years ago), the restructuring project was a relatively new and unfamiliar undertaking;

assumptions and constraints entails guesses of what will or not happen (assumptions) in the future and constraints (things not to be done), carrying a hidden undisclosed risk;

stakeholders and people the unpredictability of project provided an opportunity for risk to creep into the project. The project management team did not constitute those with experienced project management skills, thereby introducing risk and uncertainty. Trade Unions and employees also imposed requirements and conflict leading to the poor restructuring project acceptance. The institutional project faced the resistance of buy-in from internal stakeholders. Some of the perceived benefits of risk management have to do with the undertaking of a cost-benefit analysis for project risk management. Awareness of perceived benefits of risk management should have helped the committee to sell and encourage the internal stakeholders to invest and support the restructuring project vision, mission, and critical success factors;

resistance to change the revolutionary nature of restructuring project from the stable known state to the unknown unfamiliar unstable future brought in the element of risk and uncertainty (Oakland 2000). The concept of freezing and unfreezing was not considered during the project cycle. Change management is critical from planning, controlling, reporting and recording changes during the project cycle (Larson and Gray, 2011:230).

6. RESULTS AND DISCUSSION

The results and discussion are presented in a format that seeks to address the research focus questions, in so doing, the attempt is made to provide a complete picture of risk management from conceptual to project closure. The results and discussion are also conducted in such a way as to provide a mirror reflection that seeks to determine the extent to which the restructuring project adhered to generally accepted project management standard and principles.

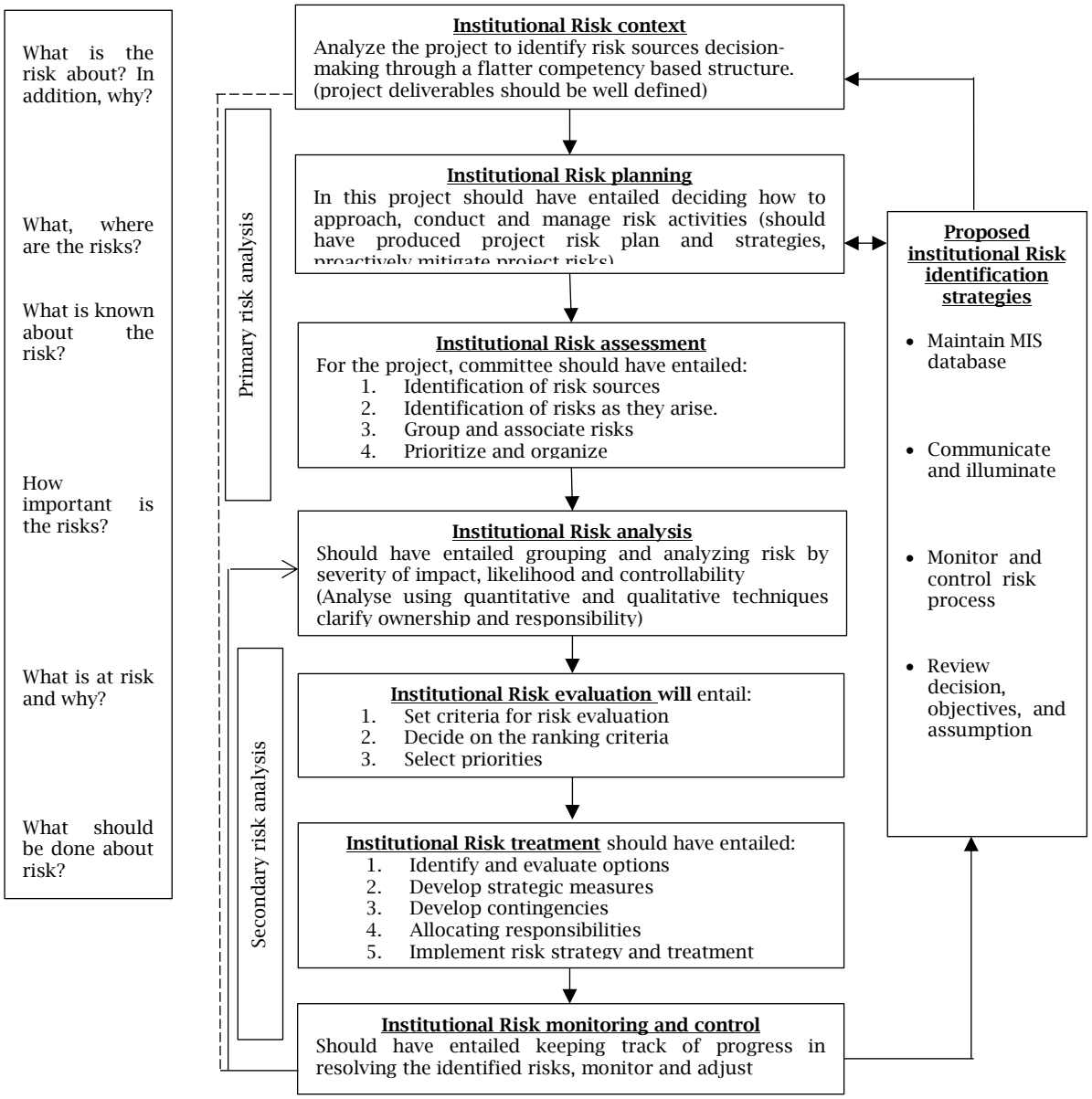
Mapping risk guidelines and standards onto the restructuring project

Figure 1 adapted from AS/NZS (4360:2009:11 and Dallas (2006:149) provides a framework consisting of major components of the risk management process that has been analysed in this study.

Figure 1 shows that the risk management process commences with the identification of the risk context, followed by risk planning, risk assessment, risk analysis, risk evaluation, risk treatment and finally risk monitoring and control. The use and application of a formal project management processes will ensure that the institution delivers valuable projects on a consistent basis (Kohlbacher & Gruenwald, 2011:6; Calabrese, 2016:8; Gardiner, 2016:75). The PMI (2008:60) proposes six risk processes, integrated into a project, that ensure risk management. The integration of various project components should improve the entire project over the long haul (Larson and Gray, 2011:13: Chapman & Ward, 2004:855; Gardiner, 2016:72). Table 1 proposes a more detailed risk management process, which should have acted as the foundation for analysing the restructuring project risk management. The development of awareness of these risk standards and guidelines would have positively influenced the restructuring project.

Figure 2 depicts the major components proposed for the management of risk adapted from Hillson (2009:28). Figure 2 should have been utilised as a formal risk response implementation.

Figure 1. Proposed framework for the implementation of the institutional risk management



Source: created and proposed by the researcher

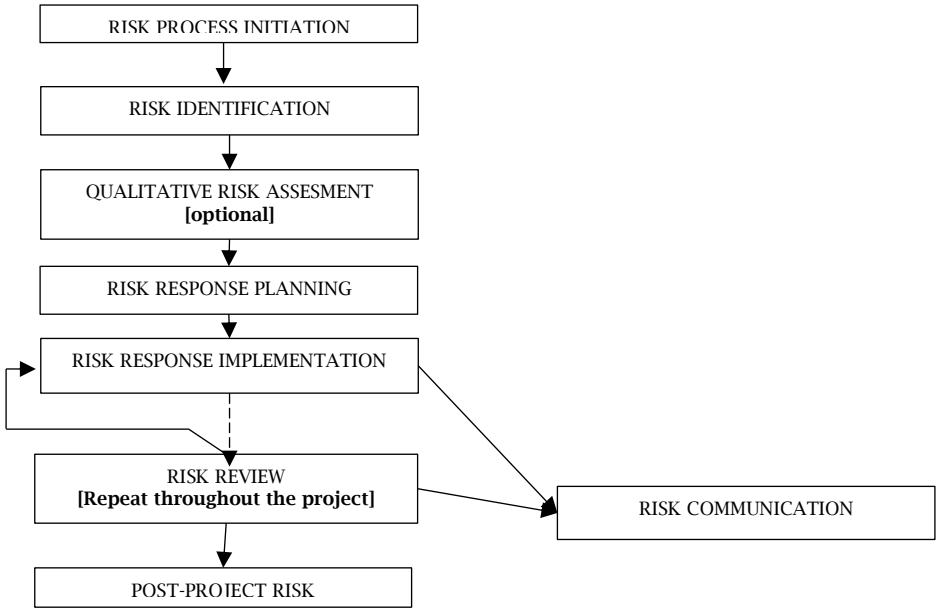
Table 1. Proposed mapping risk process onto the restructuring project

Description of process	***Proposed to the restructuring project***
	Should have involved:
Risk process initiation*- involves getting started,* namely deciding what is to be achieved	Risk definition in terms of objectives, scope and other practical parameters of the restructuring risk management process.
Risk management planning- RMP – involves *getting started on the plan* namely, decide risk approach.	Making decisions on risk approach, planning, and risk execution management activities for the restructuring project. Definition of the RMP parameters, standards and guidelines.
Risk identification*- involves* ***the*** *search for risks* in order to determine which risks might affect the project.	Identifying and determining the specific risk factors that are expected to affect the project. The committee should have analysed the project to identify sources of the risk.
Quantitative risk analysis- entails numerical analysis of the effect of the identified risks.	Qualitatively determining the potential impact of the risk factors and their likelihood to occur. Evaluating the key characteristics of individual risks, thus recognising risk patterns of exposure and prioritising risk for further action.
Qualitative risk analysis. –involves *Setting priorities* of the risks for subsequent further analysis or action.	Further statistical determination of the potential impact of risk factors and assessment of overall project risk exposure.
Risk response planning and implementation involve making *decisions on what to do, analysis to action* the development of options and actions in order to enhance opportunities and reduce threats to project objectives.	Developing options and actions to enhance opportunities and reduce threats to the restructuring objectives. Also determining appropriate response strategy and actions for each individual and overall risk. ***Risk response implementation*** of the agreed plans and determine the effect of the strategy and any resultant secondary risks.

Description of process	*Proposed to the restructuring project*
Risk monitoring and control - involves keeping up-to-date. That is achieved by tracking, identifying risks and monitoring any residual ones.	Track identified risk, monitor residual risk, identify new risk, execute risk response plans, evaluate effectiveness, and create a knowledge base for the future institutional projects lesson learned.
Some guidelines such as (Committee of sponsoring organisation (COSO) 1992) **including Risk Communication** – involve telling others, who needs to know. This is achieved by providing information to the right people at the right time; precedes monitoring, control, and serves to inform relevant stakeholders about the current level of risk and implications.	- The use of formal and informal information policy should be implemented as defining key components of performance management information system (PMIS) for risk communication - "Computer produced the report" is not positive evidence that the data is valid and reliable. - Risk communications should flow in the hierarchy, across functions or down through all layers of management and responsibility. - External communication through periodic compliance and performance reports to internal and external concerned stakeholders for decision-making.
Risk review and post-project review which involves capturing lessons both negative and positive for future projects	- ***Risk review*** should have served the purpose of review of changes in identified risks and overall project risk exposure on the RMP. - **Post-project review** to serve in the identification of risk-related lessons learnt for future institutional projects.

(Source: created by the author for this project)

Figure 2. Proposed generic risk management process (Source: Hillson 2009:28)



7. PROPOSED STANDARDS AND GUIDELINES FOR THE RESTRUCTURING PROJECT RISK MANAGEMENT

The following standards and guidelines should be considered in the restructuring of the future project risk management. These proposed standards and guidelines should inform future institutional projects.

1) *The South African King II III and IV reports* are corporate governance guidelines for South Africa organisations that propose that organisational strategy, risk, and opportunity are inseparable elements. The King IV (2016) adopts the 'comply or explain' principles with regard to applicable laws and regulations. King IV (2016) further recommends that an organizational board should maintain a sound system for risk monitoring, development, and management of control objectives and priorities (King IV 2016). This article, therefore, proposes the following essential steps that should have been integrated within the institutional project risk management process:

1. Establishment of a formal board to account for risks.
2. Developing an institutional framework for Enterprise risk management (ERM)
3. Establishing a structured risk assessment process
4. Developing a risk based control environment.
5. Establishing risk monitoring and control systems
6. Embedding the process of ERM into the institutional overall strategy.
7. Establishing risk assurance processes.
8. Incorporating risk related aspects into the integrated sustainability reporting.

2) *British standards such as BS 6079,* which is applicable to the of risks management process in projects. BS 6079 standard identifies and provides a framework for a healthy risk management culture.

3) *Sarbanes-Oxley Approach* –which proposes 'comply or else, is 'one size fits all' framework that cannot logically be suitable in South African context because the scales of business carried out by organisations vary to such a large degree and bring along a high cost of compliance from the time of inception in 2002.

4) *Turn-bull U.K report (1999*) is a standard for good corporate governance across private and public sectors in U.K that recommends that all businesses should put in place a robust risk management process.
5) *European Association for Project Management*, which is a form of PRAM - Project Risk Analysis Management that is a generic methodology for risk management. PRAM presents a logical and systematic alternative in place of ad hoc approach to risk analysis. Key aspects of PRAM are:
- Recognise that risk management has its own life cycle separate from project cycle.
- Apply different risk strategies at various points in the project's life cycle.
- Integrate multiple methodologies for managing risk in a coherent, systematic approach, rather than use "pick and choose" approach.

Some of the shortcoming of some of the risk standards and guidelines aforementioned include:

The absence of providing a step for capturing lessons learnt. Some guidelines have briefly included the need to capture lessons, as a small part of a wider 'Monitoring and Review' step. Hillson (2009:28) states a wider malaise: the reluctance of many organisations [such as the restructuring] to undertake a post-project review or [risk] lesson learnt at the end of the [restructuring] project (or at significant intermediate milestones). The effort to perform such a review is too much for the already disbanded restructuring committee, despite the obvious benefits that can accrue.

The guidelines and standards failed to acknowledge that risk management is more than a process. Hillson (2009, 70) notes that it is a common myth for organizations to think that risk management is just a process, an impression reinforced by most risk guidelines and standard. The lack of attitude towards risk management as more than a process has resulted to the notion that all the restructuring project committee should have created a simple checklist to follow for risk management. This article contends that risk management process is important but not sufficient. Other factors and integration issues are important in the RMP. Combining two or more processes within a single study is logical and it offers practical value for effective and efficient risk management.

The guidelines and standards offer conflicting risk management approach. Some of guidelines and standards offer traditional while others offer contemporary risk management approach. On the one hand, some standards apply the traditional risk process namely the waterfall 'metaphor' model where a project life cycle is divided into distinct phases (Larson & Gray, 2011:598). On the other hand, contemporary risk management provides smaller elements 'chunks' building up to the delivery of the whole project. The article is concerned whether evolutionary development, rather than the waterfall model, is more successful (Larson & Gray, 2011:587). According to Kerzner (2006:709), risk management within a project is determined as a disciplined, continuous process of planning, assessment [identifying and analysis], handling, controlling, and monitoring. As a result, the system integrates other risk processes planning, costing, budgeting, controlling monitoring, quality, and scheduling. Providing a sample of proposed project management guidelines this article attempts to integrate these standards and guidelines for simple application in future institutional projects (see Table 2, adapted from Hillson 2009:29). Table 2 compares previously proposed risk management standards and guidelines and maps them into a single generic integrated framework for risk management process.

Table 2. Proposed mapping of generic risk management process

Informal step of the process	*Formal process of the step*	*APM Body knowledge Project Risk Management and analysis*	*PMBOK - PMI chapter 11 Project 4360:2008Management of Risk*	*AS&NZS 4360:2009 Risk Management (also ISO& DIS 31000 Risk Principles and Guidelines*	*Management of Risk by OGC (M_O_R)*	*Risk Management Standard by IPM*	*BS31100:2011Risk Manage-ment- Code of Practice*
Starting	Initiation of risk response	Initiating	Planning risk management	Establishment of the context	Identification context	[strategic organisation objective]	Context of Risk
Risk search	Identifica-tion of Risk	Identification	Identification of Risks	Identification of Risk	Identification of Risks	Identification of Risk and description	Identificatio n of Risk
Priorities Setting	Quantitative assessment of risk	Assessment	Performing Qualitative risk analysis Performing Quantitative risk analysis	analysis of Risk evaluation of Risk	Assessment	Risk estimation	Assessment of Risk
Decisions what to do	Risk planning response	Planning responses	Planning Risk responses	Treatment of Risk	Planning	Treatment of Risk	Response to Risk
Action steps	Risk response implementat ion	Implementatio n responses	-		Implementing		
Commu-nicating	Communicat ion of Risk	-	Monitor & control risks	Consultation and Communication	communicate	Risk reports	Reporting Risk
Up to date data	Review of Risk	Management process		Control, Monitor, and review	Embedding and review	Control, Monitor, and review	Risk reviewing
	Post-project review	-	-		-	-	-

(Source: adapted from Hillson 2009:29)

8. DISCUSSION OF THE ANALYSIS OF THE RESTRUCTURING PROJECT RISK ENVIRONMENT

The restructuring project carried an inherent risk in terms of the management of both the process and phases and the internal stakeholder's acceptance. Analysis of the restructuring project exhibits a reactive risk management process and ad hoc practices, which were a little more than emergency fire extinguishers. Further analysis indicated that there was no formal appointment of a professional project leader. Therefore, there was a lack of an appropriate project leader in terms of competencies to handle the complex activities required during the restructuring. Internal institutional executives acted as the project leaders and team.

Change management is a major element of the risk control process (Larson and Gray, 2011:230). The restructuring project was analysed within the concept of change management. The analysis showed that unmanaged change took place during the restructuring process, thereby, exhibiting a high risk in contrast to implementing a formal change management process. This article, therefore, proposes that the institution should have undertaken a proactive approach to the identification and handling of risks and uncertainties. Scholars such as Jaafari (2004; 2004:301); Simister (2004:42); Chapman and Ward (2004:858) and Gardiner (2016:72) posit that uncertainty and prudent risk management should be the key to a successful project management. The illegal strikes that followed the restructuring project are the indication of poorly implemented change management.

The institutional project committee should have prepared contingency strategies to be used as opportunities, rather than undertaking reactive management too late. According to Larson and Gray (2011:223), a contingency plan is an alternative plan for managing unforeseen risk. The contingency plan such as a risk response matrix and prototyping will represent activities that will mitigate or reduce the negative effect of the risk event (Hamilton, Byatt & Hodgkinson, 2010:1; Larson and Gray, 2011:223; Bosch-Sijetsema & Bosch, 2015). "Scenario planning is risk contingency planning, without really moving organizational resources."(Larson and Gray, 2011:31). Scenario planning is a structured process of thinking about future possible environments that would have a potentially high impact that could have disrupted the institutional project Hamilton, Byatt & Hodgkinson, 2010:1; Larson and Gray, 2011:31).

8.1. Identified elements that have an effect on risk project management

Identification of critical success factors (CSFs) is vital for managing project risk. Embedding CSFs in the risk management framework cannot be understated. The proposed framework should link opportunities (value) and risk management actions to the institution's strategic objectives in order to ensure that value and risk activities are aligned for the successful delivery of project objectives (Ciutiene, Venckuviene, & Dadurki, 2016:49). The following points provide the basis for compiling the CSFs that apply specifically to the restructuring project adapted from Oakland (2000:26):

Clearly defined and visible executives support for the restructuring project is critical for project success.

Explicit policies must be communicated to primary stakeholders.

Adoption of transparent activities for managing risk is critical.

The existence and creation of a culture that supports and understands the importance of maximising value, monitoring and controlling risk should be implemented.

Fully embedding management processes to the institutional objectives is vital.

Implementation of effective plans and regular reviews should be undertaken to ensure that the benefits of the risk management processes are realised and lessons learnt implemented for future projects.

Policy for managing risk should be developed and implemented in order to achieve strategic and operational objectives aligned with the institutional vision, mission and strategies. Policy documents should serve to provide clear guidelines on risks management (Turner, 2009:7; Fraser, 2011:28; Turner, Anbari, & Bredillet, 2013:11). A key for controlling the costs, associated with a project, involves documenting responsibility (Calabrese, 2016).

Training on risk management should be an integral part of the entire project management cycle. According to Dallas (2006:80), training is the first strand of an effective risk plan.

Change management should be incorporated into the future project cycle proactively in order to manage risk. Change and risk are closely associated (Chambers & Rand, 2010:497). Project leaders should establish a conducive environment in which the project stakeholders are comfortable to raise issues and concerns and admit mistakes (Larson and Gray, 2011:230).

Spectrum of acceptance and stakeholder analysis is vital for the project success. Projects are subject to influences from stakeholders, whose pressure can generate change, increase costs, delays and risks (Dallas 2006:91). The improved relationship among the institutional secondary stakeholders such as funders, insurers, media, and regulators should be managed proactively to reduce adverse effects on the project.

Triple bottom line philosophy, which integrates sustainable development of pillars, namely economic, social and environmental, should be included in future risk management plans and philosophy (Elkington, 1998; King IV, 2009).

Risk monitoring and control should be integrated into future project cycle for proactively managing risk. According to Chambers & Rand (2010:465-469) potential for cost saving (for example recycling materials and less waste) is a vital component of risk management. Project members should be vigilant with respect to monitoring of potential risks and identify new land mines that could derail a project (Larson and Gray, 2011:230).

Delivery is the second strand of the risk plan (Dallas, 2006:81). Delivery of risk management services using tools and techniques described by the PMI (2008) and other risk guidelines should be adopted proactively. Definition of potential sources of risk should be incorporated in a hierarchical risk

breakdown structure (RBS); perhaps drawings from industry standard or from 'own' template should be utilized.

9. CONCLUSION

Based on the results and analysis of the research findings the following conclusions are drawn.

Enterprise risk management (ERM). The analysis showed that ERM adhered to the King III and IV. However, no formal project closure took place. Risk management was not conducted as a separate component of the entire project. The project lacked a formal risk response and implementation plan.

Institutional executive support and Organisational culture. Risk management was not implemented interactively; neither "top-down" nor "bottom-up" approach was adopted. The institution's executives showed support for the project but did not proactively identify with the project risks as they occurred. Therefore, a mismatch between the primary stakeholders' expectations and the project leadership hindered the project success. According to Kippenberger (2000:2), an organisational culture has a significant influence on the effectiveness of the risk management process.

Opportunities for managing changes were not formally put into consideration. The adoption of freezing and unfreezing techniques for managing change was essential. Proactively managing change in the form of affected stakeholders, namely employees and trade unions would have ensured project success. The stakeholders actively tried to sabotage the project success.

Poor perception and attitude towards a formal risk strategy. The institutional executives exerted pressures to get the project done quickly, which resulted in eliminating "unnecessary' activities such as documentation and proper project closure and setting unrealistic deadlines. The project control then became an issue of 'firefighting' rather than proactively managing and eliminating potential risk threats.

No contingency risk planning took place. There was a lack of adequate attention to problems and challenges as they occurred. Contingency plans were not in place for dealing with problems as they emerged so they would not turn into big problems in later project phases.

10. LIMITATIONS OF STUDY

Limitations are those constraints that affect the generalizability, applications to practice or utility of research findings. Limitations can also be the consequences of research design or data collection methodology, which has an impact on the interpretation of the findings (Burke, 2010:109). The desktop nature of this research can hamper generalizability of the research to other institutions. Nevertheless, the researcher made extensive use of project management principles, and supplemented the data by gathering information during the open discussion forums conducted officially throughout the project cycle, thus making the research findings to be adoptable, applicable and useful in other settings that relate to project risk management.

10.1. Further research

Institutional transformation through the process of mergers and restructuring is a prominent characteristic of the 21-century organisations. The South African Minister of Higher Education released the National Plan for Higher Education in February 2001, which has resulted in the number of public higher education institutions being reduced from 36 to 23 through the mechanism of mergers. The process of restructuring has also followed these mergers as the institutions struggled to adapt. Therefore, it is essential for the risks associated with the project management and outcomes of these mergers and restructuring to be evaluated on an ongoing basis. Therefore, there is clearly room for research to be undertaken both, at respective institutions and on a wider scale and comparisons of outcome to be undertaken both locally and internationally.

11. RECOMMENDATIONS

Based on the conclusions reached, this research reasonably draws several recommendations aimed at improving future institutional projects.

1. In future projects, the institution should distinguish stakeholders in terms of primary versus secondary stakeholders and identify, as well as address their nature of interest and power in risk management.
2. Future projects should adopt and integrate specific solid risk management planning, monitoring and control process, and strategy.
3. Updating of the existing risk and system policies, procedures, and guidelines should be conducted on a regular basis and applied in future projects.
4. In the context of restructuring risk, management should commence from the onslaught of the project and continually managed as an on-going integrated and iterative cycle.
5. A reputable risk management process should adhere to and be embedded within the institutional project management philosophy.
6. Future projects should include initiatives of well-thought out and sustainable internal change management campaign aimed at engaging the primary stakeholders, building relations, improving communications, thereby dispelling fears and anxieties in order to minimise risk. Change is inevitable in risk management. Therefore, the adoption of a well-defined change management process early in future project management planning cannot be understated.
7. While it may be impractical, project managers should touch-base with primary stakeholders on a regular basis. Holding regular stakeholder meetings to review and provide an update on the status of the project contributes positively to risk management.
8. Establishment of an institutional 'project office' is vital for sustainable risk management. The office will operate as a future library of case studies consisting of lessons learnt, both positive and negative. Formal documentation of research process and outcome will serve as criteria that will ensure future project success. Lessons learnt act as guidelines and risk analysis templates that provide a quick insight into proactive management during a project life cycle.

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