Paul GARDINER

Professeur

Académie : Innovation

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Formation

1993 Ph.D. in Engineering Management, University of Durham, Royaume Uni

Expérience Professionnelle

Positions académiques principales

Depuis 2016 Professeur, SKEMA Business School, France

2008 - 2015 Associate Professor and Head of Programme in Project Management, Bristol University - Dubai, Emirats Arabes Unis

Autres affiliations académiques

Depuis 2016 Programme Director DBA, SKEMA Business School, France

Depuis 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, Royaume Uni

2008 - 2015 Honorary Fellow, The University of Manchester, Royaume Uni

Contrats de recherche, prix et distinctions

Prix et distinctions

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

Publications

Articles académiques revus

WISNEWSKI, R., DAHMANI, S. et 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. et 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.

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GARDINER, P., ABUHEJLEH, A. et 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.

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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.

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CHIPULU, M., OJIAKO, U., GARDINER, P., WILLIAMS, T., MOTA, C. et 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. et 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. et 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. et GARDINER, P. (2007). De-internationalisation and global strategy: the case of British Telecommunications (BT). *Journal of Business & Industrial Marketing*, 22(7), pp. 489-497.

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

GARDINER, P. et 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. et 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. et 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.

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

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

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GARDINER, P., ELTIGANI, A., WILLIAMS, T., KIRKHAM, R., OU, L. et 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.

Chapitres d'ouvrage

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

BINDER, J., GARDINER, P. et RITCHIE, J.M. (2010). A model of success factors for global project management. Dans: 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. et GARDINER, P. (2003). The novel use of a capability maturity model to evaluate the mechanical design process. Dans: 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. et SIMMONS, J.E.L. (1992). The relationship between conflict and change, and project management system strategies. Dans: Fenn, P. and Gameson, R. eds. *Construction Conflict Management and Resolution*. 1st ed. Dordrecht: Routledge, pp. 108-120.

Articles professionnels

ZHANG, R. et 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*.

Articles académiques non revus

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

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

Actes d'une conférence

DAHMANI, S., BACHA, E., GARDINER, P. et 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*.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EGAN, I., RITCHIE, J. et GARDINER, P. (2004). The Role of CMM as a Tool for Detecting, Measuring and Evaluating Performance Change in the Mechanical Design Process. Dans: 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. Dans: Nordic Conference on Business Studies. Reykjavik.

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

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

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

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

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

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

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

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

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

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

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

ROBERTS, A. et GARDINER, P. (1998). Project management and strategy implementation. Dans: 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. et RITCHIE, J.M. (1997). Project scheduling in a virtual environment. Dans: ESRC Management Teaching Fellowship Conference. Boston.

BELMIRO, T.R., GARDINER, P. et SIMMONS, J.E.L. (1996). Corporate communications: a restructuring issue. Dans: 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. Dans: AOM American Academy of Management Conference. Vancouver.

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

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

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

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

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

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

Études de cas publiées

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

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