



Pavel Alferov

Professor of Business Practice
 Pavel_Alferov@skolkovo.ru

Strategy, general and operational management
 Leadership and personal transformation

Education

Degree

- 2017 **Professional Retraining Diploma (Corporate Director)**
 Moscow State University
- 2002 **Professional Retraining Diploma (IT Manager)**
 RANEPА
- 1997 **Specialist**
 Moscow Energy Institute
 Russia

Awards & Honours

- 2024 **Business Author of the Year, for the book Project Management: How to Do the Right Things Right**
 SKOLKOVO School of Management
 Russia
- 2022 **Best Online Program Award 2022**
 SKOLKOVO School of Management
 Russia
- 2018 **Letter of Appreciation from the President of the 2018 Olympic Games Organizing Committee**
- 2014 **Letter of Appreciation from the President of the 2018 FIFA World Cup Organizing Committee**

Professional experience

Academic experience

- since 2018 **Professor of Business Practice**
 SKOLKOVO School of Management
 Russia
- 2017 — 2018 **Lecturer. Independent expert on project management, knowledge management, digitalization**
 SKOLKOVO School of Management
 Russia

Professional experience

- 2016 — 2017 **Project Office Deputy Director. Member of RVC Management Board, Member of NTI Project Committee**
 Russian Venture Company, National Technology Initiative (NTI) Project Office
 Russia
- 2014 — 2016 **Head of Project management center. Member of Central Project management Committee, Member of IT Committee**
 Inter RAO Group
 Russia
- 2013 — 2014 **Deputy General Manager**
 NIPK Electron (Saint Petersburg)
 Russia

- 2008 —
2013 **Information, Knowledge
and Methodology
Department Director.
Head of Project&planning
methodology division**
Sochi 2014 Organizing Committee
Russia
- 2007 —
2008 **Head of project management
implementation in "Refining"
Business unit. Downstream
IT Projects Director**
JSC "TNK-BP Management"
(TNK-BP)
Russia
- 2006 —
2007 **Group Deputy CIO**
Alfa Group Consortium
Russia
- 2006 —
2006 **Deputy Director of IT Strategy
Department**
X5 Retail Group N.V
Russia
- 2000 —
2006 **IT Project Manager, Section
Manager, IT Projects Center
of Expertise and Compliance
Leader**
JSC "Tyumen Oil Company" (TNK)
later JSC "TNK-BP Management"
(TNK-BP)
Russia
- 1988 —
2000 **Head of IT, Programmer
and analyst in commercial
organizations and banks**

Articles in reputable business journals

- 1 Alferov, P. (2020). **Nine risks that could ruin all your projects.** Harvard Business Review Russia.
- 2 Pochinok, M., Alferov, P. (2020). **The cure for fear.** Harvard Business Review Russia.
- 3 Alferov, P. (2019). **Agile or not: whether flexible management and work methods are right for you.** Harvard Business Review Russia.
- 4 Alferov, P. (2019). **Victory over chaos: how can you effectively manage projects in Russia.** Harvard Business Review Russia.
- 5 Alferov, P., Maslennikov, S. (2019). **Five scenarios of digital transformation.** Harvard Business Review Russia.

Books

- 1 Alferov, P. (2024). **Project management. How to do the right things right.** MIF
- 2 Alferov P., Muzafarov A. (Eds.) (2023). **High-Intensity Mega-Projects: Russia's Experience of the Last Two Centuries.** SKOLKOVO School of Management.
- 3 Alferov P. et al. (2021). **Ethics and Digits: From Problems to Solutions.** RANEPA.
- 4 Alferov P. et al. (2021). **Lean Management in the Public Sector: Setting Up the Processes.** RANEPA.
- 5 Kiryushin S., Borisov E., Alferov P. et al. (Eds.) (2020). **4CDTO Textbook. On Digital Transformation and Digitalization.** Club 4CIO.
- 6 Alferov P. et al. (2013). **4CIO Textbook. The Bedside Book of the IT Director.** Club 4CIO.
- 7 Alferov P. et al. (2019). **Navigating the Digital Transformation: Agile Approach in Public Administration.** RANEPA.