

VISOKA ŠOLA ZA PROIZVODNO INŽENIRSTVO

DIPLOMSKO DELO

**MODEL OBVLADOVANJA PROJEKTHIH TVEGANJ V
PODJETJU HTZ VELENJE**

**PROJECT RISK MANAGEMENT MODEL IN COMPANY
HTZ VELENJE**

Študent: IVAN GLUŠIČ

Mentor: doc. dr. Peter Meža

Študijski program: Sodobno proizvodno inženirstvo

CELJE, 2014

MODEL OBVLADOVANJA PROJEKTHNIH TVEGANJ V PODJETJU HTZ VELENJE

POVZETEK

Diplomsko delo obravnava obvladovanje projektnih tveganj v danem podjetju. V izhodiščnem položaju smo raziskovali in preučevali različne teorije avtorjev ter način, s katerim bi predlagali vpeljavo preverjenih modelov obvladovanj tveganj v dano podjetje brez velikega finančnega vložka. Na osnovi skrbno načrtovanih vprašanj smo se odločili za uporabo anketiranja, ki spada med kvantitativne metode raziskovanja. Pridobljene podatke smo statistično obdelali in jih podrobneje analizirali ter tako dobili odgovor na raziskovalni problem. V nadaljevanju smo predlagali rešitev vpeljave kartice projektov v proces vzdrževanja. S predlagano rešitvijo, ki se uporablja za procese vzdrževanja, bi imeli hiter in enostaven popis tveganj, obenem pa bi imel vsak zaposleni v vsakem trenutku vpogled na kontrolni seznam po stopnji tveganj, ki se lahko pojavijo v danem procesu.

Kot odgovor na drugo raziskovalno vprašanje smo najprej definirali skupine tveganj ter potencialne nevarnosti, če pride do nevarnega dogodka. Z uporabo Pareto metode in s popisom predvidenih nevarnosti sta prikazana tabelarična ocena tveganj ter izračun kumulativnega deleža. S predlagano metodo in z vpeljano rešitvijo bomo preprečili marsikateri nevarni dogodek.

Ključne besede: obvladovanje projektnih tveganj, analiza vodenja projektov, kartica projekta, Pareto metoda

PROJECT RISK MANAGEMENT MODEL IN COMPANY HTZ VELENJE

SUMMARY

Graduation thesis deals with the management of project risks in a given company. First and foremost various theories of authors have been explored and studied as well as the manner in which the introduction of validated models of risk management within a given company would be proposed without big financial stakes. On the basis of carefully planned questions, we decided to use the survey, which is one of the quantitative methods of research. Obtained data were statistically processed and analyzed in detail; thus the answer to the research problem was given. Furthermore, the implementation of the card was proposed as a solution for the maintenance process. This would result in a quick and easy inventory list of risks, and at the same time any employee would be able to have an insight onto the checklist of risks levels that may occur in a given process at all times.

In response to the second research risks groups and potential threats in the event of hazardous occurrences were defined first. Tabular risks assessment and calculation of cumulative share are shown by using the Pareto method and the inventory list of expected risks. The proposed method and the solution will be introduced in order to prevent the emergence of hazardous occurrences.

Keywords: project risk management, project management analysis, project card, Pareto method