



Pavel Alferov

Title: Professor of Business practice

Email: Pavel_Alferov@skolkovo.ru

Nationality: Russia

TEACHING DOMAINS

- Change Management
- Project management

EDUCATION

Highest degree:

1997 Specialist, Moscow Energy Institute, Russia

PROFESSIONAL EXPERIENCE

Academic experience

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

Professional experience

Management" (TNK-BP), Russia

1988 - 2000 Head of IT, Programmer and analyst in commercial organizations and banks

PUBLICATIONS

Articles in professional journals

ALFEROV, P., KITAYGORODSKAYA, N. (2020). "Digital chip" Open digital badges. *Running a business*.

ALFEROV, P. (2020). Russian model of management. Where to go? *allCIO*.

ALFEROV, P. (2019). Swiss cheese, bow tie and risks of digital transformation projects. *IT World*.

ALFEROV, P. (2018). Using the Complexity Model to Manage Digital Transformation Projects. *IT World*.

ALFEROV, P. (2011). The Future of Design Methodology: From Classification to Profiles. *Projects Management*.

Articles in reputable business journals

ALFEROV, P. (2020). Nine risks that could ruin all your projects. *Harvard Business Review Russia*.

POCHINOK, M., ALFEROV, P. (2020). The cure for fear. *Harvard Business Review Russia*.

ALFEROV, P. (2020). Checklist for a comfortable transition to remote work - tips from Skolkovo. *RBC*.

ALFEROV, P. (2019). Agile or not: whether flexible management and work methods are right for you. *Harvard Business Review Russia*.

ALFEROV, P. (2019). Victory over chaos: how can you effectively manage projects in Russia. *Harvard Business Review Russia*.

ALFEROV, P., MASLENNIKOV, S. (2019). Five scenarios of digital transformation. *Harvard Business Review Russia*.

Practice-oriented studies and reports

ALFEROV, P. (2021). ETHICS AND "DIGITAL": ETHICAL PROBLEMS OF DIGITAL TECHNOLOGIES.