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## YOUNG HOON KWAK, PH.D.

ASSOCIATE PROFESSOR  
DEPARTMENT OF DECISION SCIENCES  
SCHOOL OF BUSINESS  
THE GEORGE WASHINGTON UNIVERSITY  
FUNGER HALL 415, 2201 G STREET, NW  
WASHINGTON, DC 20052

EDITOR-IN-CHIEF  
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TEL: (202) 994-7115

E-MAIL: KWAK@GWU.EDU

FAX: (202) 994-2736

HTTP://HOME.GWU.EDU/~KWAK

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### EDUCATION

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

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**

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### EDITORIAL RESONSIBILITIES AND PROFESSIONAL AFFILIATIONS

#### Editorial Positions

**Editor-in-Chief:** *Journal of Management in Engineering (ASCE)* (2016-Present). Previously, associate editor (2013-2015).

**Specialty Editor (Associate Editor):** *Journal of Construction Engineering and Management (ASCE)* (2005-Present)

**Editorial Board:** *IEEE Transactions on Engineering Management (IEEE)* (2011-Present), *International Journal of Project Management (Elsevier)* (2007-Current), *Project Management Journal (Wiley)* (2002-2013), *Journal of Management in Engineering (ASCE)* (2009-Present), *International Journal of Managing Projects in Business (Emerald)* (2008-Present), *Journal of Construction Engineering and Project Management (KICEM)* (2011-Present)

#### Professional Activities

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

**Invited Panel Reviewer:** *National Science Foundation (Division of Civil and Mechanical Systems), American Association for the Advancement of Science, Korean Honor Scholarship (The Embassy of the Republic of Korea to the USA)*

**Journals Reviewer:** *Policy Journal, IEEE Transactions on Engineering Management, International Journal of Project Management, Project Management Journal, International Journal of Managing Projects in Business, International Journal of Production Economics, Journal of the Operational Research Society, Research Policy, Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management, R&D Management, Automation in Construction, Production Planning and Control, Journal of Construction Engineering and Management, Journal of Management in Engineering, Canadian Journal of Civil Engineering, Computer-Aided Civil and Infrastructure Engineering, Construction Management and Economics, Engineering Project Organization Journal, KSCE Journal of Civil Engineering, Journal of Electronic Commerce Research, International Journal of Information Technology and Management*

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

**Conference Reviewer:** *Project Management Institute Research Grant, Project Management Institute Research Conferences, European Academy of Management Conferences, IRNOP Conferences, LAMOT Conferences, etc.*

#### Members

*Academy of Management, Institute for Operations Research and Management Sciences, Production and Operations Management Society, American Society of Civil Engineers, Project Management Institute, IEEE Technology Management Council, Performance Measurement Association, Korean Society of Civil Engineers, Korean Operations Research and Management Science Society*

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**MAJOR AWARDS, HONORS, AND RECOGNITIONS**


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**International Network of Business and Management Journals (IV INBAM Conference)**

Best Paper in the track organized by International Journal of Project Management (2014)

**International Project Management Association**

International Project Management Association Outstanding Research Contribution Award (2008)

**Science Direct Top 25 Hottest Articles****Technovation**

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

*Oct-Dec 2004 (25<sup>th</sup>), Jan-Mar 2005 (19<sup>th</sup>), Oct-Dec 2005 (15<sup>th</sup>), Jan-Mar 2006 (5<sup>th</sup>), Apr-Jun 2006 (2<sup>nd</sup>), Jul-Sep 2006 (6<sup>th</sup>), Oct-Dec 2006 (6<sup>th</sup>), Jan-Mar 2007 (16<sup>th</sup>), Apr-Jun 2007 (10<sup>th</sup>), Jul-Sep 2007 (19<sup>th</sup>), Oct-Dec 2007 (7<sup>th</sup>), Jan-Mar 2008 (6<sup>th</sup>), Apr-Jun 2008 (13<sup>th</sup>), Oct-Dec 2008 (4<sup>th</sup>), Jan-Mar 2009 (6<sup>th</sup>), Apr-Jun 2009 (23<sup>rd</sup>), Jul-Sep 2009 (7<sup>th</sup>), Oct-Dec 2009 (3<sup>rd</sup>), Jan-Mar 2010 (2<sup>nd</sup>), April-June 2010 (1<sup>st</sup>), Jul-Sep 2010 (2<sup>nd</sup>), Oct 2009-Sept. 2010 (2<sup>nd</sup>), Oct-Dec 2010 (2<sup>nd</sup>), Jan-Mar 2011 (3<sup>rd</sup>), Apr-Jun 2011 (3<sup>rd</sup>), Jul-Sep 2011 (4<sup>th</sup>), Oct-Dec 2011 (2<sup>nd</sup>), Jan-Dec 2011 (3<sup>rd</sup>), Jan-Mar 2012 (4<sup>th</sup>), Apr-June 2012 (4<sup>th</sup>), July-Sept 2012 (4<sup>th</sup>) Oct-Dec 2012 (2<sup>nd</sup>), Jan-Dec 2012 (4<sup>th</sup>), Jan-Mar 2013 (4<sup>th</sup>), Apr-Jun 2013 (3<sup>rd</sup>), July-Sept 2013 (6<sup>th</sup>), Oct-Dec 2013 (6<sup>th</sup>), Jan-Dec 2013 (4<sup>th</sup>), Jan-Mar 2014 (6<sup>th</sup>), April-June 2014 (5<sup>th</sup>), July-Sept 2014 (7<sup>th</sup>), Oct-Dec. 2014 (3<sup>rd</sup>), Jan-Dec 2014 (4<sup>th</sup>), Jan-Mar 2015 (8<sup>th</sup>), Apr-June 2015 (4<sup>th</sup>), Jul-Sept. 2015 (8<sup>th</sup>).*

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

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

Examining risk tolerance in project-driven organization, 25(6), 691-695.

*Apr-Jun 2005 (24<sup>th</sup>)*

**International Journal of Project Management**

Analyzing project management research: Perspectives from top management journals, 27(5), 435-446.

*Oct-Dec 2008 (4<sup>th</sup>), Apr-Jun 2009 (11<sup>th</sup>), Jul-Sep 2009 (2<sup>nd</sup>), Oct-Dec 2009 (5<sup>th</sup>), Jan-Mar 2010 (6<sup>th</sup>), April-June (10<sup>th</sup>), Oct-Sep 2010 (5<sup>th</sup>), Oct-Dec, 2010 (11<sup>th</sup>), Jan-Mar 2011 (17<sup>th</sup>), Apr-Jun 2011 (17<sup>th</sup>), Jan-Dec 2011 (19<sup>th</sup>)*

**Government Information Quarterly**

An Open Government Maturity Model for social media-based public engagement, 29(4), 492-503.

*July-Sept 2012 (10<sup>th</sup>), Oct-Dec 2012 (11<sup>th</sup>), Jan-Mar 2013 (12<sup>th</sup>), Apr-Jun 2013 (17<sup>th</sup>), July-Sept 2013 (19<sup>th</sup>), Oct-Dec 2013 (12<sup>th</sup>), Jan-Dec 2013 (13<sup>th</sup>), Jan-March 2014 (13<sup>th</sup>), July-Sept 2014 (13<sup>th</sup>), Oct-Dec 2014 (3<sup>rd</sup>)*

**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****Ghent University, Ghent, Belgium (Mar 2011 to Current)**

**Visiting Professor (Mar 2011 to Current)**

**Department of Information Science and Operations Management**

**Faculty of Economics and Business Administration**

Conduct joint research with faculties at Ghent University and supervise doctoral students in the areas of project management and operations program.

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

**Associate Professor (With Tenure) (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 strategic issues of project management; project control; project performance improvement; management of technology; and engineering, construction, and infrastructure project management.

### **Teaching Assignments:**

*DNSC 6202 Mathematics and Statistics for Managers (Graduate)*

*DNSC 6250 Project Management Finance (Graduate)*

*DNSC 6254 Risk Management (Graduate)*

*DNSC 6261 Introduction to Project and Program Management (Graduate)*

*DNSC 6267 Planning and Scheduling (Graduate)*

*DNSC 6257 Cost Estimation and Management (Graduate)*

*DNSC 6269 Project Management Capstone (Graduate)*

### **Graduate Student Advising:**

*Nabid Vesali Mahmoud, Florida International University (From 2012-Current)*, Served as a committee member of her doctoral dissertation.

*Dr. Jane Park, George Washington University (Completed 2015)*, Served as a principal advisor of her doctoral proposal and dissertation. (Dissertation Title: Essays on the Delivery of Public Infrastructure Projects: Empirical Analyses on Transportation Projects in Florida)

*Dr. Jeroen Colin, Ghent University, Ghent, Belgium (Completed 2015)*, Served as a committee member of his doctoral dissertation.

*Leone Young, Stevens Institute of Technology, Hoboken, NJ (From 2009-Current)*, Serving as a committee member of his doctoral dissertation proposal.

*Dr. Saumyendu Ghosh, University of Maryland, College Park (Completed 2012)*, Served as a committee member of his doctoral dissertation proposal and dissertation.

*Dr. Deepak Sharma, University of Maryland, College Park (Completed 2012)*, Served as a committee member of his doctoral dissertation proposal and dissertation.

*Jooho Kim, George Washington University (Completed 2010)*: Served as a member of the master's thesis 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 doctoral dissertation. (Dissertation Title: Policy effect: A study of the impact of research & development expenditures on the relationship between Total Factor Productivity and US Gross Domestic Product performance)

*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. (Dissertation Title: An analysis of success and failure factors for ERP systems in engineering and construction firms)

*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. (Dissertation Title: A cost estimating framework for deployment of integrated software application development projects)

*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.

(Dissertation Title: The current state of project risk management practices among risk sensitive project management professionals)

*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. (Dissertation Title: The role of the project management office in achieving project success)

*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.

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## **PROFESSIONAL WORK EXPERIENCE**

### **Korean American Construction, Engineering, and Project Management Association (KACEPMA.org) Founding President (2013-2014)**

Establish a not-for-profit membership association consisting principally of Korean and Korean-American construction industry professionals, college and university professors and graduate students teaching or studying construction engineering and other construction-related subjects.

**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 Daewoo’s 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**

**University**

College of Professional Studies Dean’s Council (2010), Distance Learning Task Force (2009-2010), Faculty Senate Committee Member for Libraries (2003-2006)

**School of Business**

Library Committee (2011- Current), Doctoral Committee (2011- Current), Research Committee (2008- Current), Associate Dean for Graduate Programs Search Committee (2015), On-line Compensation Review Committee (2015)

**Decision Sciences Department**

Appointment, Promotion, and Tenure Committee Chair, (2015-Current), Project Management Academic Committee Chair (2006-2007, 2010), Project Management Academic Committee (2006-Current), Faculty Search Committee Chair (2006-2007, 2012-2013), Faculty Search Committee (2007-2010), Appointment, Promotion, and Tenure Committee, (2006-Current), Lead Professor, Project Management Ph.D. program (2002-current)

**Management Science Department**

GWU-ESI Advisory Committee (2001-2005), GWU-Project Management Institute (PMI) Student Chapter Faculty Advisor (2001-2002)

**RESEARCH AND PUBLICATIONS**

**Peer Reviewed Academic Journals (Under Development)**

46. “Evolution of Risk Management Practices at the Department of Education” Target Journal: TBD.
45. “How do Innovation Transform Project-Based Organizations?” Target Journal: *IEEE Transactions on Engineering Management*.

44. “Effects of Project Changes and their timing of occurrence on Cost Performance” Target Journal: *IEEE Transactions on Engineering Management*.
43. “Design Completeness, Adaptability, and the Choice of Project Delivery” Target Journal: *IEEE Transactions on Engineering Management*.

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

42. Kettunen, J. and **Kwak, Y.H.** “Does Scheduling Matter in Procurement Auctions?” *Management Science*, submitted for review, Nov. 2015.
41. Suh, M.J., Pearce, A.R., **Kwak, Y.H.**, and Zhang, Y. “The Impact of LEED-Energy Star Certified Office Buildings on the Market Value of Adjoining Buildings in New York City” *Journal of Urban Economics*, submitted for review, Nov. 2015.

#### Peer Reviewed Academic Journals (Accepted or Published)

40. Patanakul, P., **Kwak, Y.H.**, Liu, M., and Zwikael, O. (2016) “What Impacts the Performance of Large-Scale Government Projects?” *International Journal of Project Management*, 34 (3), 452-466. doi: 10.1016/j.ijproman.2015.12.001
39. Ahn, Y.H., **Kwak, Y.H.**, and Suk, S.J. (2016) “Contractor’s Transformation Strategies for Adopting Building Information Modeling (BIM)” *Journal of Management in Engineering*, 32 (1), 05015005, doi: 10.1061/(ASCE)ME.1943-5479.0000390.
38. **Kwak, Y.H.**, Sadatsafavi, H., Walewski, J., and Williams, N.L. (2015) “Evolution of Project Based Organization (PBO): A Case Study” *International Journal of Project Management*, 33 (8), 1652-1664. doi: 10.1016/j.ijproman.2015.05.004
37. Li, Y., Lu, Y., **Kwak, Y.H.**, and Dong, S. (2015) “Developing A City-Level Multi-project Management Information System for Chinese Urbanization”, *International Journal of Project Management*, 33(3), 510-527. doi: 10.1016/j.ijproman.2014.06.011
36. Ghosh, S., Buckler, L., Skibniewski, M., Negahban, S., and **Kwak, Y.H.** (2014) “Organizational Governance to Integrate Sustainability Projects: A Case Study”. *Technological and Economic Development of Economy*, 20(1), 1-24. doi: 10.3846/20294913.2014.850755.
35. Choi, S., Kim, D.Y., Han, S.H., and **Kwak, Y.H.** (2014) “Conceptual Cost Prediction Model for Public Road Planning via Rough Set Theory and Case-Based Reasoning”, *ASCE Journal of Construction Engineering and Management*, 140(1), 04013026 (2014). doi: 10.1061/(ASCE)CO.1943-7862.0000743.
34. **Kwak, Y.H.**, Walewski, J., Sleeper, D., and Sadatsafavi, H. (2014) “What Can We Learn From The Hoover Dam that Influenced Modern Project Management” *International Journal of Project Management*, 32(2), 256-264. doi: 10.1016/j.ijproman.2013.04.002.
33. Choi, K. Haque, M., Lee, H.W., Cho, Y. and **Kwak, Y.H.** (2013) “Macroeconomic Labor Productivity and its impact on Firm’s Profitability” *Journal of The Operational Research Society*, 64. 1258-1268. doi:10.1057/jors.2012.157
32. Lee, G. and **Kwak, Y.H.** (2012) “An Open Government Maturity Model for Social Media based Public Engagement” *Government Information Quarterly*, 29(4), 492-503. doi: 10.1016/j.giq.2012.06.001.
31. **Kwak, Y.H.**, Park, J. and Chung, B., Ghosh, S. (2012) “Understanding End Users’ Acceptance of Enterprise Resource Planning (ERP) System in Project-Based Sectors” *IEEE Transactions on Engineering Management*, 59(2) 266-277. doi: 10.1109/TEM.2011.2111456
30. Choi, K. **Kwak, Y.H.**, Pyeon, J., and Son, K. (2012) “Schedule Effectiveness of Alternative Contracting Strategies for Transportation Infrastructure Improvement Projects” *ASCE Journal of Construction Engineering and Management*, 137(3) 323-330. doi:10.1061/(ASCE)CO.1943-7862.0000431.
29. **Kwak, Y.H.** and Anbari, F.T. (2012) “History, Practices, and Future of Earned Value Management (EVM) in Government: Perspectives from NASA” *Project Management Journal*, 43(1), 77-90. doi:10.1002/pmj.20272.
28. Choi, K. and **Kwak, Y.H.** (2012) “Decision Support Model for Incentives/Disincentives Time-Cost Tradeoff” *Automation in Construction*, 21(1), 219-228. doi:10.1016/j.autcon.2011.06.006.



27. Li, Y., Lu, Y., **Kwak, Y.H.**, Le, Y., and He, Q. (2011) "Social Network Analysis and Organizational Control in Complex Projects: A Construction Case of EXPO 2010 China", *Engineering Project Organization Journal*, 1(4), 223-237. doi: 10.1080/21573727.2011.601453.
26. Ryoo, B.Y., Skibniewski, M.J., and **Kwak, Y.H.** (2010) "Web-based Construction Project Specification System" *ASCE Journal of Computing in Civil Engineering*, 24(2), 212-221. doi: 10.1061/(ASCE)0887-3801(2010)24:2(212)
25. **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), 812-820. doi:10.1016/j.ijproman.2009.02.002
24. **Kwak, Y.H.** and Ingall, L. (2009) "Exploring Monte Carlo Simulations Applications for Project Management" *IEEE Engineering Management Review* 37(2), 83-91. doi: 10.1109/EMR.2009.5235458. Reprint of **Kwak, Y.H.** and Ingall, L. (2007) "Exploring Monte Carlo Simulations Applications for Project Management" *Risk Management: An International Journal*, 9(1), 44-57.
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" *ASCE 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", *ASCE 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”, *ASCE 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: 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”, *ASCE 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”, *ASCE 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”, *ASCE 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 and Monographs

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#### **OTHER PRESENTATIONS and KEYNOTES**

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21. **Kwak, Y.H.** (2014) "Best Practices for Mega Project Management" Seoul National University Engineering Project Management Program, Seoul, Korea, July 18, 2014.
20. **Kwak, Y.H.** (2014) "Lessons Learned from Investigating Large Government Projects and Programs" Yonsei University, Seoul, Korea, July 15, 2014.
19. **Kwak, Y.H.** (2014) "Lessons Learned from Investigating Large Government Projects and Programs" University of Seoul, Seoul, Korea, July 14, 2014.
18. **Kwak, Y.H.** (2013) "Strategies for Sustainable Infrastructure Development, Management, and Evaluation" First International Workshop of Green Infrastructure Technology for Climate Change, Yonsei University, Seoul, Korea, May 30, 2013.
17. **Kwak, Y.H.** (2013) "Strategies for Sustainable Infrastructure Development" Construction Economics Research Institute of Korea (CERIK), May 28, 2013.
16. **Kwak, Y.H.** (2013) "Project Financing and Sustainable Construction Project Management" Seoul National University Engineering Project Management Program, May 23, 2013.
15. **Kwak, Y.H.** (2012) "Engineering-Infrastructure Project Management Strategy" POSTECH, Pohang, May 31, 2012.
14. **Kwak, Y.H.** (2012) "Engineering-Infrastructure Project Management Strategy" KAIST, Daejeon, May 29, 2012.
13. **Kwak, Y.H.** (2011) "Global Project Financing Trends and Strategies" Construction Economics Research Institute of Korea (CERIK), May 31, 2011.
12. **Kwak, Y.H.** (2011) "Applications and Trends of Earned Value Management Practice in US Government" Korean Project Management Association (KPMA), May 30, 2011.
11. **Kwak, Y.H.** (2011) "New Trends and Strategies of Project Management Practice: Project Financing, Earned Value Management, and Business Analytics" Yonsei University, May 27, 2011.
10. **Kwak, Y.H.** (2011) "Trends and Future of Project Management Research, Education, and Practice" Korean Project Management Forum, May 26, 2011.
9. **Kwak, Y.H.** (2011) "Strategies and Momentum of Global Project Management Market" HanmiGlobal, May 24, 2011.
8. **Kwak, Y.H.** (2011) "Project Financing and US PPP Transportation Projects" Seoul National University Engineering Project Management Program, May 20, 2011.
7. **Kwak, Y.H.** (2011) "New Trends and Future of Project Management: Maturity Model, Mega-Projects, and Future of PM" Seoul National University Engineering Project Management Program, Jan 28, 2011.



6. **Kwak, Y.H.** (2010) "Project Management and its Allied Disciplines: Past, Present, and Future", Yonsei University (5/28/2010) and Seoul National University (6/1/2010), Seoul, Korea.
5. **Kwak, Y.H.** (2010) "The Future of Construction Management and Project Management", Yonsei University Civil Engineering 50<sup>th</sup> Anniversary Symposium, May 27, 2009, Seoul, Korea. Keynote Speech.
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. Departmental 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)

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### **MAGAZINE/NEWSPAPER ARTICLES and MEDIA APPERANCE**

10. Interview (one hour) regarding Risk Management for Grants Administration: A Case Study of the Department of Education, Conversation with Authors Series, Federal News Radio (1500 AM) and CBS Radio, Mar. 30, 2015.
9. Featured in the article "Earned Value Management: Insights from NASA", PMI Community Post, Mar 12, 2012.
8. Featured in the article "An Overlooked Value Driver", CFA Magazine, Nov/Dec 2011, p.31-33.
7. Featured in the article "Government 2.0: An Implementation Model," Kogod Now, Fall 2011, pp. 29-31.
6. IBM-sponsored research on Social Media and Open Government has been featured in
  - "Big Blue Guide to Implementing Open Government," GovFresh, March 17, 2001.
  - "IT Problems are Hindering Agency Transparency Initiatives," Fierce Government IT, Feb. 3, 2011.
  - "Agencies Face Challenges in Delivering Open Government," NextGov.com, Feb. 1, 2011.
  - "Agencies face problems opening up government," Federal Computer Week, Jan. 31, 2011.
  - Australian Policy Online, Polycy pointers.org, Openforumeurope.org, Washingtoncog.org, GovLoop.com
5. Interview (one hour) regarding Open Government Implementation, Conversation with Authors Series, Federal News Radio (1500 AM) and CBS Radio, Feb. 15, 2011.
4. Interview regarding Project Management in Government: An Introduction to Earned Value Management, Federal News Radio (1500 AM) and CBS Radio, Nov. 1, 2010.
3. Featured in the article "School of business will record classes", GW Hatchet, Sep. 18, 2008.
2. Featured in the article "New F Street residence hall to cost \$75 million", GW Hatchet, Sep. 2007.
1. Featured in the article "Project Management Maturity and ROI" Project Management Institute New York City Chapter Newsletter, April 2002, Vol.4 (4).

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### **RESEARCH GRANTS**

#### **Funded Research**

11. **Kwak, Y.H.** (2015) "**Multi-Sourcing vs. Single Sourcing Contracts: Global Trends and Cases**" Funded by Pohang University Science and Technology (POSTECH), KRW 10,000,000 (\$9,113.00)
10. **Kwak, Y.H.** (2014) "**R&D project management-the latest and updates in the United States**" Funded by Pohang University Science and Technology (POSTECH), KRW 9,000,000 (\$8,466.61)
9. **Kwak, Y.H.** (2014) "**R&D Risk Management Strategies at POSCO**" Accepted and funded by Sigur Center for Asian Studies, Elliott School of International Affairs, George Washington University, \$4,000.
8. **Kwak, Y.H.** (2014) "**How do European International Contractors adopt to the Changing Project Environments?**" Accepted and funded by GW-Center for International Business Education and Research (CIBER), \$5,102.

7. **Kwak, Y.H.** and Keleher, J. (2014) **“Department of Education's Risk Analytics Practice in Grant Management”**. Accepted and funded by IBM Center for the Business of Government, \$20,000.
6. **Kwak, Y.H.**, Patanakul, P., Liu, M. and Zwikael, O. (2011-2013) **“Global Perspectives on Project, Program, and Portfolio Management in Government”**, Accepted and funded by Project Management Institute (PMI®). One of the three proposals selected from a pool of more than 100 proposals submitted by scholars around the world in 2010. The total budget of the research study is \$50,000 plus in-kind support over twenty four months.
5. Lee, G. and **Kwak, Y.H.** (2010-2011) **“Harnessing The Power of Web 2.0 for Open Collaboration In Healthcare Administration”**. Accepted and funded by IBM Center for the Business of Government, \$20,000.
4. **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.
3. **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 over fourteen months. PMI® portion is \$30,000 (US). This is the first research grant awarded by PMI® to GWU.
2. Thomas, J.L. (Canada), Mulla, 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), Cicimil, 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 over three years. PMI® portion is \$1.4 million. I am the only one of the two researchers in the United States.
1. Ibbs, C.W. and **Kwak, Y.H.** (1995-1997) **“The Benefits of Project Management: Financial and Organizational Rewards to Corporations”**. Accepted and funded by Project Management Institute (PMI®) Education Foundation.

**Summer Research Support, George Washington University School of Business (2012, 2013)**

**Junior Faculty Summer Research Grant, George Washington University School of Business (2000, 2001)**

#### **Unfunded Research Proposal**

12. **Kwak, Y.H.** and Lee, G. (2010) **“Harnessing The Power of Social Media and Web 2.0 in Project Management”**, submitted to Project Management Institute Research Grant Proposal.
11. 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.
10. Lee, G. and **Kwak, Y.H.** (2009) **“Improving Project Collaboration through Web 2.0 Technologies”** submitted to ELECTRI International- The Foundation for Electrical Construction.
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.
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.
7. **Kwak, Y.H.** (2006) **“Project Cost Estimation: Why It Fails in Project Management”** Project Management Institute Research Grant Proposal.

6. **Kwak, Y.H.** and Ryoo, B.Y. (2005) “Dynamic 4-Tier Architecture for Virtual Infrastructure Management Systems Integration”. Unsolicited proposal submitted to National Science Foundation’s Information Technology and Infrastructure Systems Program.
5. Anbari, F.T. and **Kwak, Y.H.** (2004) Six Sigma and Organizational Change, Project Management Institute Research Proposal.
4. Anbari, F.T. Kayes, D.C. and **Kwak, Y.H.** (2004) Team Dynamics and Learning, Project Management Institute Research Proposal.
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.
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.
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.

## RESEARCH INTERESTS

### Strategic Issues in Project Management and PM Maturity

- Project Portfolio Management (PPM) - Strategic and Operational Agility through Projects
- Enterprise Resource Planning Systems Success Factors and Model
- Impact on Project Management of Allied Disciplines
- Developing Project Management Capability – Benchmarking, Maturity, Modeling, Gap Analyses, and ROI
- Benefits of Project Management: Financial and Organizational Rewards to Corporations

### Project Risk Management

- Managing Risks in Mega Defense Acquisition Projects: Performance, Policy, and Opportunities
- 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

### Business, Project, and Process Improvement

- Harnessing The Power of Web 2.0 for Open Collaboration and Project Management
- Managing Performance of Programs and Projects using Earned Value Management in Government
- Project Management and Six Sigma: Searching for Interrelationships
- Project Change Management Systems
- Benefits, Obstacles, and Future of Six Sigma Approach
- Parametric Estimating Model for Technology Deployment Project

### Engineering, Construction, and Infrastructure Project Management

- Web-based Construction Project Specification System
- Public-Private Partnerships (PPP) for Infrastructure Developments
- Evaluating Project Management Effectiveness of Mega Projects
- Innovative Project Delivery Method: Construction Management at Risk
- Project Delivery Systems and Project Change: Quantitative Analysis
- Analyzing Asian Infrastructure Development Privatization Markets

## OTHER INFORMATION

- **Citizenship: United States of America**
- **Implement Strong Quantitative and Analytical Skills**
- **Provide Management Training and Consulting Services**
- **References upon request**