

Frank T. Anbari

Assistant Professor

Department of Decision Sciences

The George Washington University

RESEARCH

My research contributions have been focused on project management, quality management, and related areas including Six Sigma management method, project cost management, project management education, and cross cultural issues in project management.

1) Distinguished or artistic creation appropriate to the candidate's field

Kerzner, H., **Anbari, F. T.**, Cleland, D. I. and Zeitoun, A. (1997–2007). *Project Management IQ*, Releases 1 through 9 [CD]. International Institute for Learning, New York, NY.

Anbari, F. T. (1996). "Managing Special Projects," in *Achieving Behavioral Excellence in Project Management, Live Interactive Satellite Videoconference* [videotape], presented with Kerzner H., and Cleland, D. I., International Institute for Learning, New York, NY.

2) Books

Kwak, Y. H. and **Anbari, F. T.** (Forthcoming, 2008). *Impact on Project Management of Allied Disciplines: Trends and Future of Project Management Practices and Research*, Project Management Institute, Newtown Square, PA.

Anbari, F. T., Contributing Author and Editor (2005). *Q&As For the PMBOK® Guide—Third Edition*, Project Management Institute, Newtown Square, PA.

Carayannis, E. G., Kwak, Y. H., and **Anbari, F. T.**, Editors (2005). *The Story of Managing Projects: A Global, Cross-Disciplinary Collection of Perspectives*, Praeger, Westport, CT.

Anbari, F. T. (2003). *Quantitative Methods for Project Management*, Second Edition. International Institute for Learning, New York.

Anbari, F. T., Contributing Author and Editor (2003). *Q&As For the PMBOK® Guide—2000 Edition*. Project Management Institute, Newtown Square, PA.

Anbari, F. T. (1997). *Quantitative Methods for Project Management*, International Institute for Learning, New York.

3) Monographs

Anbari, F. T. (2007). *Enhancing Organizational Performance through Six Sigma & Project Management*.

Anbari, F. T. (2006). *Organizational Maturity, Project Quality, and Six Sigma Method*.

Anbari, F. T. (2005). *Advanced Project Quality and Six Sigma Management Method*.

4) Refereed journal articles

Lipke, W., Zwikael, O., Henderson, K., and **Anbari, F. T.** (In press, 2008). "Prediction of Project Outcome: The Application of Statistical Methods to Earned Value Management and Earned Schedule Performance Indexes," *International Journal of Project Management*.

- Bani-Ali, A. S., **Anbari, F. T.**, and Money, W. H. (In press, 2008). "Impact of Organizational and Project Factors on Acceptance and Usage of Project Management Software and Perceived Project Success," *Project Management Journal*.
- Walker, D. H. T., **Anbari, F. T.**, Bredillet, C., Söderlund, J., Cicmil, S., and Thomas, J., (In press, 2008). "Collaborative Academic/Practitioner Research in Project Management: Examples and Applications," *International Journal of Managing Projects in Business*.
- Anbari, F. T.**, Carayannis, E. G., and Voetsch, R. J. (In press, 2008). "Post Project Reviews as a Key Project Management Competence," *Technovation: The International Journal of Technological Innovation, Entrepreneurship and Technology Management*.
- Walker, D. H. T., Cicmil, S., Thomas, J., **Anbari, F. T.**, and Bredillet, C. (2008). "Collaborative Academic/Practitioner Research in Project Management: Theory and Models," *International Journal of Managing Projects in Business*, vol. 1, No. 1, pp. 17–32.
- Kwak, Y.H., Watson, R. J., and **Anbari, F. T.** (2008). "Comprehensive Framework for Estimating the Deployment Cost of Integrated Business Transformation Projects," PhD Dissertation Review, *International Journal of Managing Projects in Business*, vol. 1, No. 1, pp. 131–139.
- Anbari, F. T.** and Lucas, J. M. (2008). "Designing and Running Super-Efficient Experiments: Optimum Blocking with One Hard-to-change Factor," *Journal of Quality Technology*, vol. 40, No. 1, pp. 31–45.
- Bani-Ali, A. S., Money, W. H., and **Anbari, F. T.** (Conditionally Accepted, 2007). "A Study of Information Systems Diffusion, Acceptance, and Utilization in the Project Management Field," *International Journal of Organizational Analysis*.
- Huemann, M. and **Anbari, F. T.** (2007). "Project Auditing: A Tool for Compliance, Governance, Empowerment, and Improvement," *Journal of Academy of Business and Economics*, vol. VII, No. 2, pp. 9–17.
- Anbari, F. T.** and Ashurbekov, R. K. (2007). "Project Management Research, Education, and Training in Transition Economies: The Case of Uzbekistan," *Journal of International Business and Economics*, Vol. VII, No. 2, pp. 122–130.
- Kwak, Y.H. and **Anbari, F. T.** (2006). "Benefits, Obstacles, and Future of Six Sigma Approach," *Technovation: The International Journal of Technological Innovation, Entrepreneurship and Technology Management*, Vol. 26, No. 5–6, pp. 708–715.
- Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2005). "Association of Reported Project Risk Management Practices and Project Success," *Project Perspectives*, Vol. XXVII, No. 1, pp. 4–7.
- Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2004). "Managing Cultural Differences in International Projects," *Journal of International Business and Economics*, Vol. II, No. 1, pp. 267–274.
- After publication of this paper, we received a request to re-publish it in a reference book on "Cross-cultural communication in business scenario" to be published by the Institute of Chartered Financial Analysts of India (ICFAI).
- Umpleby, S. A. and **Anbari, F. T.** (2004). "Strengthening the Global University System and Enhancing Project Management Education," *Review of Business Research*, Vol. IV, No. 1, pp. 237–243.

Anbari, F. T. (2004). “Earned Value Project Management Method and Extensions,” selected and reprinted from the Project Management Journal in *IEEE Engineering Management Review*, Vol. 32, No. 3, pp. 97–110.

Anbari, F. T. (2003). “Earned Value Project Management Method and Extensions,” *Project Management Journal*, Vol. 34, No. 4, pp. 12–23.

Anbari, F. T. (1985). “A Systems Approach to Project Evaluation,” *Project Management Journal*, Vol. XVI, No. 3, pp. 21–26.

Fazio, A. E. and **Anbari, F. T.** (1983). “Applications of Fixed Plant Data Bases,” *Bulletin, American Railway Engineering Association*, No. 693, pp. 429–448.

Refereed journal articles—under review

Xue, Y., Turner, J. R., and **Anbari, F. T.** (2008). “Maximizing Results from Key Infrastructure Projects: The Case of China,” *California Management Review*.

Kwak, Y.H. and **Anbari, F. T.** (2008). “Is “Project Management” a Legitimate Discipline? Evidence from Top Management Journals,” *IEEE Transactions on Engineering Management*.

Seidel, A., Hümmerich, J., and **Anbari, F. T.** (2008). “An integrated project management methodology for scheduling, cost estimation, risk assessment, resource planning, and performance measurement,” *International Journal of Managing Projects in Business*.

Tung, M. L., Lai, J. S., Lu, B. Y., Chang, C., and **Anbari, F. T.**, (2008). “Open Educational Resources Aided Integrative Learning in the Computer Broadcasting Classroom: A Viewpoint from Conceptual Color Plate Analysis,” *Computers and Education*.

Anbari, F. T. (2007). “Virtual Project Teams: Review, Conceptual Framework, and Promising Practices,” *International Journal of Management Reviews*. (Being revised and resubmitted).

Bredillet, C. N., Turner, J. R., and **Anbari, F. T.** (2007). “Exploring Research in Project Management: Nine Schools of Project Management Research,” *International Journal of Management Reviews*. (Being revised and resubmitted).

Kwak, Y.H., **Anbari, F.T.**, and Wetter, John, J. (2007) “Project Management Processes and Six Sigma Methodology: Searching for Interrelationships,” *The TQM Journal*.

Research working papers—to be submitted to refereed journals

Anbari, F. T. and Granger, M. J. (2007). “Rationale for Project Management Education in Information Technology Programs,” *Computers and Education*.

Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2007). “Association of Project Risk Management with Project Success,” *Decision Sciences Journal*.

Serich, S. T., **Anbari, F. T.**, and Dai, C. X. (2007). “Modeling Project-Driven Firms with Computing Resource Constraints,” *IEEE Transactions on Evolutionary Computing*.

Anbari, F. T. (2007). “Graduate Distance Education in Project Management,” *Innovate*.

Anbari, F. T., Cioffi, D. F., and Forman, E. H. (2007). “Integrating Project Performance Measures to Enable Portfolio Leadership.”

5) Refereed conference papers

Kwak, Y.H. and **Anbari, F. T.** (In press, 2008). “Project Management Research Trends of Allied Disciplines,” *Proceedings of PMI Research Conference 2008*, Warsaw, Poland, Project Management Institute.

- Anbari, F. T.**, Cioffi, D. F., and Forman, E. H. (2007). “Integrating Performance Measures for Effective Project and Program Portfolio Leadership,” *Proceedings of the Project Management Institute (PMI®) Global Congress 2007–North America* [CD], Atlanta, GA, Project Management Institute.
- Bredillet, C. N., Turner, J. R., and **Anbari, F. T.** (2007). “Schools of Thought in Project Management Research,” *Proceedings of IPMA 21st World Congress on Project Management* [CD], Krakow, Poland, International Project Management Association (IPMA).
- Ashurbekov, R. K. and **Anbari, F. T.** (2006). “The Current State, Problems and Perspectives of Development of Modern Project Management Education in Uzbekistan,” *Proceedings of IPMA 20th World Congress on Project Management* [CD], Shanghai, China, International Project Management Association (IPMA).
- Kwak, Y.H., Wetter, J., and **Anbari, F. T.** (2006). “Business Process Best Practices: Project Management or Six Sigma,” *Proceedings of PMI Research Conference* [CD], Montreal, Canada, Project Management Institute.
- Anbari, F. T.** (2004). “Optimal Blocking with One Hard-to-change Factor,” *Proceedings of the American Statistical Association Joint Statistical Meetings* [CD], Toronto, Ontario, Canada.
- Anbari, F. T.** (2004). “Applications and Extensions of Earned Value Management in Projects,” *Proceedings of NORDNET 2004 International PM Conference* [CD], Helsinki, Finland.
- Bani-Ali, A. S. and **Anbari, F. T.** (2004). “Project Management Software Acceptance and Its Impact on Project Success,” *Proceedings of IRNOP VI Project Research Conference*, pp. 16–37, Turku, Finland, International Research Network on Organizing by Projects (IRNOP).
- Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2004). “Project Risk Management Practices and their Association with Reported Project Success,” *Proceedings of IRNOP VI Project Research Conference*, pp. 680–697, Turku, Finland, International Research Network on Organizing by Projects (IRNOP).
- Anbari, F. T.** and Kwak, Y.H. (2004). “Success Factors in Managing Six Sigma Projects,” *Proceedings of PMI Research Conference* [CD], London, UK, Project Management Institute.
- Anbari, F. T.** (2004). “A Systems Approach to Six Sigma Quality, Innovation, and Project Management,” *Proceedings of the 7th International Conference on Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE 2004)*, pp. 7–12, Maribor, Slovenia.
- Umpleby, S. and **Anbari, F. T.** (2004). “High Performing Research Teams: The Case of the Biological Computer Laboratory,” *Proceedings of the 7th International Conference on Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE 2004)*, pp. 127–134, Maribor, Slovenia.
- Umpleby, S. and **Anbari, F. T.** (2004). “Enhancing Project Management Education Through the Global University System,” *Proceedings of IPMA 18th World Congress on Project Management* [CD], Budapest, Hungary, International Project Management Association (IPMA).
- Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2004). “Managing Cultural Differences in Projects,” *Proceedings of IPMA 18th World Congress on Project*

Management [CD], Budapest, Hungary, International Project Management Association (IPMA).

Umpleby, S. and **Anbari, F. T.** (2004). "Improving Global Project Management Education," *Proceedings of the Project Management Institute (PMI®) Global Congress 2004–Europe* [CD], Prague, The Czech Republic, Project Management Institute.

Anbari, F. T., Khilkhanova, E., Romanova, M., and Umpleby, S. (2003). "Cultural Differences in Managing International Projects," *Proceedings of pm days '03: Projects & Emotions* [CD], Projektmanagement Group, Wirtschafts Universität, Roland Gareis Consulting, Vienna, Austria.

Anbari, F. T. (2003). "Using the Earned Value Method to Visualize Project Performance," *Proceedings of ProjectWorld Conference* [on-line], Chicago, IL.

Anbari, F. T. (2003). "Six Sigma, Project Management, and Strategic Management of Technology," *Portland International Conference on Management of Engineering and Technology (PICMET '03)* [CD], Portland, Oregon.

Anbari, F. T. (2003). "An Integrated View of The Six Sigma Management Method and Project Management," *Proceedings of IPMA 17th World Congress on Project Management* [CD], Moscow, Russia, International Project Management Association (IPMA).

Anbari, F. T. (2003). "The Earned Value Analysis Method: Extensions and Simplifications," *Proceedings of IPMA 17th World Congress on Project Management* [CD], Moscow, Russia, International Project Management Association (IPMA).

Anbari, F. T. (2003). "Strategic Implementation of Six Sigma and Project Management," *Proceedings of the Project Management Institute (PMI®) Global Congress 2003–Europe* [CD], The Hague, The Netherlands, Project Management Institute.

Anbari, F. T. (2002). "Six Sigma Method and its Applications in Project Management," *Proceedings of the Project Management Institute (PMI®) Annual Symposium / Seminars* [On-line and CD], San Antonio, Texas.

Anbari, F. T. (2001). "Applications and Extensions of the Earned Value Analysis Method," *Proceedings of the Project Management Institute (PMI®) Annual Symposium / Seminars* [CD], Nashville, TN.

Anbari, F. T. and Lucas, J. M. (1994). "Super-Efficient Designs," *Proceedings of the American Society for Quality 48th Annual Quality Congress*, Las Vegas, Nevada, pp. 852–863.

Lucas, J. M., **Anbari, F. T.**, *et al.*, (1992). "Split Plotting and Randomization in Industrial Experiments," *Proceedings of the American Society for Quality Fall Technical Conference*, Philadelphia, PA. Co-recipient of the Shewell award for the best presentation and publication of papers presented at the conference.

Anbari, F. T., Hirst, D. A., and Wolfson, H. (1985). "Data Base Management Systems: Transfer of Data from Mainframe to the Personal Computer for Performance Reporting," *Proceedings of the Symposium on Personal Computers in Railway Engineering*, American Railway Engineering Association, Dallas, TX.

Refereed conference papers under review

Anbari, F. T., Bredillet, C. N., and Turner, J. R. (2008, under review). "Perspectives on Research in Project Management," *Academy of Management 2008 Meeting*.

6) Research and writing work in progress

- Anbari, F. T.** (2008). "Value Creation through Effective Management of Public Sector Projects," *International Journal of Public Sector Management*.
- Anbari, F. T.** and Lucas, J. M. (2007). "Super-Efficient Fractional Factorial Experiments: Optimum Blocking with One Hard-to-change Factor," *Journal of the American Statistical Association*.
- Bani-Ali, A. S., Money, W. H., and **Anbari, F. T.** (2007). "Perceived Organizational Support of Information Technologies: Development of a Measure and Test of its Impact on Utilization and Job Performance," *Information Systems Research*.
- Anbari, F. T.** (2007). "Critical Waves in Management Thought: Project Management and Six Sigma," *Academy of Management Perspectives*.
- Anbari, F. T.** (2007). "Integrating Strategic Initiatives in Six Sigma and Project Management," *Sloan Management Review*.
- Anbari, F. T.** (2007). "Six Sigma Method and its Applications in Project Management," *International Journal of Project Management*.
- Anbari, F. T.**, Kwak, Y.H., and Wetter, J. J. (2007). "Understanding the Interrelationships between Project Management and Six Sigma Method," *Management Research News*.
- Anbari, F. T.** and Umpleby, S. A. (2007). "Time and Requisite Variety: A Project Management Perspective," *Cybernetics and Systems: An International Journal*.
- Anbari, F. T.** and Olson, L. (2008). "Progress in Distance Education in Project Management," *Academy of Management Learning & Education*.
- Lucas, J. M., **Anbari, F. T.**, and Webb, D. (2008). "Designing and Running Super-Efficient Experiments: Optimum Blocking for Fractional Factorials or for More than One Hard-to-Change Factor," *Quality and Productivity Research Conference*, University of Wisconsin, Madison, WI, June 2008.

7) Research grants and awards

- Kwak, Y.H. and **Anbari, F. T.** (2005). "*The Impact on Project Management of Allied Disciplines*," Project Management Institute. Application for research grant was accepted and funded by PMI® in the amount of \$30,000. This is the first research grant awarded by PMI® to GW.
- Thomas, J. L., Mullaly, M., and an international team of researchers including **Anbari, F. T.** and Kwak, Y.H. (2005-2008). "*Understanding the Value of Project Management*," Project Management Institute. The total value of the research study, including the in-kind time and material contributions of all participating universities and organizations, is over \$2.5 million over three years. PMI® portion is \$1.4 million. Our proposal for a case study was accepted and funded for \$6,000 and the proposed agreement was reviewed and approved by GW.

8) Other creative work in progress (e.g., software packages, software algorithms, etc.)

- J. R. Turner, **Anbari, F. T.**, and Bredillet, C. N. *Perspectives on Projects*. Routledge, New York, NY.
- Anbari, F. T.** *Gower Advances in Project Management Series: Six Sigma and Project Management*. Gower, London.
- Pitagorski, G. and **Anbari, F. T.** *Project Cost and Benefit Analysis*. International Institute for Learning Publishing, New York.

Anbari, F. T. *Quantitative Tools for Project, Program, and Portfolio Management.* International Institute for Learning Publishing, New York.

9) Other

Scholarly book chapters

Huemann, M., and **Anbari, F. T.** (Forthcoming, 2008). “The Role of Project Auditing and Reviewing in Corporate, Program, and Project Governance,” in *Project Governance: Integrating Corporate, Program and Project Governance*, edited by Crawford, L., Bredillet, C. N., and Turner, J. R., Routledge, London.

Umpleby, S. A., **Anbari, F. T.**, and Müller, K. H. (2007). “Highly Innovative Research Teams: The Case of the BCL,” in *An Unfinished Revolution? Heinz von Foerster and the Biological Computer Laboratory 1958–1976*, Chapter 9, pp.181–202, edited by Müller, A. and Müller, K. H., Edition Echoraum, Vienna, Austria.

Anbari, F. T. and Umpleby, S. A., (2006). “Productive Research Teams and Knowledge Generation,” in *Knowledge Creation, Diffusion and Use in Innovation Networks and Clusters: A Comparative Systems Approach Across the U.S., Europe and Asia*, Chapter 2, pp. 26–39, edited by Carayannis, E. G., and Campbell, D. F. J., Praeger, Westport, CT.

Anbari, F. T. (2005). “Innovation, Project Management, and Six Sigma Method,” *Current Topics in Management*, Vol. 10, pp. 101–116, edited by Rahim, M. A., and Golembiewski, R. T., Transaction Publishers, New Brunswick, NJ.

Carayannis, E. G., Voetsch, R. J., and **Anbari, F. T.** (2005). “Stakeholder Mapping and the Execution of Successful Projects: Embedding and Institutionalizing Learning as a Key Project Management Competence,” in *The Story of Managing Projects: A Global, Cross-Disciplinary Collection of Perspectives*, pp. 31–49, edited by Carayannis, E. G., Kwak, Y. H., and **Anbari, F. T.**, Praeger Westport, CT.

Anbari, F. T. (2005). “Railway Project Management: Framework and Examples,” in *The Story of Managing Projects: A Global, Cross-Disciplinary Collection of Perspectives*, pp. 239–249, edited by Carayannis, E. G., Kwak, Y.H., and **Anbari, F. T.**, Praeger, Westport, CT.

Anbari, F. T. (2004). “Effective Project-Management Information Systems,” in *Field Guide to Project Management*, Second Edition, pp. 448–466, edited by Cleland, D. I., Wiley, Hoboken, NJ.

Anbari, F. T. (1987). “Train and Engine Crew Management System,” in *Computers in Railway Operations*, edited by K. T. S. Murthy, Korber, and B. Mellitt, Springer-Verlag.

Case studies

Anbari, F. T., Campbell, B., Gantsho, M., Moorehead, P., Ramirez, M. P., Roach, J., and Stoddard, J. (In press, 2008). *Salt Lake Winter Olympics 2002 Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.

Anbari, F. T., Dwiharto, S., Givpoor, K., Nandyala, C., Perez G., E. C. (2007). *The Raul Leoni (Guri) Dam, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.

Serich, S., Bale, G., Kwasny, M. K., Patneau, S., and Stack, J. (2006). *Miller Park Stadium Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.

- Anbari, F. T.**, Critten, D., Deneny, T., Goculdas, K., Pottruff, K., and Ruiz, J. (2006). *The Mars Pathfinder Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
- Anbari, F. T.**, Anderson, J., Brewster, D., Brito, L. B., Counterman, D., and Jones, E. (2005). *Superconducting Super-Collider Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
- Kwak, Y.H., Doherty, J., Mambelli, A., Mourad, A., and Speranzo, J. (2005). *The Springfield Interchange Improvement Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
- Cioffi, D. F., Gokhale, A., Grant, J., Logan, E., MacLeod, R., and Payne, S. (2005). Using the Geographic Positioning System in the World Trade Center Cleanup Project, Case Studies in Project Management. Case Study with Teaching Note. (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
- Kwak, Y.H., Chernyaeva, O., Spector, T., and Wu, A. H. (2005). *The Glasgow Science Centre Tower Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
- Anbari, F. T.**, Dutton, A., Holt, E., King, L., Wilson, L., and Zacharko, M. (2005). *Project Phoenix: Rebuilding an American Landmark, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
- Anbari, F. T.**, Giammalvo, P., Jaffe, P., Letavec, C., and Merchant, R. (2005). *The Chunnel Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.

Invited conference proceedings

- Anbari, F. T.** (2008). "Aligning Six Sigma Strategies with Current Department Initiatives," *The 2008 Conference on Lean Six Sigma for Government*, Arlington, VA.
- Anbari, F. T.** (2008). "Implementing Effective Project Selection Strategies for Lean Six Sigma Belts," *The 2008 Summit on Lean Six Sigma for Service and Transactional Environments* [CD], Arlington, VA.
- Anbari, F. T.** and Kwak, Y.H. (2007). "Project Management in the US Federal Government: The Case of the Federal Aviation Administration," *Third Workshop, Value of Project Management* [online], Esbjerg, Denmark.
- Anbari, F. T.** (2007). "Understanding the Relationship between Project Management and Six Sigma," *The 2007 National Summit on Project Excellence for Government* [CD], Arlington, VA.
- Anbari, F. T.** (2007). "Fully Utilizing your PMO: Implementing Key Techniques and Best-in-Class Practices to Execute a Successful Overall Project Plan," *The 2007 Project Management Office Summit* [CD], Arlington, VA.
- Anbari, F. T.** (2007). "Project Management for Results," *The Ninth Annual Government Performance Summit 2007* [CD], Washington, DC.
- Anbari, F. T.** (2006). "The ABC's of the Project Management Office: Assessing the Situation, Building the Foundation, Complying with Regulations," *The 2006 Project*

- Management Office Summit* [online], Arlington, VA.
- Anbari, F. T.** (2006). "Applying the Earned Value Management Approach to Performance-based Acquisition," *The 2006 Sixth Annual Federal Acquisition Summit* [online], Arlington, VA.
- Anbari, F. T.** (2006). "Incorporating EVM into the Project Timeline," *Project Portfolio Management Summit 2006* [online], Arlington, VA.
- Anbari, F. T.** and Umpleby, S. (2005). "Time and Requisite Variety: Lessons from Project Management," *American Society for Cybernetics 2005 Conference*, Washington, DC.
- Anbari, F. T.** and Stefanou, H. (2005). "Project Management Maturity and OPM3," *Proceedings of the 5th International Project & Programme Management Workshop "The link between Strategy, Programme & Project Management: new hype or real breakthrough? Questions, Researches, Facts"* [online], Graduate School of Management of Lille (ESC Lille), Lille, France.
- Stefanou, H. and **Anbari, F. T.** (2005). "Trends in the Development of Project Management Maturity in the USA," *Proceedings of pm days '05: Project Management Maturity* [CD], Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.
- Anbari, F. T.**, Rad, P. F. and Levin, G. (2005). "Using Metrics as a Catalyst for Flawless Project Execution," *Proceedings of the Project Management Institute (PMI®) North Jersey Chapter* [online], Edison, NJ.
- Anbari, F. T.** (2004). "Promising Practices in Governance of Six Sigma Projects," *Proceedings of the 4th International Project & Programme Management Workshop "Project/Program Governance, a Key to Project/Program Performance?"* [CD], Graduate School of Management of Lille (ESC Lille), Lille, France.
- Anbari, F. T.** (2003). "Innovation, Six Sigma, and Organizational Strategy," *Proceedings of the 2003 Professional Development Seminar of the Project Management Institute (PMI®) of South Florida "Project management excellence: Trends and best practices,"* Ft. Lauderdale, FL.
- Anbari, F. T.** (2003). "Project Management Workshop," *Proceedings of the Society of American Military Engineers (S.A.M.E.) Annual Meeting of the North Atlantic Region*, New York, NY.
- Anbari, F. T.** (2003). "Six Sigma Project Management: New Area for PM Research and Application," *Proceedings of the 3rd Project & Programme Management Workshop "Organisational Learning & Knowledge Management in "Projectised" Environments: What is at Stake?"* [CD], Graduate School of Management of Lille (ESC Lille), Lille, France.
- Anbari, F. T.** (2003). Keynote: "Innovation, Project Management, and Competitive Position of Organizations and Society," *Proceedings of the Conference on Project Management in the 21st Century*, State University of Management, Moscow, Russia.
- Anbari, F. T.** (2003). "The Earned Value Analysis Technique: Simplifications and Extensions for Private and Public Sector Projects," *Proceedings of the Third Caribbean and Latin American Conference on Project Management* [CD], Port of Spain, Trinidad.
- Anbari, F. T.** (2003). "Six Sigma, Project Management, and Competitive Advantage," *Proceedings of the Third Caribbean and Latin American Conference on Project Management* [CD], Port of Spain, Trinidad.

- Anbari, F. T.** (2002). "The Earned Value Method: Quantifying the Traffic Lights on the Project Road," *Proceedings of the 2002 Professional Development Seminar of the Project Management Institute (PMI®) of South Florida "Project management: The journey, not the destination,"* Ft. Lauderdale, FL.
- Anbari, F. T.** (2002). "The Earned Value Analysis Method and its Extensions," *Proceedings of the Project Management Institute (PMI®) Central Illinois Chapter Regional Conference,* Bloomington, IL.
- Anbari, F. T.** (2002). "Project Management for the New Millennium," *Proceedings of the Society of American Military Engineers (S.A.M.E.) Annual Meeting of the North Atlantic Region,* Philadelphia, PA.
- Blakiston, H. and **Anbari, F. T.** (2000). "Ten Proven Strategies for Implementing Successful Project Management Efforts," *Proceedings of the Project Management 2000 [CD],* Toronto, Canada.
- Anbari, F. T.** and Lucas, J. M. (1994). "Super-Efficient Designs When there are Hard-to-Change Factors," *Proceedings of the Vth International Workshop on Intelligent Statistical Quality Control,* Osaka, Japan.
- Anbari, F. T.** (1992). "Quality Improvement in Electrified Transportation Systems," *Proceedings of the 500 Columbus '92 Congress on Evolution and Perspective of Electrified Transportation Systems,* Genoa, Italy.
- Anbari, F. T.** (1991). "The Deming Approach to Quality Management," *Proceedings of the Interstate Truckload Carriers Conference,* Nashville, TN.
- Anbari, F. T.** (1987). "Applications of Microcomputer Software Systems for the Management of Railway Projects - tutorial," *Proceedings of Comprail 87 International Conference,* Frankfurt, Germany.