Paul GARDINER

Professor

Academy: Innovation

Research center: SKEMA Centre for Analytics and Operations

Campus: Lille

Email: paul.gardiner@skema.edu

Education

1993 Ph.D. in Engineering Management, University of Durham, Great Britain

Experience

Full-time academic positions

Since 2016 Professor, SKEMA Business School, France

2008 - 2015 Associate Professor and Head of Programme in Project Management, Bristol University - Dubai, United Arab Emirates

Other academic affiliations and appointments

Since 2016 Programme Director DBA, SKEMA Business School, France

Since 2015 Global Scientific Director for the Master of Science in Project and Programme Management and Business Development, SKEMA Business School, France

2011 - 2015 Visiting Fellow, Nottingham Business School, Great Britain

2008 - 2015 Honorary Fellow, The University of Manchester, Great Britain

Research grants, Awards and Honors

Awards and Honors

2005 Donald Julius Groen Prize, The Manufacturing Industries Division of the Institution of Mechanical Engineers

Publications

Peer-reviewed journal articles

WISNEWSKI, R., DAHMANI, S. and GARDINER, P. (2026). Journeys to Agility Through the Lenses of the Corporate Project Management Office (PMO) in Project-Based Organizations. *Journal of Management Inquiry*.

DAHMANI, S., BACHA, E., GARDINER, P. and BERKANI, A. (2025). Agile transformation in uncertain times: exploring diffusion strategies and organisational maturity. *Supply Chain Forum: An International Journal*, 26(1), pp. 28-38.

ALKHUDARY, R. and GARDINER, P. (2024). Utilizing blockchain to enhance project management information systems: insights into project portfolio success, knowledge management and learning capabilities. *International Journal of Managing Projects in Business*, 17(4/5), pp. 731-754.

GARDINER, P. and ZHANG, R. (2023). How is the Wine Consumers Behavior Changing After Pandemic: A Descriptive Analysis of the Chinese Wine Market. *Archives of Business Research*, 11(12), pp. 120-135.

ZHANG, R. and GARDINER, P. (2022). The Approach of Utilizing Innovative Sustainable Project Management for Value Creation: A Literature Review. *International Journal of Management and Applied Science*, 8(9), pp. 49-55.

ALKHUDARY, R. and GARDINER, P. (2021). Stages in project managers' careers: Learning and growth opportunities. *International Journal of Project Management*, 39(5), pp. 536-545.

ELTIGANI, A., GARDINER, P., KIRKHAM, R., WILLIAMS, T., LIXIONG, O. and CALABRESE, A. (2020). Learning in and from projects: the learning modes and a learning capability model. *Production Planning and Control*, 31(10), pp. 786-798.

GARDINER, P., ABUHEJLEH, A. and 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), pp. 15-24.

GARDINER, P. (2016). Relationship Management and the Management of Projects. *Construction Management and Economics*, 33(10), pp. 861-862.

PETRO, Y. and GARDINER, P. (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), pp. 1717-1729.

ALMARRI, K. and GARDINER, P. (2014). Application of resource-based view to project management research: supporters and opponents. *Procedia - Social and Behavioural Sciences*, 119, pp. 437-445.

GARDINER, P. (2014). Creating and appropriating value from project management resource assets using an integrated systems approach. *Procedia - Social and Behavioural Sciences*, 119, pp. 85-94.

OJIAKO, G., CHIPULU, M., GARDINER, P., WILLIAMS, T., MOTA, C. and MAGUIRE, S. (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), pp. 556-567.

CHIPULU, M., OJIAKO, U., GARDINER, P., WILLIAMS, T., MOTA, C. and MAGUIRE, S. (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*, 34(3), pp. 364-389.

ALKETBI, S. and GARDINER, P. (2014). Top Down Management Aapproach in Project Portfolio Management. *Procedia - Social and Behavioural Sciences*, 119, pp. 611-614.

MCADAM, R., KEOGH, W., ELTIGANI, A. and GARDINER, P. (2013). An exploratory study of Business Excellence implementationh in the United Arab Emirates (UAE) public sector: management and employee perceptions. *International Journal of Quality and Reliability Management*, 30(4), pp. 426-445.

TURNER, C. and GARDINER, P. (2007). De-internationalisation and global strategy: the case of British Telecommunications (BT). *Journal of Business & Industrial Marketing*, 22(7), pp. 489-497.

DAVENPORT, J. and GARDINER, P. (2007). Performance management in the not-for-profit sector with reference to the National Trust for Scotland. *Total Quality Management & Business Excellence*, 18(3), pp. 303-311.

GALLO, M. and GARDINER, P. (2007). Triggers for a flexible approach to project management within UK financial services. *International Journal of Project Management*, 25(5), pp. 446-456.

EGAN, I., RITCHIE, J.M. and GARDINER, P. (2005). Measuring performance change in the mechanical design process arena. *Journal of Engineering Manufacture*, 219(12), pp. 851-863.

WONGRASSAMEE, S., SIMMONS, J.E.L. and GARDINER, P. (2003). Performance measurement tools: the Balanced Scorecard and the EFQM Excellence Model. *Measuring Business Excellence*, 7(1), pp. 14-29.

BELMIRO, T.R., GARDINER, P., SIMMONS, J.E.L. and RENTES, A.F. (2000). Are BPR practitioners really addressing business processes? *International Journal of Operations and Production Management*, 20(10), pp. 1183-1203.

BELMIRO, T.R., GARDINER, P., SIMMONS, J.E.L., SANTOS, F.C.A. and RENTES, A.F. (2000). Corporate communications within a BPR context. *Business Process Management Journal*, 6(4), pp. 286-303.

GARDINER, P. and 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), pp. 251-256.

GARDINER, P. and RITCHIE, J.M. (1999). Project Planning in a vitual world: Information management metamorphosis or technology going too far? *International Journal of Information Management*, 19(6), pp. 485-494.

GARDINER, P. and 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), pp. 35-40.

BELMIRO, T.R., GARDINER, P. and SIMMONS, J.E.L. (1997). Business process re-engineering - a discredited vocabulary. *International Journal of Information Management*, 17, pp. 21-33.

GARDINER, P. and SIMMONS, J.E.L. (1996). Case explorations in construction conflict management. *Construction Management and Economics*, 13, pp. 219-234.

GARDINER, P. and SIMMONS, J.E.L. (1992). Analysis of conflict and change in construction projects. *Construction Management and Economics*, 10(6), pp. 459-478.

Books and book editor

GARDINER, P., ELTIGANI, A., WILLIAMS, T., KIRKHAM, R., OU, L. and CALABRESE, A. (2018). *Evolutionary Learning in Strategy-Project Systems*. Newtown Square: Project Management Institute, 274 pages.

GARDINER, P. (2005). *Project Management: A strategic planning approach*. Basingstoke: Palgrave Macmillan, 340 pages.

Book chapters

GARDINER, P. (2018). Portfolio components - how everything fits together! In: Reinhard Wagner (ed.). *The Handbook of Project Portfolio Management*. 1st ed. London: Routledge, pp. 40-48.

BINDER, J., GARDINER, P. and RITCHIE, J.M. (2010). 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*. 1st ed. Helsinki: IPMA Scientific Research Paper Series.

EGAN, I., RITCHIE, J. and GARDINER, P. (2003). The novel use of a capability maturity model to evaluate the mechanical design process. In: G. Gogu, D. Coutellier, P. Chedmail and P. Ray, eds. *Recent Advances in Integrated Desigh and Manufacturing in Mechanical Engineering*. 1st ed. Helsinki: Kluwer Academic Publishers, pp. 3-12.

GARDINER, P. and SIMMONS, J.E.L. (1992). The relationship between conflict and change, and project management system strategies. In: Fenn, P. and Gameson, R. eds. *Construction Conflict Management and Resolution*. 1st ed. Dordrecht: Routledge, pp. 108-120.

Professional articles

ZHANG, R. and GARDINER, P. (2023). Content Analysis of the New Approach of Sustainable Projects Implementation Necessity: The Case of the Champagne Region. *International Journal of Sustainable Energy Development*.

Non peer-reviewed journal articles

GARDINER, P. and LA ROCHELLE, J. (2003). A communication plan establishes a common understanding for sharing project information. *PMI Consulting SIG Newsletter*, 5, pp. 9-13.

LA ROCHELLE, J. and GARDINER, P. (2003). Managed change is essential in maintaining shared expectations. *PMI Consulting SIG Newsletter*, 4, pp. 18-20.

LA ROCHELLE, J. and GARDINER, P. (2003). Meaningful estimates require documentation of the estimating approach. *PMI Consulting SIG Newsletter*, 5, pp. 18-22.

LA ROCHELLE, J. and GARDINER, P. (2003). The importance of shared expectations to successful project management. *PMI Consulting SIG Newsletter*, 1, pp. 14-19.

LA ROCHELLE, J. and GARDINER, P. (2002). An understanding of business motivation is essential to an optimal projet solution. *PMI Consulting SIG Newsletter*, 3, pp. 10-13.

Conference proceedings

DAHMANI, S., BACHA, E., GARDINER, P. and BERKANI, A. (2023). Using New Institutional Theory (NIT) to explain agility diffusion in companies faced with an uncertain business environment: a conceptual model. *European Academy of Management*.

EGAN, I., RITCHIE, J.M. and GARDINER, P. (2005). Measuring peformance change in the mechanical design process arena.

GARDINER, P., BELMIRO, T.R. and SIMMONS, J.E.L. (1996). Corporate communications: a restructuring issue. pp. 600-605.

GARDINER, P., MEIKLE, R. and SIMMONS, J.E.L. (1994). Learning from large relocation projects.

GARDINER, P. and SIMMONS, J.E.L. (1993). Researching conflict in project management.

GARDINER, P., BIRKETT, A.J. and SIMMONS, J.E.L. (1992). Engineer to order manufacturing and construction: strategic implications of changes in competitive criteria.

GARDINER, P. and SIMMONS, J.E.L. (1992). The relationship between conflict and change; and project management system strategies.

Conference presentations

DAHMANI, S., BACHA, E., GARDINER, P. and BERKANI, A. (2023). An exploration of agile diffusion strategies used by companies facing an uncertain business environment. In: Prolog Conference. Luxembourg.

GARDINER, P., ALKHUDARY, R. and ELTIGANI, A. (2019). Why Do Project, Program and Portfolio Managers Face Difficulties To Reach Senior Positions? An Explanatory Multiple-Case Study. In: EURAM (European Academy of Management) Conference. Lisbon.

ELTIGANI, A., GARDINER, P. and WILLIAMS, T. (2019). Learning in projects: the learning modes and a learning capability model. In: EURAM (European Academy of Management) Conference. Lisbon.

ALKHUDARY, R. and GARDINER, P. (2019). Career path development of project managers: a systematic review and focus group. In: PROLOG (Project Logistic) 2019. Metz.

GARDINER, P., ELTIGANI, A. and WILLIAMS, T. (2018). Learning, change and practice: organizational antecedents for competitive success from projects. In: EURAM (European Academy of Management) Conference. Reykjavik.

GARDINER, P., TIMPERLEY, H. and KIRKHAM, R. (2017). Investigation of relationships between actors and their perceptions in the project management profession. In: IRNOP Conference of the International Research Network for Organizing by Projects. Boston.

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

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

GARDINER, P. and ELTIGANI, A. (2015). Learning Mechanisms in Project Management. In: UAE Project Management Conference & Exhibition 2015. Dubaï.

ELTIGANI, A., LAWLOR-WRIGHT, T. and GARDINER, P. (2014). Integrating dynamic capabilities and structuration: a case study based on adopting business excellence models. In: EGOS (European Group for Organization Studies). Rotterdam.

GARDINER, P. and ELTIGANI, A. (2014). Towards a theory and practice of learning in project management systems. In: PMI Research and Education Conference. Portland.

OJIAKO, U., CHIPULU, M. and GARDINER, P. (2012). Cultural Imperatives in Perceptions of Project Success and Failure. In: PMI - Project Management Institute. Pennsylvania.

GARDINER, P. and AI AMEEMI, H. (2011). Managerial competence requirements and incidence in multiple project environments in the UAE: A banking sector case study. In: IPMA World Congress on Project Management. Brisbane.

ELTIGANI, A., GARDINER, P. and LAWLOR-WRIGHT, T. (2011). Building capabilities through the implementation of business excellence models: a practive turn view. In: BAM (British Academy of Management) Conference. Birmingham.

ELTIGANI, A., LAWLOR-WRIGHT, T. and GARDINER, P. (2010). The role of Excellence Models in building dynamic capabilities. In: BAM (British Academy of Management) Conference. Sheffield.

BINDER, J., GARDINER, P. and RITCHIE, J.M. (2009). A model of success factors for global project management. In: IPMA World Congress on Project Management. Helsinki.

BINDER, J., GARDINER, P. and RITCHIE, J.M. (2009). Global Project management framework: a Cartesian concept model. In: PMI Global Congress - EMEA (Europe-Middle East-Africa). Amsterdam.

HUTCHISON, E., GARDINER, P. and KEOGH, W. (2009). The case for non-linearity in the commercialisation of university research:I a search for best practice in Scottish universities. In: IRNOP Conference of the International Research Network for Organizing by Projects. Berlin.

ELTIGANI, A., KEOGH, W. and GARDINER, P. (2009). Developing a sustainable Business Excellence Model - Factors for successful self-assessment and implementation in the Middle East. In: World Association for Sustainable Development (WASD/SPRU). Brighton.

GARDINER, P. (2007). Strategic Project Management. In: Delivering Public Sector Services in Scotland. Glasgow.

SALAMA, M. and GARDINER, P. (2007). Investigating the Main Causes Of Variation In Construction Projects in Dubaï. In: Construction Management & Economics 25 Conference. Reading.

EGAN, I., RITCHIE, J.M. and GARDINER, P. (2005). Measuring peformance change in the mechanical design process arena. In: Institution of Mechanical Engineers Conference.

GARDINER, P. and CARDEN, J. (2004). Towards a model for strategic alignment of the project portfolio. In: IRNOP Conference of the International Research Network for Organizing by Projects. Turku.

EGAN, I., RITCHIE, J. and GARDINER, P. (2004). The Role of CMM as a Tool for Detecting, Measuring and Evaluating Performance Change in the Mechanical Design Process. In: ISMME (International Conference on Integrated Design and Manufacturing in Mechanical Engineering). Bath.

GARDINER, P. (2003). The Scottish Qualifications Authority: a merger of two organisations with simultaneous business and IT change. In: Nordic Conference on Business Studies. Reykjavik.

MANOHARAN, T., TAYLOR, H. and GARDINER, P. (2002). A collaborative analysis tool for visualisation and interaction with spacial data. In: International Conference on 3D Web Technology. Tempe.

WONGRASSAMEE, S., GARDINER, P. and SIMMONS, J.E.L. (2002). Similar but not equal: a study of the Balanced Scorecard and Business Excellence Model. In: International Conference on Theory and Practice in Performance Measurement (PMA), The Worl Trade Center. Boston.

EGAN, I., RITCHIE, J. and GARDINER, P. (2002). The novel use of a capability model to evaluate the mechanical design process. In: ISMME (International Conference on Integrated Design and Manufacturing in Mechanical Engineering). Clermont-Ferrand.

MANOHARAN, T., TAYLOR, H. and GARDINER, P. (2001). Interactive urban development control with collaborative virtual environments. In: International Conference on Virtual Systems and Multimedia. Berkeley.

GARDINER, P., RITCHIE, J. and DALGLISH, P. (2000). A case study investigation to improve the performance of manufacturing projects using process and capability maturity concepts. In: Project Management Global Conference, Prosperity through partnership. Cairns.

EGAN, I., GARDINER, P. and RITCHIE, J. (2000). The capability maturity model - a new way of process improvement. In: World Congress on Project Management. London.

EGAN, I., BLACK, I., RITCHIE, J. and GARDINER, P. (2000). Process Improvement in Mechanical Design Using a Derivation of The Systems Engineering Capability Maturity Model. In: International MATADOR Conference. Manchester.

GARDINER, P. and STEVENSON, S. (1998). Safety-critical enterprises as models for commercial softwre developers. In: International Workshop on Human Dimensions in Successful Software Development, International Conference On Software Engineering. Kyoto.

GARDINER, P. and MCALEESE, R. (1998). Competence on autonomous learner - the role of self-regulation. In: ILM Annual International Labour Market Conference; Skilling the unskilled: achievements and underachievements in education and training. Aberdeen.

RITCHIE, J.M. and GARDINER, P. (1998). Construction and refit project scheduling and control using distributed virtual environments. In: International Conference on Construction Project Management, 'Critical issues and challenges into the next millennium. Singapore.

BELMIRO, T.R., GARDINER, P. and SIMMONS, J.E.L. (1998). Business process - The Crucial Change. In: Encontro Nacional de Engenharia de Producao e IV Congresso Internacional de Enenharia Industrial, ENEGEP. Niteroi (R.J.).

ROBERTS, A. and GARDINER, P. (1998). Project management and strategy implementation. In: IRNOP - International Research Network On Organysing by Projects, 'The Nature and the Role of Projects in the next 20 years: research issues and problems. Calgary.

GARDINER, P. and RITCHIE, J.M. (1997). Project scheduling in a virtual environment. In: ESRC Management Teaching Fellowship Conference. Boston.

BELMIRO, T.R., GARDINER, P. and SIMMONS, J.E.L. (1996). Corporate communications: a restructuring issue. In: Twelfth International Conference on CAD/CAM robotics and factories of the future. London.

GARDINER, P. (1995). The role of teambuilding in transforming organisational conflict: An empirical study from the contruction industry. In: AOM American Academy of Management Conference. Vancouver.

GARDINER, P. (1995). Strategic implications of conflict in construction projects. In: First International Conference on Construction Project Management. Singapore.

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

GARDINER, P. (1994). Managing conflict in construction projects. In: ESRC Management Teaching Fellowship Conference. Boston.

MEIKLE, R., GARDINER, P. and SIMMONS, J.E.L. (1994). Learning from large relocation projects. In: IRNOP Conference of the International Research Network for Organizing by Projects. Licksele, Lapland.

GARDINER, P. and SIMMONS, J.E.L. (1993). Researching conflict in project management. In: BAM (British Academy of Management) Conference. Milton Keynes.

GARDINER, P. and SIMMONS, J.E.L. (1992). The relationship between conflict and change, and project management system strategies. In: UMIST International Conference on Construction Project Management. Manchester.

GARDINER, P., BIRKETT, A.J. and SIMMONS, J.E.L. (1992). Engineer to order manufacturing and construction: strategic implications of changes in competitive criteria. In: Eighth National Conference on Manufacturing Research. Birmingham.

Published business cases

GARDINER, P. (1996). Innovative large project management.

GARDINER, P. (1994). Empire Plastics Case Study. ECCH.