Uncertainty, Complexity, and Risk in Projects

April 25-28, 2016
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Introduction
Emerging economies in Asia and India are going through major transformation.
While about 70 trillion dollars’ worth of projects are being executed in the world, a majority of these projects will require new knowledge in managing projects that goes beyond critical path, network diagram and conventional Project Risk Management (PRM) as practiced by Project Management Book of Knowledge (PMBOK).

Background
Some of the events in the recent past like the major international sports event in New Delhi, difference in valuation in coal and telecom projects, the shifting of location of project construction site of the world’s cheapest car factory from eastern India to western India, etc. focus on the need for specialized training in PRM. Even the Challenger and Columbia disasters are examples that demonstrate the need for proper PRM. A report (February 2014) by the Ministry of Programme Implementation indicates that out of 239 major projects funded by the central government (worth Rs.1000 crore or more) totalling Rs. 739881 crore (about 113 billion USD), 104 are behind schedule and 77 have no fixed date of commissioning. In financial terms, the cost overrun translates to a loss of more than Rs. 156802 crore (about 25 billion USD).

The Essence
The essence of new paradigm PRM lies in understanding the three dimensions of PRM: Uncertainty, Complexity, and Risk. This programme is aimed not only at introducing PRM as a process but developing it in a matrix of uncertainty and complexity also. Hence our programme goes much beyond conventional matrix of impact and likelihood method and conventional definition of project risk.

For Whom
This programme is aimed at executives who are planning to be involved in management of risks in large national and international projects. The principles of risk management in projects will be applicable equally to conventional construction and project management sectors, service sectors (hotels, airlines, railways, telecom, internet service providers, power plants, call centres, BPOs, and Information Technology and software projects), defence services projects as well as projects in manufacturing sectors (process industries such as steel, aluminum, polymer, zinc, petrochemicals, cement, pharmaceuticals, etc.).

Objectives
- Acquaint the participants with three types: Variations, foreseen and unforeseen uncertainties
- Discuss issues related to risk identification, risk analysis, and risk response planning in projects in mitigating cost and time overrun
- Develop knowledge about system, task, and organizational level complexities
- Discuss various statistical principles in risk management and introduce new concepts of cumulative impact factor and cumulative likelihood factors, risk cost, risk time, corrective cost, corrective time, expected cost, and expected time
- Discuss advanced concepts like simulation, Dependency Structure Matrix, selectionism and learning
- Discuss the difference between PRM in ordinary projects and technology start-up projects
- Discuss various legal issues including statutory reporting of project risk management
- Discuss Indian and international cases of application of PRM in several industries

Contents
- Basics of Critical Path Method and Program Evaluation and Review Techniques
- Probability Concepts and Dependency Structure Matrix
- PRM Process: SHAMPU, PMBOK, and RAMP
- Case Study of PRM in India and Abroad
- Integration of Project Risk with Financial Risk
- Develop the Profile of PRM in Variation, Foreseen and Unforeseen Uncertainty, and Complexity
- Recent Developments, NTCP (Novelty, Technology, Complexity, and Pace)
- Statutory Reporting in PRM

Pedagogy
A mix of pedagogical tools will be used—cases and articles from international journals, software developed by IIMA, videotapes, and guest lectures.

Faculty
- Prof. Goutam Dutta, Ph.D. (Northwestern University, USA) (Faculty Chair)
  E-mail: goutam@iimahd.ernet.in
- Prof. Arnab K. Laha, Ph.D (Indian Statistical Institute)
- Prof. Anurag Agarwal, LLM (Harvard)
There will be guest faculty from Academia and Industry.
**Nominations and Inquiries**

Nominations should reach the Officer-Executive Education latest by **April 11, 2016**.

Organizational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness. All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plan only after receiving the acceptance letter.

For nomination forms and more information, please contact:

**Officer - Executive Education**

Indian Institute of Management, Ahmedabad  
Vastrapur, Ahmedabad 380 015  
Phone: +91-79-6632 4072-78, 4081  
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)  
E-mail: exed@iimahd.ernet.in  
Website: www.iimahd.ernet.in/exed

**Venue and Accommodation**

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants get full board and air-conditioned single room accommodation on the Institute campus.

**IIMA norms do not allow participants to have any guest stay with them during the programme.**

**Programme Fee and Payment**

Rs. 85,000 (+14.50% Service Tax) per person for participants from India and equivalent US Dollars for participants from other countries. The fee includes tuition fees, programme materials, board and lodging.

The programme fee should be received at the Executive Education Office latest by **April 11, 2016**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person / organization concerned.

The programme fee can be paid in one of these three ways:

**[A] Electronic Fund Transfer:**

1. For credit to Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad (IFSC:YESB0000007, SWIFT Code: YESBINBB)

2. Name of Remitter: ___________ (Please mention the name of the sponsoring organization)

3. Purpose of Remittance: **Uncertainty, Complexity, and Risk in Projects**

4. IIMA Permanent Account Number (PAN): AAAT1247F

5. IIMA Tax Deduction Account Number (TAN): AHMI00189A

6. IIMA Service Tax Registration Number: AAAT1247FST001

After making the payment, please e-mail us the complete transaction details immediately so that we can connect your remittance to your nomination.

**[B] Payment Gateway**

Please visit IIMA website (www.iimahd.ernet.in/exed) for more information.

**[C] Demand draft/cheque payable at par at Ahmedabad**

The cheque/draft should be in favour of “Indian Institute of Management, Ahmedabad” and sent directly to Executive Education Office through courier or speed post.

**Early Bird Discount and Group Discount**

For early bird discount and group discount, please contact: Officer, Executive Education (E-mail: exed@iimahd.ernet.in)
Alumni Association

Please note that participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend a total of 21 days in one or more programmes to be eligible for alumni status and alumni identity card, both of which will be awarded on payment of one-time alumni fee of Rs.10,000.

Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting, and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX)
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population
- Faculty Development Programme for teachers in universities and colleges

The Institute has about 96 faculty members working in the following management areas and sectors:

Disciplinary Areas:
- Business Policy
- Communications
- Economics
- Finance and Accounting
- Information Systems
- Marketing
- Organizational Behaviour
- Personnel and Industrial Relations
- Production and Quantitative Methods

Interdisciplinary Centres and Groups:
- Centre for Innovation, Incubation, and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- Gender Resource Centre
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Public Systems Group
- Ravi J. Matthai Centre for Educational Innovation

Kasturbhai Lalbhai Management Development Centre (KLMDC), located on the IIMA main campus, and International Management Development Centre (IMDC), located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is wi-fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carom, chess, cricket, football, squash, TT, and volleyball). Participants can also take advantage of the Institute’s library.