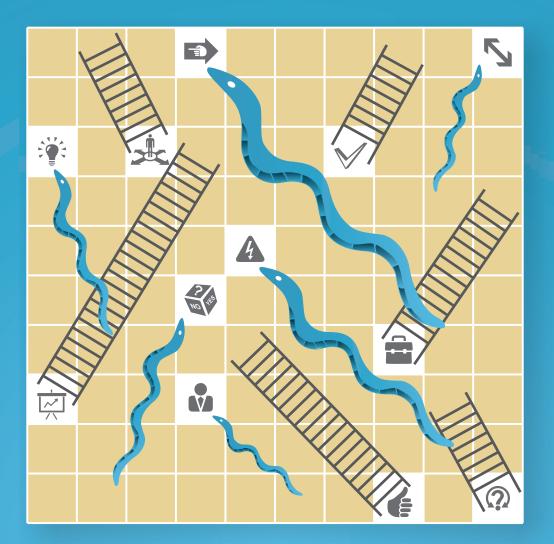
Uncertainty, Complexity and Risk in Projects

April 24-28, 2017





Executive Education Indian Institute of Management, Ahmedabad

Uncertainty, Complexity and Risk in Projects

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• 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.

Target Audience

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 industriessuch as steel, aluminum, polymer, zinc, petrochemicals, cement, pharmaceuticals, etc.).

Faculty

- Dutta, Goutam (Faculty Chair)
 Ph.D (Northwestern University, USA)
 E-mail: goutam@iima.ac.in
- Laha, Arnab, Ph.D (Indian Statistical Institute)
- Agarwal, Anurag, LLM (Harvard Business School, USA)

There will be guest faculty from Academia and Industry.

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 specialised 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 isaimed 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.

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 costandtime overrun
- Develop knowledge about system, task, and organisational 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

Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **April 10, 2017** and last date for early bird discount is **April 03, 2017**.

Organisational 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 plans 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 4472 to 77 and 4461 to 69 Fax: +91-79-2630 0352 (ExEd)/ 2630 6896 (General) E-mail: exed@iima.ac.in Website: www.iima.ac.in/exed

Venue and Accommodation

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

IIMA norms do not allow participants to have guests stay with them during the programme.

Programme Fee and Payment

INR 1,20,000 (+15% Service Tax) per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **April 10, 2017**. 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/ organisation concerned.



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

[A] Electronic Fund Transfer:

- 1. Name of Beneficiary: Indian Institute of Management, Ahmedabad
- Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad (IFSC:YESB0000007, SWIFT Code: YESBINBB)
- 3. Name of Remitter: _____ (Please mention the name of the sponsoring organisation)
- 4. Purpose of Remittance: Uncertainty, Complexity, and Risk in Projects
- 5. IIMA Permanent Account Number (PAN): AAATI1247F
- 6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
- 7. IIMA Service Tax Registration Number: AAATI1247FST001

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

[B] Payment Gateway

Please visit the IIMA website (www.iima.ac.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.

Discount

Early Bird Discount: Nominations received with payments on or before **April 03, 2017** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and the alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 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
- 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 97 faculty members working in the following management areas and sectors:

Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- 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
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Ravi J. Matthai Centre for Educational Innovation



Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the 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, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा कार्यक्रम भारतीय प्रबंध संस्थान, अहमदाबाद

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