
YOUNG HOON KWAK, PH.D.

ASSOCIATE PROFESSOR OF PROJECT MANAGEMENT
DEPARTMENT OF DECISION SCIENCES
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EDUCATION

Ph.D. Engineering and Project Management, University of California, Berkeley, 1997

Dissertation Title: *A Systematic Approach to Evaluate Quantitative Impacts of Project Management*
Minor Fields: Management of Technology, Strategy, and Decisions

Management of Technology (MOT) Certificate, University of California, Berkeley, 1996

Awarded between College of Engineering and Haas School of Business

M.S. Engineering and Project Management, University of California, Berkeley, 1992

B.S. Civil Engineering, Yonsei University, Seoul, Korea, 1991

EDITORIAL RESPONSIBILITIES AND PROFESSIONAL AFFILIATIONS

Editorial Positions

Specialty Editor (Associate Editor): *Journal of Construction Engineering and Management (ASCE)*

Editorial Board: *International Journal of Project Management (ELSEVIER)*, *Project Management Journal (WILEY)*, *Journal of Management in Engineering (ASCE)*

Reviewers

Journals: *Journal of Construction Engineering and Management*, *Journal of Management in Engineering*, *Computer-Aided Civil and Infrastructure Engineering*, *Journal of Electronic Commerce Research (on-line journal)*, *IEEE Transactions on Engineering Management*, *International Journal of Project Management*, *Project Management Journal*, *International Journal of Production Economics*, *International Journal of Information Technology and Management*, *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, *R&D Management*, *Automation in Construction*, *Production Planning and Control*.

Book Publications: *Wiley & Sons*, *Prentice Hall*, *Duxbury: Thomson Learning*, *ASCE Press*, *Cengage South-Western*

Professional Activities

Elected Member: *Construction Research Council*, *Construction Institute*, *American Society of Civil Engineers*

Invited Panel Reviewer: *Risk Management Expert*, *National Science Foundation* (2001 and 2002), *Division of Civil and Mechanical Systems' George E. Brown, Jr. Network for Earthquake Engineering Simulation (NEES) Project*

Members

American Society of Civil Engineers, *Project Management Institute*, *Academy of Management*, *IEEE Engineering Management Society*, *Performance Measurement Association*, *Korean Society of Civil Engineers*, *Korean Operations Research and Management Science Society*

MAJOR AWARDS, HONORS, AND RECOGNITIONS

International Project Management Association

International Project Management Association Outstanding Research Contributions Award (2008)

Science Direct Top 25 Hottest Articles

Technovation

Benefits, obstacles, and future of six sigma approach, 26(11), 708-715

Oct-Dec 2004 (25th), *Jan-Mar 2005 (19th)*, *Oct-Dec 2005 (15th)*, *Jan-Mar 2006 (5th)*, *Apr-Jun 2006 (2nd)*, *Jul-Sep 2006 (6th)*, *Oct-Dec 2006 (6th)*, *Jan-Mar 2007 (16th)*, *Apr-Jun 2007 (10th)*, *Jul-Sep 2007 (19th)*, *Oct-Dec 2007 (7th)*, *Jan-Mar 2008 (6th)*, *Apr-Jun 2008 (13th)*, *Oct-Dec 2008 (4th)*, *Jan-Mar 2009 (6th)*, *Apr-Jun 2009 (23rd)*

Project risk management: lessons learned from software development environment 24(11), 915-920

Oct-Dec 2004 (7th), *Jan-Mar 2005 (13th)*, *Apr-Jun 2005 (23rd)*

- Examining risk tolerance in project-driven organization, 25(6), 691-695
Apr-Jun 2005 (24th)
International Journal of Project Management
 Analyzing project management research: Perspectives from top management journals
Oct-Dec 2008 (4th), Apr-June 2009 (11th)
Project Management Institute's Northern California Chapter
 Steve V. White Fellowship (1996)
University of California, Berkeley
Executive Vice President, Korean Graduate Students Association (1996-1997)
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ACADEMIC EXPERIENCE

The George Washington University, Washington, DC (Aug 1999 to Current)

Associate Professor (Tenured) (2006-Current)

Assistant Professor (Tenure-Track) (1999-2006)

**Project Management Program, Department of Decision Sciences, and
 Affiliated Associate Professor, Sigur Center for Asian Studies, The Elliot School of International
 Studies.**

Teach graduate courses and conduct research in project management. Supervise Master's and Doctoral Students in the project management program. Participate in program, department, and school committee meetings. Lead professor for project management Ph.D. program. Research interests include Project Management Maturity, Project Risk Management, Project Management Process Improvement, Engineering, Construction, and Infrastructure Project Management, and Technology Management Strategies.

Teaching Assignments:

DN5C 202 (old MGT 202) Mathematics and Statistics for Managers (Graduate)

I taught the campus section.

DN5C 261 (old MGT 231) Introduction to Project and Program Management (Graduate)

I taught both campus and distance sections.

DN5C 266 (old MGT 266) Risk Management (Graduate)

I am the course coordinator for MGT 266 Risk Management. I developed the course in Spring 2000 and since been enhancing and updating the course every semester. I offer the course in Spring and Fall. I teach this course in both campus and distance mode.

DN5C 267 (old MGT 267) Project Planning, Scheduling, and Control (Graduate)

I taught both campus and distance sections.

DN5C 269 (old MGT 268) Project Management Applications (Graduate)

I taught both campus and distance sections.

Graduate Student Advising:

Jane Park, George Washington University (From 2008-Current), Serving as a principal advisor of her doctoral study.

Saumyendu Ghosh, University of Maryland, College Park (From 2009-Current), Serving as a committee member of his doctoral dissertation proposal and dissertation committee.

Mi-Young Kim, George Washington University (Completed 2009): Served as a member of the master's thesis committee.

Dr. John Wetter, George Washington University (Completed 2008): Served as a member of the comprehensive examination committee and participated in the deliberations of the committee on his dissertation.

Eerang Park, George Washington University (Completed 2008): Served as a member of the master's thesis committee.

Dr. BooYoung Chung, University of Maryland, College Park (Completed 2007): Served as a committee member of his doctoral dissertation proposal and dissertation committee.

Dr. Rudy Watson, George Washington University (Completed 2007): Served as a principal advisor and member of doctoral dissertation proposal committee. Served as a member of the comprehensive examination committee.

Dr. Robert Voetsch, George Washington University (Completed 2003): Served as outside reviewer for his doctoral dissertation proposal committee and as a member of the doctoral dissertation committee.

Dr. Christine Dai, George Washington University (Completed 2002): Served as outside reviewer for her doctoral dissertation proposal committee and participated in the deliberations of the committee on her dissertation.

Dr. Arlene Heinzeman (Completed 2007): Served as a member of her doctoral dissertation proposal committee (Engineering Management Department).

John Dye (2000-2003): Served as a member of the doctoral committee at Nova Southeastern University (Ft. Lauderdale, FL)

Sunil Dewan (2000), *Sungwon Cho* (2001), *Sigit Dwiharto* (2002): Served as an advisor for M.S. project writing independent paper.

Florida International University, Miami, FL. (July 1998 to Aug 1999)

Visiting Assistant Professor

Department of Construction Management, College of Engineering

Taught undergraduate and graduate courses. Newly developed lecture notes and materials for all of the courses that assigned to me. Conducted research in innovative project delivery method (CM@Risk), project change management systems, and project management maturity model.

Teaching Assignments:

BCN 3720 Scheduling I (Undergraduate)

BCN 3640 Economic Planning for Construction (Undergraduate)

BCN 5626 Cost Analysis and Control (Graduate)

BCN 5771 Management and Marketing of Construction Services (Graduate)

BCN 5728 Scheduling I (Graduate)

BCN 5734 Topics in International Construction (Graduate)

BCN 6735 Decisions and Risk Analysis (Graduate)

BCN 5645 Construction Economic Analysis (Graduate)

BCN 5716 Productivity in Construction (Graduate)

Massachusetts Institute of Technology, Cambridge, MA. (Sep 1997 to Jun 1998)

Visiting Engineer, Department of Civil and Environmental Engineering, Massachusetts Institute of Technology

Enhanced the Berkeley Project Management Process Maturity Model. Consulted for Navy Facilities Engineering Command to develop a strategic plan for Yokosuka Naval Complex in Japan.

University of California, Berkeley, CA (Sep 1994 to May 1997)

Graduate Student Researcher, Department of Civil Engineering (Jan 1995 to May 1997).

Co-Principal Investigator for Project Management Institute (PMI)'s nationwide study on "The Financial and Organizational Benefits of Project Management in Corporate Organizations". The goal of this study was to develop a series of quantitative relationships that allow managers to: 1) assess their current level of PM sophistication, and 2) determine what financial return they can earn by increasing their level of PM sophistication. Benchmarking of 38 Fortune 100 companies.

Course Reader, Department of Civil Engineering (Fall 1994, 1995, 1996, and Spring 1997).

Reader for CE167 "Engineering Project Management." and CE268A "Advanced Construction Estimating." Graded assignments and exams, conduct review sessions for undergraduate and graduate courses.

PROFESSIONAL WORK EXPERIENCE

IPA Institute, Ashburn, Virginia (Feb 2008 to June 2008)

Visiting Scholar

Advise and conduct research in project management performance measurement. Conduct research on "Green Capital Project Management Performance".

Construction Economics and Research Institute of Korea (CERIK), Seoul, Korea (Aug 1998 to Current)

Adjunct Research Fellow

Advise and conduct research in project engineering, construction management, and infrastructure management related areas in Korea.

Navy Public Work Centers Yokosuka, US NAVY, Japan (Mar 1997 to Feb 1998)

Principal Consulting Engineer, US Yokosuka Naval Complex, Japan.

Analyzed, evaluated, and created 10 years master plan for Yokosuka's overall transportation and parking strategy. Developed and recommended better ways to utilize the Yokosuka's Naval Complex.

Daewoo Corporation, Seoul, Korea (Jun 1993 to Jul 1993)

Research Engineer, Construction Division, DAEWOO Corporation.

Created and presented a strategic plan for Daewoo's Implementation on Computer-Integrated Construction (CIC). Received excellent reviews from senior executives.

Daewoo Engineering Company, Seoul, Korea (Jan 1991 to May 1991)

Project Engineer, Construction Administration Division, DAEWOO Engineering Company.

In charge of cost estimating, project control, change order, and quality control at the Seoul Metropolitan wastewater treatment plant expansion project.

MAJOR SCHOOL SERVICES**The George Washington University**

Distance Learning Task Force, University Committee (2009-2010)

Research Committee, School of Business (2008- Current)

Project Management Academic Committee Chair, Decision Sciences Department (2006-2007)

Project Management Academic Committee, Decision Sciences Department (2008-Current)

Faculty Search Committee Chair, Decision Sciences Department (2006-2007)

Faculty Search Committee, Decision Sciences Department (2007, 2008, 2009)

Appointment, Promotion, and Tenure Committee, Decision Sciences Department (2006-Current)

Lead Professor, Project Management Ph.D. program (2002-current)

Faculty Senate Committee Member, Libraries (2003-2006)

Management Science Dept. Representative, GWU-ESI Advisory Committee (2001-2005)

Faculty Advisor, GWU-Project Management Institute (PMI) Student Chapter (2001-2002)

Junior Faculty Summer Research Grant (2000 and 2001)

RESEARCH INTERESTS**Project Management Strategy and Maturity**

- Enterprise Resource Planning Systems Success Factors and Model
- Impact on Project Management of Allied Disciplines
- Benefits of Project Management: Financial and Organizational Rewards to Corporations
- Project Management Process Maturity Model
- Benchmarking Project Management Best Practices
- Calculating Project Management Return on Investment
- Developing Project Management Capability – Benchmarking, Maturity, Modeling, Gap Analyses, Return on Investment (ROI) Studies

Project Risk Management

- New Trends, Environments, and Approaches to Evaluate Pharmaceutical R&D Projects
- Project Risk Management: Lessons Learned from Software Development Environment
- Examining Risk Tolerance in Project-driven organization
- Cross-sector Comparison of Project Risk Management: Theory, Practice, and Future

Process Improvement Project, Six Sigma Approaches

- Managing Performance of Programs and Projects using Earned Value Management
- Project Management and Six Sigma: Searching for Interrelationships
- Project Change Management Systems
- Success Factors in Managing Six Sigma Projects
- Benefits, Obstacles, and Future of Six Sigma Approach
- Parametric Estimating Model for Technology Deployment Project

Engineering, Construction, and Infrastructure Project Management

- Public-Private Partnerships for Infrastructure Developments
- Evaluating Project Management Effectiveness of Mega Projects
- Innovative Project Delivery Method: Construction Management at Risk
- Lessons Learned from International Development Project Management
- Project Delivery Systems and Project Change: Quantitative Analysis
- Analyzing Asian Infrastructure Development Privatization Markets

RESEARCH AND PUBLICATIONS**Peer Reviewed Academic Journals (Under Preparation)**

28. **Kwak, Y.H.** and Park, J. "Project Performance of Capital Projects considering Green Management"
Target Journal: *IEEE Transactions on Engineering Management*.
27. **Kwak, Y.H.** and Watson, R.J. "Developing a Framework for Estimating Project Deployment Cost"
Target Journal: *International Journal of Project Management*.

26. **Kwak, Y.H.**, Park, J, and Chung, B. (2009) “Effects of Project-Related Variables on ERP System Implementation Projects” Target Journal: *Journal of Operations Management*.

Peer Reviewed Academic Journals (Submitted for Review or Under Revision)

Peer Reviewed Archived Academic Journals (Accepted or Published)

25. Ryoo, B.Y., Skibniewski, M.J., and **Kwak, Y.H.** (2010) “Web-based construction project specification system” *Journal of Computing in Civil Engineering*, Schedule to appear in March 2010.
24. **Kwak, Y.H.** and Smith, B. (2009) “Managing Risks in Mega Defense Acquisition Projects: Performance, Policy, and Opportunities” *International Journal of Project Management*, 27(8), 821-820. doi:10.1016/j.ijproman.2009.02.002
23. Chung, B., Syachrani, S., Jeong, H.S., and **Kwak, Y.H.** (2009) “Applying Process Simulation Technique to Value Engineering Model: A Case Study of Hospital Building Project” *IEEE Transactions on Engineering Management*, 56(3), 549-559. doi:10.1109/TEM.2009.2013831
22. **Kwak, Y.H.** and Anbari, F.T. (2009) “Analyzing Project Management Research: Perspectives from Top Management Journals” *International Journal of Project Management*, 27(5), 435-446. doi:10.1016/j.ijproman.2008.08.004 *Selected as Science Direct Top 25 Hottest Articles in International Journal of Project Management*.
21. **Kwak, Y.H.** and Anbari, F.T. (2009) “Availability Impact Analysis of Project Management Trends: Perspectives from Allied Disciplines” *Project Management Journal*, 40(2), 94-103. doi:10.1002/pmj.20111
20. Han, S.H., Yun, S.M., Kim, H., **Kwak, Y.H.**, Park, H.K., and Lee, S.H. (2009) “Analyzing Schedule Delay of Mega Project: Lessons Learned from Korea Train eXpress (KTX)”, *IEEE Transactions on Engineering Management*, 56(2), 243-256. doi:10.1109/TEM.2009.2016042
19. **Kwak, Y.H.** and Chih, Y., and Ibbs, C.W. (2009) “Towards a Comprehensive Understanding of Public-Private Partnerships (PPP) for Infrastructure Development” *California Management Review*, 51(2), 51-78.
18. Chung, B., Skibniewski, M.J., and **Kwak, Y.H.** (2009) “Developing Enterprise Resource Planning (ERP) Systems Success Model for Construction Industry” *Journal of Construction Engineering and Management*, 135(3), 207-216. doi: 10.1061/(ASCE)0733-9364(2009)135:3(207)
17. **Kwak, Y.H.** and Dixon, C. (2008) “Risk Management Framework for Pharmaceutical Research and Development Projects” *International Journal of Managing Projects in Business*, 1(4), 552-565. doi:10.1108/17538370810906255
16. Chung, B., Skibniewski, M.J., Lucas, Jr., H.C., and **Kwak, Y.H.** (2008) “Analyzing Enterprise Resource Planning (ERP) Systems Implementation Success Factors in the Engineering-Construction Industry”, *Journal of Computing in Civil Engineering*, 22(6), 373-382. doi:10.1061/(ASCE)0887-3801(2008)22:6(373)
15. **Kwak, Y.H.**, Watson, R.J., and Anbari, F.T. (2008) “Comprehensive Framework for Estimating the Deployment Cost of Integrated Business Transformation Projects” *International Journal of Managing Projects in Business*, 1(1). 131-139. doi:10.1108/17538370810846469
14. **Kwak, Y.H.** and Ingall, L. (2007) “Exploring Monte Carlo Simulations Applications for Project Management” *Risk Management: An International Journal*, 9(1), 44-57. doi:10.1057/palgrave.rm.8250017
13. **Kwak, Y.H.** and Anbari, F.T. (2006) “Benefits, Obstacles, and Future of Six Sigma Approach”, *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 26(5-6), 708-715. doi:10.1016/j.technovation.2004.10.003. *Selected as Science Direct Top 25 Hottest Articles in Technovation*.
12. **Kwak, Y.H.** and Watson, R. (2005) “Conceptual Estimating Tool for Technology-Driven Projects: Exploring Parametric Estimating Technique”, *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 25(12), 1430-1436. doi:10.1016/j.technovation.2004.10.007
11. Watson, R. and **Kwak, Y.H.** (2005) “Development of a Parametric Estimating Model for Technology-Driven Deployment Project” *ICFAI Journal of Operations Management*, August 2005. Reprint of *Watson, R. and Kwak, Y.H. (2004) “Development of a Parametric Estimating Model for Technology-Driven Deployment Project” 2004 Winter Simulation Conference, Washington, DC, December 5-8, 2004.*
10. **Kwak, Y.H.** and LaPlace, K. (2005) “Examining Risk Tolerance in Project-driven Organization”, *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 25(6), 691-695. doi:10.1016/j.technovation.2003.09.003 *Selected as Science Direct Top 25 Hottest Articles in Technovation*.
9. **Kwak, Y.H.** and Stoddard, J. (2004) “Project Risk Management: Lessons Learned from Software Development Environment”, *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 24(11), 915-920. doi:10.1016/S0166-4972(03)00033-6 *Selected as Science Direct Top 25 Hottest Articles in Technovation*.

8. Ibbs, C.W., **Kwak, Y.H.**, Ng, T., and Odabasi, A.M. (2003) "Project Delivery Systems and Project Change: Quantitative Analysis", *Journal of Construction Engineering and Management*. 129(4), 382-387. doi:10.1061/(ASCE)0733-9364(2003)129:4(382)
7. Jacob, W.F. and **Kwak, Y.H.** (2003) "In Search of Innovative Techniques to Evaluate Pharmaceutical R&D Projects". *Technovation: Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 23(4), 291-296. doi:10.1016/S0166-4972(01)00116-X *Selected as Science Direct Top 25 Hottest Articles in Technovation.*
6. **Kwak, Y.H.** (2002) "Investigating Project Management Practices and Processes in 4 Different Sectors" *Korean Management Review* (Flagship journal of Korean Academic Society of Business Administration), 31(5), 1165-1183. (in Korean).
5. **Kwak, Y.H.** and Ibbs, C.W. (2002) "Project Management Process Maturity Model", *Journal of Management in Engineering*, 18(3), 150-155. doi:10.1061/(ASCE)0742-597X(2002)18:3(150)
4. **Kwak, Y.H.** (2002) "Analyzing Asian Infrastructure Development Privatization Market", *Journal of Construction Engineering and Management*, 128(2) 110-116. doi:101061/(ASCE)0733-9364(2002)128:2(110)
3. Ibbs, C.W., Wong, C and **Kwak, Y.H.** (2001). "Project Change Management System", *Journal of Management in Engineering*, 17(3), 159-165.
2. **Kwak, Y.H.** and Ibbs, C.W. (2000). "Calculating Project Management's Return on Investment", *Project Management Journal*, 31(2), 38-47. *Selected as Citations of Excellence for Practical Implications from Emerald Management Reviews.*
1. Ibbs, C.W. and **Kwak, Y.H.** (2000). "Assessing Project Management Maturity", *Project Management Journal*, 31(1), 32-43.

Books

3. **Kwak, Y.H.** and Anbari, F.T. (2008). *Impact on Project Management of Allied Disciplines: Trends and Future of Project Management Practices and Research*. PMI Publications, ISBN: 9781933890456. 152 pages.
2. Carayannis, E.S. **Kwak, Y.H.** and Anbari, F.T. (editors) (2005). *The Story of Managing Projects: An Interdisciplinary Approach*. Praeger Publishers. ISBN: 1-56720-506-2, Feb.
1. Ibbs, C.W. and **Kwak, Y.H.** (1997). *The Benefits of Project Management- Financial and Organizational Rewards to Corporations*. PMI Publications, ISBN: 1-880410-32-X., Sept., 90 pages.

Book Chapters

5. **Kwak, Y.H.** (2007). "Evaluating Project Management Effectiveness of Boston Big Dig and Three Gorges Dam in China" Chapter 14 in *Applied Project Management Handbook*, Cleland, D.I. and Ireland, L.R. (editors), McGraw-Hill. ISBN: 0071484426, Sep.
4. **Kwak, Y.H.** (2005). "A Brief History of Project Management" Chapter in *The Story of Managing Projects: An Interdisciplinary Approach*. Carayannis, E.S., Kwak, Y.H., and Anbari, F.T. (editors), Praeger Publishers. ISBN: 1-56720-506-2., Feb.
3. **Kwak, Y.H.**, Doherty, J., Mambelli, A., Mourad, A., and Speranzo, J. (2004) "The Springfield Interchange Implementation Project" Chapter in Case Studies in Project Management. Anbari, F.T. (editor), PMI Publications, ISBN: 1930699360., Dec.
2. **Kwak, Y.H.**, Chernyaeva, O., Spector, T., and Wu, A. (2004) "The Glasgow Science Centre Tower Project" Chapter in Case Studies in Project Management. Anbari, F.T. (editor), PMI Publications, ISBN: 1930699360., Dec.
1. Ibbs, C.W., Reginato, J. and **Kwak, Y.H.** (2004). "Developing Project Management Capability – Benchmarking, Maturity, Modeling, Gap Analyses, ROI Studies". Chapter 48 in *The Wiley Guide to Managing Projects*, Morris, P.W.G. and Pinto, J.K. (Editors). John Wiley & Sons, ISBN: 0-471-23302-1. 1440 pages. Sept.

Peer Reviewed Conference Proceeding Papers (Accepted or Published)

23. Anbari F.T. and **Kwak, Y.H.** (2009) "Trends of Project Management Research" *2009 Annual Meeting of the Academy of Management*, Chicago, Aug 7-11, 2009.
22. **Kwak, Y.H.** (2009) "Green Endeavors and Project Performance on Capital Projects", International Association for Management of Technology, Orlando, WA, April 5-7, 2009.
21. **Kwak, Y.H.** and Anbari, F.T. (2008) "Project Management Research Trends of Allied Disciplines", 2008 Project Management Institute Research Conference, Warsaw, Poland, July 13-16, 2008.
20. **Kwak, Y.H.**, Wetter, J., and Anbari, F.T. (2006) "Business Process Best Practices: Project Management or Six Sigma?" *2006 PMI Research Conference*, Montreal, Canada, July 16-19, 2006.
19. Ryoo, B.Y., Skibniewski, M.J., and **Kwak, Y.H.** (2006) "E-Business Solutions in the Construction Industry in Korea: National Construction IT Plans and their Implementation in the Public Construction

- Sector” 2006 Information Resource Management Association, 17th Annual IRMA International Conference, Washington, DC, May 21-24, 2006.
18. Anbari, F.T. and **Kwak, Y.H.** (2005) “Six Sigma Programs and Proactive Risk Management” *Project Management Challenge 2005, Second Annual NASA Project Management Conference*, College Park, Md, March 22-23, 2005.
 17. Watson, R. and **Kwak, Y.H.** (2005) “Conceptual Estimating of Deployment Costs for Technology-Driven Projects” *Project Estimation Conference, IBM Academy of Technology (Internal)*, Boulder, Co, Jan 24-26, 2005.
 16. Watson, R. and **Kwak, Y.H.** (2004) “Development of a Parametric Estimating Model for Technology-Driven Deployment Project” *2004 Winter Simulation Conference*, Washington, DC, December 5-8, 2004.
 15. Chang, H. and **Kwak, Y.H.** (2004) “Lessons Learned from Spatial Database Infrastructure Projects in Developing Countries” *Sixth World Congress on Computational Mechanics, Information Technology for Management of Infrastructure Mini-Symposium*, Beijing, China, Sept. 5-10, 2004. (ISBN: 7-302-09341-5) pp. 408 Tshinghua University Press & Springer.
 14. Chang, H. and **Kwak, Y.H.** (2004) “Urban Spatial Database Infrastructure: Issues in Developing Countries” *ASEM 04 (Advances in Structural Engineering and Mechanics), Infrastructure and Information Technology Session*, Seoul, Korea, Sept. 2-4, 2004. pp. 1235-1248. (ISBN: 89-89693-09-8-98530) pp.219 Techno press.
 13. Anbari, F.T. and **Kwak, Y.H.** (2004) “Success Factors in Managing Six Sigma Projects” *2004 Project Management Institute Research Conference*, London, UK, Jul. 11-14, 2004.
 12. Watson, R. and **Kwak, Y.H.** (2004) “Parametric Estimating in the Knowledge Age: Capitalizing on Technological Advances” *LAMOT 2004 13th International Conference on Management of Technology*, Washington, DC, Apr. 3-7, 2004.
 11. **Kwak, Y.H.** (2003) “Perceptions and Practices of Project Risk Management: Aggregating 300 Project Manager Years” *2003 Project Management Institute National Congress*, Baltimore, Sept. 21-23, 2003.
 10. **Kwak, Y.H.** (2002) “Critical Success Factors in International Development Project Management” *CIB 10th International Symposium Construction Innovation & Global Competitiveness*, Cincinnati, Ohio, Sept. 9-13, 2002. pp. 358-366.
 9. **Kwak, Y.H.** and Dewan, S. (2001) “Risk Management in International Development Projects” *2001 Project Management Institute Annual Seminars and Symposiums*, Nashville, TN, Nov. 5-7, 2001.
 8. **Kwak, Y.H.** (2001) “Examining the History of Project Office” *Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting 2001*, Miami Beach, FL, Nov 4-7, 2001.
 7. **Kwak, Y.H.** and Ibbs, C.W. (2000) “Berkeley Project Management Maturity Model: Measuring the Value of Project Management” *2000 IEEE EMS International Engineering Management Conference*, Albuquerque, New Mexico, Aug. 13-15, 2000, pp. 1-5.
 6. **Kwak, Y.H.** and Dai, C. (2000). “Assessing the Value of Project Management Offices (PMO)” *PMI Research Conference 2000*, Paris, France, Jun. 21-24, 2000, pp. 333-338.
 5. **Kwak, Y.H.** and Bushey, R. (2000). “Construction Management at Risk: An Innovative Project Delivery Method at Storm water Treatment Area in the Everglades, Florida”, *Proceedings for ASCE Construction Congress VI*, Orlando, Florida, Feb. 20-22, pp. 477-482.
 4. **Kwak, Y.H.** and Ibbs, C.W. (1997). “Quantitative Benchmarking of Project Management (PM) Processes” *Proceedings of ASCE Construction Congress V*, Minneapolis, Minnesota, Oct. 5-9, pp. 980-987.
 3. Ibbs, C.W. and **Kwak, Y.H.** (1997). “Financial and Organizational Impacts of Project Management” *Proceedings of the 28th Annual PMI Seminars & Symposium*, Chicago, Illinois, Sept. 29-Oct. 1, pp. 108-112.
 2. **Kwak, Y.H.** and Ibbs, C.W. (1996) “Financial and organizational impacts of project management” *CIB 8th Symposium in Organization and Management of Construction*, London, UK, Sept. 1996, pp.252-263.
 1. **Kwak, Y.H.**, Clark, A., Grilo, A., Betts, M., and Ibbs, C.W. (1995). “Contemporary Strategic Planning Tools and Applications for Construction Managers.” *Proceedings of First International Conference on Construction Project Management*, Singapore, Jan., pp. 25-40.

Professional Magazines

7. Ibbs, C. W. and **Kwak, Y.H.**, (2005) “Calculating Project Management’s Return on Investment,” *Projects and Profits*, ICFAI University Press, March, 19-33. Reprint of **Kwak, Y.H.** and Ibbs, C.W. (2000). “Calculating Project Management’s Return on Investment”, *Project Management Journal*, Vol. 31 (2), 38-47.
6. **Kwak, Y.H.** (1999) “University Tour: The George Washington University, Washington, DC” *PROMAT (Project Management & Technology)*, Winter, 50-53. (in Korean).

5. **Kwak, Y.H.** and Ibbs, C.W. (1999) "Analyzing PM Maturity vs. Project Performance: Deriving PM/Return on Investment (ROI)", *PROMAT (Project Management & Technology)*, Winter, 12-15. (in Korean).
4. **Kwak, Y.H.** and Ibbs, C.W. (1999) "PM Maturity Benchmarking Model and its Results" *PROMAT (Project Management & Technology)*, Fall, 12-16. (in Korean).
3. **Kwak, Y.H.**, Ibbs, C.W. and Kim, Y.W. (1999) "A System Approach to Evaluate Quantitative Impacts of Project Management I" *PROMAT (Project Management & Technology)*, Summer, 12-18. (in Korean).
2. Ibbs, C.W. and **Kwak, Y.H.** (1998). "Benchmarking Project Management Organizations" *PMNetwork*, Feb., 49-53.
1. Ibbs, C.W. and **Kwak, Y.H.** (1997). "Measuring Project Management's Return on Investment" *PMNetwork*, Nov., 36-38.

Newsletter

Kwak, Y.H. (2002). "Project Management Maturity and ROI" *Project Management Institute New York City Chapter Newsletter*, April 2002, Vol.4 (4).

Technical Reports

3. **Kwak, Y.H.** and Ibbs, C.W. (1998). "Understanding The Berkeley Project Management Process Maturity (PM)² Model" Technical Report No. 98-06, Construction Engineering and Management Program, University of California at Berkeley, June.
2. Ibbs, C.W. and **Kwak, Y.H.** (1998) "US Yokosuka Naval Complex Traffic and Parking Study" Final Report, Department of the Navy, Naval Facilities Engineering Command, Contract No.62836-97-Q-1135, Feb.
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Kwak, Y.H. (1997). A Systematic Approach to Evaluate Quantitative Impacts of Project Management. Ph.D. Dissertation, University of California at Berkeley, May, 149 pages.

CONFERENCE PRESENTATIONS

23. **Kwak, Y.H.** (2009) "Public-Private-Partnership in Infrastructure Development" *Professional Development Workshop, 2009 Annual Meeting of the Academy of Management*, Chicago, Aug 7-11, 2009.
22. Anbari F.T. and **Kwak, Y.H.** (2009) "Trends of Project Management Research" *2009 Annual Meeting of the Academy of Management*, Chicago, Aug 7-11, 2009.
21. Anbari, F.T. and **Kwak, Y.H.** (2008) "Is there a Future for Project Management in the Allied Management Disciplines?" *22nd International Project Management Association World Congress*, Rome, Italy, Nov 9-11, 2008.
20. **Kwak, Y.H.** and Anbari, F.T. (2008) "Project Management Research Trends of Allied Disciplines", *2008 Project Management Institute Research Conference*, Warsaw, Poland, July 13-16, 2008.
19. **Kwak, Y.H.**, Wetter, J., and Anbari, F.T. (2006) "Business Process Best Practices: Project Management or Six Sigma?" *2006 PMI Research Conference*, Montreal, Canada, July 16-19, 2006.
18. Anbari, F.T. and **Kwak, Y.H.** (2005) "Six Sigma Programs and Proactive Risk Management" *Project Management Challenge 2005, Second Annual NASA Project Management Conference*, College Park, Md, March 22-23, 2005.
17. Watson, R. and **Kwak, Y.H.** (2005) "Conceptual Estimating of Deployment Costs for Technology-Driven Projects" *Project Estimation Conference, IBM Academy of Technology (Internal)*, Boulder, Co, Jan 24-26, 2005.
16. Watson, R. and **Kwak, Y.H.** (2004) "Development of a Parametric Estimating Model for Technology-Driven Deployment Project" *2004 Winter Simulation Conference*, Washington, DC, Dec. 5-8, 2004.
15. Chang, H. and **Kwak, Y.H.** (2004) "Lessons Learned from Spatial Database Infrastructure Projects in Developing Countries" *Sixth World Congress on Computational Mechanics, Information Technology for Management of Infrastructure Mini-Symposium*, Beijing, China, Sept. 5-10, 2004.
14. Chang, H. and **Kwak, Y.H.** (2004) "Urban Spatial Database Infrastructure: Issues in Developing Countries" *ASEM 04' (Advances in Structural Engineering and Mechanics), Infrastructure and Information Technology Session*, Seoul, Korea, Sept. 2-4, 2004.
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10. **Kwak, Y.H.** (2002) "Critical Success Factors in International Development Project Management" *CIB 10th International Symposium Construction Innovation & Global Competitiveness*, Cincinnati, Ohio, Sept. 9-13, 2002. pp. 358-366.
9. **Kwak, Y.H.** and Dewan, S. (2001) "Risk Management in International Development Projects" *2001 Project Management Institute Annual Seminars and Symposiums*, Nashville, TN, Nov. 5-7, 2001.
8. **Kwak, Y.H.** (2001) "Examining the History of Project Office" *Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting 2001*, Miami Beach, FL, Nov. 4-7, 2001.
7. **Kwak, Y.H.** and Ibbs, C.W. (2000) "Berkeley Project Management Maturity Model: Measuring the Value of Project Management." *2000 IEEE EMS International Engineering Management Conference*, Albuquerque, New Mexico, Aug. 13-15, 2000, pp. 1-5.
6. **Kwak, Y.H.** and Dai, C. (2000). "Assessing the Value of Project Management Offices (PMO)" *PMI Research Conference 2000*, Paris, France, Jun. 21-24, 2000, pp. 333-338.
5. **Kwak, Y.H.** and Bushey, R. (2000). "Construction Management at Risk: An Innovative Project Delivery Method at Storm water Treatment Area in the Everglades, Florida", *Proceedings for ASCE Construction Congress VI*, Orlando, Florida, Feb. 20-22, pp. 477-482.
4. **Kwak, Y.H.** and Ibbs, C.W. (1997). "Quantitative Benchmarking of Project Management (PM) Processes" *Proceedings of ASCE Construction Congress V*, Minneapolis, Minnesota, Oct. 5-9, pp. 980-987.
3. Ibbs, C.W. and **Kwak, Y.H.** (1997). "Financial and Organizational Impacts of Project Management" *Proceedings of the 28th Annual PMI Seminars & Symposium*, Chicago, Illinois, Sept. 29-Oct. 1, pp. 108-112.
2. **Kwak, Y.H.** and Ibbs, C.W. (1996) "Financial and organizational impacts of project management" *CIB 8th Symposium in Organization and Management of Construction*, London, UK, Sept. 1996, pp.252-263.
1. **Kwak, Y.H.**, Clark, A., Grilo, A., Betts, M., and Ibbs, C.W. (1995). "Contemporary Strategic Planning Tools and Applications for Construction Managers" *Proceedings of First International Conference on Construction Project Management*, Singapore, Jan., pp. 25-40.

KEYNOTE SPEAKER and PRESENTATIONS

4. **Kwak, Y.H.** (2009) "Project Management Maturity Model: Measuring PM Maturity" Department of Civil Engineering, University of Maryland, Nov 12, 2009.
3. **Kwak, Y.H.** (2009) "Project Management and its Allied Disciplines", Master of Project Management Program, Project Management Community of Practice Conference, Penn State, Erie, Aug. 18, 2009. Keynote Speech
2. **Kwak, Y.H.** and Anbari, F.T. (2008) "Is there a Future for Project Management in the Allied Management Disciplines?" George Washington University School of Business, Oct 24, 2008. Department Seminar.
1. **Kwak, Y.H.** (2002) Strategy to Implement Project Management Office: Challenges, Benefits, and Practices. *Mastering the Project Management Office: An Asian Perspective*, ESI International, Singapore, May 29-30, 2002. Keynote speech (Unable to attend)

RESEARCH GRANTS

Submitted Research

3. Choi, K., **Kwak, Y.H.**, and Zeytinci. A. (2009) "**Macroeconomic Labor Productivity and its Implications of Electrical Construction Sector**" submitted to ELECTRI International- The Foundation for Electrical Construction for review.
2. Lee, G. and **Kwak, Y.H.** (2009) "**Improving Project Collaboration through Web 2.0 Technologies**" submitted to ELECTRI International- The Foundation for Electrical Construction for review.
1. Lee, G. and **Kwak, Y.H.** (2009) "**Harnessing The Power of Web 2.0 for Open Collaboration In Healthcare Administration**". Submitted to IBM Center for the Business of Government for review. October.

Funded Research

3. **Kwak, Y.H.** and Anbari, F.T. (2008-2009) "**Managing Performance of Programs and Projects using Earned Value Management**". Accepted and funded by IBM Center for the Business of Government, \$20,000.
2. **Kwak, Y.H.** and Anbari, F.T. (2005-2007) "**The Impact on Project Management of Allied Disciplines**". Accepted and funded by Project Management Institute (PMI®). The total budget of the research study

is \$60,000 (US) over fourteen months. PMI® portion is \$30,000 (US). This is the first research grant awarded by PMI® to GWU.

1. Thomas, J.L. (Canada), Mullay, M. (Canada) and an international team of researchers (In alphabetical order): Anbari, F.T. (USA), Brady, T. (UK), Bredillet, C.N. (France), Checkland, P. (UK), Cicmil, S. (UK), Cooke-Davies, T. (UK), Crawford, L. (Australia), Eloumi, F. (Canada), **Kwak, Y.H. (USA)**, Maylor, H. (UK), Mengel, T. (Canada), Williams, T. (UK) and Winter, M. (UK). (2005-2008) **“Understanding the Value of Project Management”**. By *Project Management Institute*. Accepted and funded. 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 (US) over three years. PMI® portion is \$1.4 million (US). I am the only one of the two researchers in the United States.

Unfunded Research Proposal

9. **Kwak, Y.H.**, Patanakul, P., and Liu, M. (2009) “Effective Management of American Recovery and Reinvestment Act: Learning from Comprehensive Analysis of Large Public Projects” Project Management Institute Research Grant Proposal, 2009.
8. **Kwak, Y.H.** and Lee, G. (2009) “Web 2.0 for Collaborative Project Management: Values, Risks, and Best Practices”, Project Management Institute Research Grant Proposal, 2009.
7. **Kwak, Y.H.** (2006) “Project Cost Estimation: Why It Fails in Project Management” Project Management Institute Research Grant Proposal, 2006.
6. **Kwak, Y.H.** (2005) “Dynamic 4-Tier Architecture for Virtual Infrastructure Management Systems Integration” (with Ryoo, B.Y.): Unsolicited proposal submitted to National Science Foundation’s Information Technology and Infrastructure Systems Program on March 1, 2005.
5. Anbari, F.T. and **Kwak, Y.H.** (2004) Six Sigma and Organizational Change, Project Management Institute Research Proposal, 2004.
4. Anbari, F.T. Kayes, D.C. and **Kwak, Y.H.** (2004) Team Dynamics and Learning, Project Management Institute Research Proposal, 2004.
3. **Kwak, Y.H.** (2004) Investigating Comprehensive Project Risk Management Practices, Tools, and Techniques for NASA. NASA/USRA Center for Program/Project Management Research Proposal, 2004.
2. Anbari, F.T., Kayes, D.C., and **Kwak, Y.H.** (2004) Organizational Experimental Learning at NASA, NASA/USRA Center for Program/Project Management Research Proposal, 2004.
1. **Kwak, Y.H.**, Anbari, F.T., and Khamooshi, H. (2003) Benchmarking best practices and tools of Project Risk Management. Project Management Institute Research Proposal, 2003.

OTHER INFORMATION

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