



Paul GARDINER
INNOVATION Academy
Lille

CV

Skills & Interests

Languages

Native English, basic French

Expertise

Application of project management competences in the workplace, organisational project management for competitive advantage, improvement and learning mechanisms across the strategy-project system, teaching project management in higher education and executive education.

International Interests

Europe, Middle East

Qualification

Scholarly Academic

Academic Degrees

Ph.D. University of Durham, UK, Engineering Management, 1993

Work Experience

Programme Director DBA, SKEMA Business School (January, 2016 - Present), Lille, France.

Global Scientific Director for the Master of Science in Project and Programme Management and Business Development, SKEMA Business School (March, 2015 - Present), Lille, France.

Visiting Fellow, Nottingham Business School (2011 - 2015), Nottingham, United Kingdom.

Associate Professor and Head of Programme in Project Management, British University in Dubai (2008 - 2015), Dubai, United Arab Emirates.

Honorary Fellow, University of Manchester (2008 - 2015), Manchester, United Kingdom.

INTELLECTUAL CONTRIBUTIONS

Articles in Journals

- GARDINER, P. (2016). Relationship Management and the Management of Projects. *Construction Management and Economics*, 33 (10), 861-862, doi: <http://dx.doi.org/10.1080/01446193.2015.1127983>.
- GARDINER, P., Abuhejleh, A., & Ellahham, S. (2016). Exploring the Role of Lean Methodology as a Tool for Performance Improvement in Healthcare Projects: An Ethnographic Case Study in U.A.E. *Journal of medical and dental science research*, 3 (8), 15-24.
- PETRO, Y. & GARDINER, P. (in press, 2015). An investigation of the influence of organizational design on project portfolio success, effectiveness and business efficiency for project-based organizations. *International Journal of Project Management*, 33 (8), 1717-1729, doi: DOI: 10.1016/j.ijproman.2015.08.004.
- Ojiako, G., Chipulu, M., Gardiner, P., Williams, T., Mota, C., Maguire, S., Shou, Y. and Stemanti, T. (2014). Effect of project role, age and gender differences on the formation and revision of project decision judgements. *International Journal of Project Management*, 32 (4), 556-567.
- Chipulu, M., Ojiako, U., Gardiner, P., Williams, T., Mota, C., Maguire, S., Shou, Y., Stamati, T. and Marshall, A. (2014). Exploring the Impact of Cultural Values on Project Performance: The effects of cultural values, age and gender on the perceived importance of project success/failure factors. *International Journal of Operations and Production Management*, 3 (8).
- Almarri, K. & Gardiner, P. (in press, 2014). Application of resource-based view to project management research: supporters and opponents. *Procedia - Social and Behavioural Sciences*, 119, 437-445.
- Alketbi, S. & Gardiner, P. (2014). Top Down And Bottom Up Approaches in Project Portfolio management. *Procedia - Social and Behavioural Sciences*, 119, 611-614.
- Gardiner, P. (2014). Creating and appropriating value from project management resource assets using an integrated systems approach. *Procedia - Social and Behavioural Sciences*.
- McAdam, R., Keogh, W., Eltigani, A., & Gardiner, P. (2013). An exploratory study of Business Excellence implementation in the United Arab Emirates (UAE) public sector: management and employee perceptions. *International Journal of Quality & Reliability Management*, 30 (4), 426-445.
- Gallo, M. & Gardiner, P. (2007). Triggers for a flexible approach to project management within UK financial services. *International Journal of Project Management*, 25 (5), 446-456.
- Turner, C. & Gardiner, P. (2007). De-internationalisation and global strategy: the case of British Telecommunications. *Journal of Business & Industrial Marketing*, 22 (7), 489-497.
- Davenport, J. & Gardiner, P. (2007). Performance management in the not-for-profit sector with reference to the National Trust for Scotland. *Total Quality Management and Business Excellence*, 18 (3/4), 303-311.
- Egan, I., Ritchie, J.M., & Gardiner, P. (2005). Measuring performance change in the mechanical design process arena. *Journal of Engineering Manufacture*, 219 (12), 851-863.
- Wongrassamee, S., Gardiner, P., & Simmons, J.E.L. (2003). Performance measurement tools: the Balanced Scorecard and the EFQM Excellence Model. *Measuring Business Excellence*, 7 (1), 14-29.
- Gardiner, P. & La Rochelle, J. (2003). A communication plan establishes a common understanding for sharing project information. *PMI Consulting SIG Newsletter*, 5 (1), 9-13.
- La Rochelle, J. & Gardiner, P. (2003). Meaningful estimates require documentation of the estimating approach. *PMI Consulting SIG Newsletter*, 5 (1), 18-22.
- La Rochelle, J. & Gardiner, P. (2003). Managed change is essential in maintaining shared expectations. *PMI Consulting SIG Newsletter*, 4 (1), 18-20.
- La Rochelle, J. & Gardiner, P. (2003). The importance of shared expectations to successful project management. *PMI Consulting SIG Newsletter*, 1 (1), 14-19.

- La Rochelle, J. & Gardiner, P. (2002). An understanding of business motivation is essential to an optimal project solution. *PMI Consulting SIG Newsletter*, 3 (1), 10-13.
- Belmiro, T.R., Gardiner, P., Simmons, J.E.L., Santos, F.C.A., & Rentes, A.F. (2000). Corporate communications within a BPR context. *Business Process Management Journal*, 6 (4), 286-303.
- Belmiro, T.R., Gardiner, P., Simmons, J.E.L., & Rentes, A.F. (2000). Are BPR practitioners really addressing business processes? *International Journal of Operations and Production Management*, 20 (10), 1183-1203.
- Gardiner, P. & Stewart, K. (2000). Revisiting the golden triangle of cost, time, & quality: the role of NPV in project control, success and failure. *International Journal of Project Management*, 18 (4), 251-256.
- Gardiner, P. & Ritchie, J.M. (1999). Project Planning in a virtual world: Information management metamorphosis or technology going too far? *International Journal of Information Management*, 19 (6).
- Gardiner, P. & Simmons, J.E.L. (1998). Conflict in small and medium-sized projects: a case of partnering to the rescue. *Journal of Management in Engineering*, 14 (1), 35-40.
- Belmiro, T.R., Gardiner, P., & Simmons, J.E.L. (1997). Business process re-engineering - a discredited vocabulary. *International Journal of Information Management*, 17 (1), 21-33.
- Gardiner, P. & Simmons, J.E.L. (1996). Case explorations in construction conflict management. *Construction Management and Economics*, 13, 219-234.
- Gardiner, P. & Simmons, J.E.L. (1992). The analysis of conflict and change in construction projects. *Construction Management and Economics*, 10, 459-478.

Articles in Proceedings

- Egan, I., Ritchie, J.M., & Gardiner, P. (2005). Measuring performance change in the mechanical design process arena. *Institution of Mechanical Engineers Conference*.
- Gardiner, P., Belmiro, T.R., & Simmons, J.E.L. (1996). Corporate communications: a restructuring issue. *Twelfth International Conference on CAD/CAM robotics and factories of the future*, 600-605.
- Gardiner, P., Meikle, R., & Simmons, J.E.L. (1994). Learning from large relocation projects. *International Research Network On Organising by Projects (IRNOP)*.
- Gardiner, P. & Simmons, J.E.L. (1993). Researching conflict in project management. *British Academy of Management Annual Conference on The Crafting of Management Research*.
- Gardiner, P. & Simmons, J.E.L. (1992). The relationship between conflict and change, and project management system strategies. *First International Conference on Construction Project Management (UMIST)*.
- Gardiner, P., Birkett, A.J., & Simmons, J.E.L. (1992). Engineer to order manufacturing and construction: strategic implications of changes in competitive criteria. *Eighth National Conference on Manufacturing Research*.

Books, Monographs, Compilations, Manuals

- Gardiner, P. (2005). *Project Management: A strategic planning approach*. Basingstoke: Palgrave Macmillan.

Chapters, Cases, Readings, Supplements

- GARDINER, P. (2017). 5. Portfolio components - how everything fits together!. In Reinhard Wagner (Ed.), *Handbook of Portfolio Management* (pp. 300).
- Binder, J., Gardiner, P., & Ritchie, J.M. (2009). A model of success factors for global project management. In Kalle Kähkönen, Abdul Samad Kazi and Mirka Rekola (Eds.), *Human Side of Projects in Modern Business*. Helsinki, Finland: IPMA Scientific Research Paper Series.
- Egan, I., Ritchie, J., & Gardiner, P. (2003). The novel use of a capability maturity model to evaluate the mechanical design process. *Recent Advances in Integrated Design and Manufacturing in Mechanical Engineering*. Dordrecht, The Netherlands: G. Gogu, D. Coutellier, P. Chedmail and P. Ray, Kluwer Academic Publishers.

Gardiner, P. (1996). Innovative large project management. *Commercial and Industrial Case Study Programme, Heriot-Watt University SHEFC Staff Development Initiative*. Project Management Report and Associated Case Studies.

Gardiner, P. (1994). Empire Plastics Teaching Note. *European Case Clearing House* (pp. 3). REF N°694-033-8.

Gardiner, P. (1994). Empire Plastics Case Study. *European Case Clearing House*. REF N°694-033-1.

Gardiner, P. & Simmons, J.E.L. (1992). The relationship between conflict and change, and project management system strategies. *Construction Conflict Management and Resolution*. E & FN Spon, London: Fenn, P. and Gameson, R. (eds).

Conference Presentations

GARDINER, P., TIMPERLEY, H., KIRKHAM, R., & GARDINER, P. (2017, June). *Investigation of relationships between actors and their perceptions in the project management profession*. IRNOP XIII: Boston, Boston, United States of America.

Ziadat, W., Kirkham, R., & GARDINER, P. (2017, June). *On the edge of chaos: Complexity offering value expectations on O&G Projects*. Society of Petroleum Engineers Kingdom of Saudi Arabia Annual Technical Symposium and Exhibition, Dammam, Saudi Arabia.

GARDINER, P. (2016, May). *Learning for Competitive Survival*. PMI Global Congress - EMEA (Europe-Middle East-Africa), Barcelona, Spain.

Gardiner, P. & Eltigani, A. (2015, May). *Learning Mechanisms in Project Management*. 1st UAE Project Management Conference & Exhibition 2015, Dubai, United Arab Emirates.

Eltigani, A., Lawlor-Wright, T., GARDINER, P., & Gale, A. (2014, July). *Integrating dynamic capabilities and structuration: a case study based on adopting business excellence models*. EGOS Colloquium, Rotterdam, Netherlands.

Gardiner, P. & Eltigani, A. (2014, July). *Towards a theory and practice of learning in project management systems*. PMI Research and Education Conference, Portland, Oregon.

Ojiako, U., Chipulu, M., Gardiner, P., Williams, T., Anantatmula, V., Mota, C., Maguire, S., Shou, Y., Nwilo, P. and Peansupap, V. (2012). *Cultural Imperatives in Perceptions of Project Success and Failure*. Project Management Institute (PMI), Pennsylvania, United States of America.

Gardiner, P. & AlAmeemi, H. (2011, October). *Managerial competence requirements and incidence in multiple project environments in the UAE: A banking sector case study*. IPMA World Congress, Brisbane, Australia.

Eltigani, A., Gardiner, P., & Lawlor-Wright, T. (2011, September). *Building capabilities through the implementation of business excellence models: a practice turn view*. British Academy of Management, Birmingham, United Kingdom.

Eltigani, A., Lawlor-Wright, T., & Gardiner, P. (2010, September). *The role of Excellence Models in building dynamic capabilities*. British Academy of Management, Sheffield, United Kingdom.

Binder, J., Gardiner, P., & Ritchie, J.M. (2009). *A model of success factors for global project management*. IPMA World Congress, Helsinki, Finland.

Hutchison, E., Gardiner, P., & Keogh, W. (2009, October). *The case for non-linearity in the commercialisation of university research: a search for best practice in Scottish universities*. IRNOP IX Conference, Berlin, Germany.

Binder, J., Gardiner, P., & Ritchie, J.M. (2009, May). *Global Project management framework: a Cartesian concept model*. PMI Global Congress - EMEA (Europe-Middle East-Africa), Amsterdam, Netherlands.

Tigani, A., Keogh, W., Gardiner, P., & McAdam, R. (2009, January). *Developing a sustainable Business Excellence Model - Factors for successful self-assessment and implementation in the Middle East*. World Association for Sustainable Development (WASD/SPRU), Brighton, United Kingdom.

Gardiner, P. (2007, September). *Strategic Project Management*. Delivering Public Sector Services in Scotland, Glasgow, Scotland.

Salama, M. & Gardiner, P. (2007, July). *Investigating the Main Causes Of Variation In Construction Projects in Dubai*. Construction Management & Economics 25 Conference, Reading, United Kingdom.

- Egan, I., Ritchie, J.M., & Gardiner, P. (2005). *Measuring performance change in the mechanical design process arena*. Institution of Mechanical Engineers Conference, -, Unknown.
- Gardiner, P. & Carden, J. (2004, August). *Towards a model for strategic alignment of the project portfolio*. The International Research on Organizing by Projects (IRNOP), Turku, Finland.
- Egan, I., Ritchie, J., & Gardiner, P. (2004, April). *The Role of CMM as a Tool for Detecting, Measuring and Evaluating Performance Change in the Mechanical Design Process*. International Conference on Integrated Design and Manufacturing in Mechanical Engineering (IDMME), Bath, United Kingdom.
- Gardiner, P. (2003, August). *The Scottish Qualifications Authority: a merger of two organisations with simultaneous business and IT change*. Nordic Conference on Business Studies, Reykjavik, Iceland.
- Wongrassamee, s., Gardiner, P., & Simmons, J.E.L. (2002, July). *Similar but not equal: a study of the Balanced Scorecard and Business Excellence Model*. 3rd International Conference on Theory and Practice in Performance Measurement (PMA), The World Trade Center, Boston, Massachusetts.
- Egan, I., Ritchie, J., & Gardiner, P. (2002, May). *The novel use of a capability model to evaluate the mechanical design process*. International Conference on Integrated Design and Manufacturing in Mechanical Engineering (IDMME), Clermont-Ferrand, France.
- Manoharan, T., Taylor, H., & Gardiner, P. (2002, February). *A collaborative analysis tool for visualisation and interaction with spacial data*. 7th International Conference on 3D Web Technology, Tempe, Arizona.
- Manoharan, T., Taylor, H., & Gardiner, P. (2001, October). *Interactive urban development control with collaborative virtual environments*. 7th International Conference on Virtual Systems and Multimedia, Berkeley, California.
- Gardiner, P., Ritchie, J., Dalglis, P., Egan, I., & Dunlop, L. (2000, October). *A case study investigation to improve the performance of manufacturing projects using process and capability maturity concepts*. Project Management Global Conference, 'Prosperity through partnership', Cairns, Australia.
- Egan, I., Black, I., Ritchie, J., & Gardiner, P. (2000, July). *Process Improvement in Mechanical Design Using a Derivation of The Systems Engineering Capability Maturity Model*. 33rd International MATADOR Conference, Manchester, United Kingdom.
- Egan, I., Gardiner, P., Ritchie, J., & Black, I. (2000, May). *The capability maturity model - a new way of process improvement*. 15th World Congress on Project Management, London, United Kingdom.
- Belmiro, T.R., Gardiner, P., & Simmons, J.E.L. (1998). *Business process - The Crucial Change*. XVIII Encontro Nacional de Engenharia de Producao e IV Congresso Internacional de Engenharia Industrial, ENEGEP 98, Niteroi (R.J.), Brazil.
- Roberts, A. & Gardiner, P. (1998, July). *Project management and strategy implementation*. International Research Network On Organising by Projects (IRNOP) III, 'The Nature and the Role of Projects in the next 20 years: research issues and problems, Calgary, Canada.
- Gardiner, P. & McAleese, R. (1998, June). *Competence on autonomous learner - the role of self-regulation*. 3rd Annual International Labour Market (ILM) Conference; Skilling the unskilled: achievements and underachievements in education and training, Aberdeen, Scotland.
- Gardiner, P. & Stevenson, S. (1998, April). *Safety-critical enterprises as models for commercial software developers*. International Workshop on Human Dimensions in Successful Software Development, International Conference On Software Engineering, Kyoto, Japan.
- Ritchie, J.M. & Gardiner, P. (1998, February). *Construction and retrofit project scheduling and control using distributed virtual environments*. 2nd International Conference on Construction Project Management, 'Critical issues and challenges into the next millennium, Nanyang Technological University, Singapore, Singapore.
- Gardiner, P. & Ritchie, J.M. (1997, August). *Project scheduling in a virtual environment*. ESRC Management Teaching Fellowship Conference, Boston, Massachusetts.
- Belmiro, T.R., Gardiner, P., & Simmons, J.E.L. (1996, August). *Corporate communications: a restructuring issue*. Twelfth International Conference on CAD/CAM robotics and factories of the future, London, United Kingdom.
- Gardiner, P. (1995, August). *The role of teambuilding in transforming organisational conflict: An empirical study from the construction industry*. Academy of Management Annual (AoM) Meeting, Vancouver, Canada.

Gardiner, P. (1995, January). *Strategic implications of conflict in construction projects*. First International Conference on Construction Project Management, Singapore, Singapore.

Gardiner, P. (1995, January). *Learning by case method: key management issues arising from a large chemical engineering project*. First International Conference on Construction Project Management, Singapore, Singapore.

Gardiner, P. (1994, June). *Managing conflict in construction projects*. ESRC Management Teaching Fellowship Conference, Boston, Massachusetts.

Meikle, R., Gardiner, P., & Simmons, J.E.L. (1994, March). *Learning from large relocation projects*. International Research Network On Organysing by Projects (IRNOP), Licksele, Lapland, Unknown.

Gardiner, P. & Simmons, J.E.L. (1993, September). *Researching conflict in project management*. British Academy of Management Annual Conference on The Crafting of Management Research, Milton Keynes, United Kingdom.

Gardiner, P. & Simmons, J.E.L. (1992, September). *The relationship between conflict and change, and project management system strategies*. First International Conference on Construction Project Management (UMIST), Manchester, United Kingdom.

Gardiner, P., Birkett, A.J., & Simmons, J.E.L. (1992, September). *Engineer to order manufacturing and construction: strategic implications of changes in competitive criteria*. Eighth National Conference on Manufacturing Research, Birmingham, United Kingdom.

Professional Service

Reviewer: Book / Textbook

2013: Sustainability and design ethics by Tom Russ, CRC Press, London, 2010. *Construction Management and Economics*, 31, 3, 287-288 (International).

2013: Moving from project management to project leadership: a practical guide to leading groups' by Bull, RC, CRC Press, London, 2010. *Construction Management and Economics* 3, 2013 (International).

2012: Cost-benefit analysis: cases and materials By Euston Quah and Raymon Toh, Routledge, London 2011, *Construction Management and Economics*, 30, 1011-1012 (International).

1998: Outdoor development for managers, 2nd. Ed., by John Bank, Gower, Aldershot, 1994, in *Journal of Occupational and Organisational Psychology*, 70, 205-206 (International).