

Curriculum Vitae

Professor Ofer Zwikael

Research School of Management
ANU College of Business and Economics
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Education

- 1999 - 2003** PhD, The Leon Recanati Graduate School of Business Administration, Tel Aviv University, Israel.
- 1994 - 1998** MBA, Business Administration, The Leon Recanati Graduate School of Business Administration, Tel Aviv University, Israel.
- 1989 - 1993** B.Sc., Industrial Engineering, Faculty of Industrial Engineering, Ben Gurion University, Israel.

Recent Academic Employment

- 2019 – today** **Professor**
Research School of Management, College of Business and Economics, Australian National University (ANU), Canberra, Australia, including the following leadership role:
2019-2022 Director, Research School of Management
- 2008 – 2019** **Associate Professor**
Research School of Management, College of Business and Economics, Australian National University (ANU), Canberra, Australia, including the following leadership roles:
2014–2016 Associate Dean (HDR), ANU College of Business and Economics
2009–2012 Deputy Head of School, Research School of Management
- 2006 – 2008** **Senior Lecturer**
Victoria Management School, Victoria University of Wellington (VUW), Wellington, New Zealand.

Awards

Research Excellence Awards

- **A top 2% scientist** (2023). Named by Stanford University and Elsevier to be among the [top 2% international scientists in 2022 and their career](#).
- **A top 2% scientist** (2022). Named by Stanford University and Elsevier to be among the [top 2% international scientists in 2021](#).
- **A top 2% scientist** (2021). Named by Stanford University and Elsevier to be among the [top 2% international scientists in 2020 and their career](#).
- **Project Management Institute's (PMI) [David I. Cleland Project Management Literature Award](#)** (2020), awarded for the book entitled "*Project Management: A Benefit Realisation Approach*" published by Springer-Verlag (Co-authored with John Smyrk).
- **Best paper award** (2018), "Enhancing organizational performance through strategic project selection" the SIBR Conference on Interdisciplinary Business & Economics Research, Bangkok, Thailand.
- **[IPMA Research Award Winner](#)** (2016), awarded by the International Project Management Association.
- **[Project of the Year](#)** (2016), awarded by the Australian Institute of Project Management, ACT Chapter.
- **[Project Management Research Award](#)** (2016), awarded by the Australian Institute of Project Management, ACT Chapter.
- **[Emerald Citations of Excellence Award](#)** (2015), awarded by Emerald at the *Academy of Management Annual Meeting* in Vancouver, Canada based on citations and novelty of a 2012 paper published in the *British Journal of Management*.
- **The Thomson South-Western Award** (2015) for outstanding research-based paper on management consulting was awarded at the *Academy of Management Annual Meeting* in Vancouver, Canada.
- **Best paper award** (2013), Public Management and Governance track at the *27th Annual British Academy of Management Conference*, Liverpool, UK.
- **Best paper award** (2012), *the SIBR Conference on Interdisciplinary Business & Economics Research*, Bangkok, Thailand.
- **[Outstanding Research Contribution](#)** (2008), awarded by the International Project Management Association.

Teaching and Learning Excellence Awards

- **Commendation for outstanding contribution to student learning**, awarded by the ANU Vice Chancellor (2014).
- **Program that enhances learning award**, awarded by the ANU College of Business and Economics (2013).
- **Student award for top supervisors**, awarded by the Australian National University's Dean of Students (2010).
- **Best lecturer award**, awarded by the Holon Institute of Technology's President, Israel (2003).

Publications in Refereed Journals

- Gregor, S., **Zwikael, O.** (2024). Design science research and the co-creation of project management knowledge. *International Journal of Project Management*, (Forthcoming). **[ABDC ranking: A]**.
- **Zwikael, O.**, Gilchrist, A. (2024). A structured process for the fuzzy front-end of complex projects. *Production Planning & Control*. (Forthcoming). **[ABDC ranking: A]**.
- Zarghami, A., **Zwikael, O.** (2024). Buffer allocation in construction projects: A disruption mitigation approach. *Engineering, Construction and Architectural Management*. (Forthcoming). **[ABDC ranking: A]**.
- **Zwikael, O.** (2024). Benefits classification to enhance project value creation. *International Journal of Project Management*, 42(2), 102574. **[ABDC ranking: A]**.
- Ning, Y., **Zwikael, O.** (2024). Effective combinations of control strategies in inter-organizational projects. *IEEE Transactions on Engineering Management*, 71, 3062 - 3075. **[ABDC ranking: A]**.
- Asadabadi, M.R., **Zwikael, O.** (2024). Unrealistic project goals: Detection and modification. *Journal of Construction Engineering and Management*, 150(3), 04023166. **[ABDC ranking: A*]**.
- **Zwikael, O.**, Huemann, M. (2023). Project benefits management: Making an impact on organizations and society through projects and programs. *International Journal of Project Management*, 41(8), 102538. **[ABDC ranking: A]**.
- **Zwikael, O.**, Salmona, M., Meredith, J., Zarghami, S.A. (2023). Enhancing project stakeholder communication under insufficient knowledge of project management concepts. *Engineering, Construction and Architectural Management*, 30(10), 5007–5029. **[ABDC ranking: A]**.
- Asadabadi, M.R., Saberi, M., Sadghiani, N.S., **Zwikael, O.**, Cheng, E. (2023). Enhancing the analysis of online product reviews to support product improvement: Integrating text

- mining with quality function deployment. *Journal of Enterprise Information Management*, 36(1), 275-302. **[ABDC ranking: A]**.
- **Zwikael, O.**, Gilchrist, A. (2023). Planning to fail: When is project planning counter productive? *IEEE Transactions on Engineering Management*, 70(1), 220-231. **[ABDC ranking: A]**.
 - Zarghami, A., **Zwikael, O.** (2022). Measuring project resilience – Learning from the past to enhance decision making in the face of disruption. *Decision Support Systems*, 160, 113831. **[ABDC ranking: A*]**.
 - Sadeh, A., **Zwikael, O.**, Meredith, J. (2022). Organizational support as an effective risk mitigation approach. *International Journal of Managing Projects in Business*, 15(7), 1123-1143.
 - **Zwikael, O.**, Meredith, J. (2022). How can comprehensive goal setting enhance project investment decisions? *IEEE Transactions on Engineering Management*, 69(6), 2781-2790. **[ABDC ranking: A]**.
 - Pinto, J.K, Davis, K., Ika, L.A, Jugdev, K., **Zwikael, O.** (2022). Coming to terms with project success: current perspectives and future challenges. *International Journal of Project Management*, 40(7), 831-834. **[ABDC ranking: A]**.
 - **Zwikael, O.**, Pathak, R.D., Ling, F., Titov, S., Husain, Z., Yang, L., Sharma, B., Tay, C.Y., Samson, D. (2022). Variation in project management practices across borders. *Production Planning & Control*, 33(13), 1270-1282. **[ABDC ranking: A]**.
 - Feris, M., Goffin, K., **Zwikael, O.**, Fan, D. (2021). Enhancing software development through project-based learning and the quality of planning. *R&D Management*, 51(5), 447-467. **[ABDC ranking: A]**.
 - **Zwikael, O.**, Meredith, J. (2021). Evaluating the success of a project and the performance of its leaders. *IEEE Transactions on Engineering Management*, 68(6), 1745-1757. **[ABDC ranking: A]**.
 - Zubac, A., Dasborough, M., Hughes, K., Jiang, Z., Kirkpatrick, S., Martinsons, M., Tucker, D., **Zwikael, O.** (2021). The strategy and change interface: Understanding "Enabling" processes and cognitions. *Management Decision*, 59(3), 481-505. **[ABDC ranking: B]**.
 - Pesämaa, O., **Zwikael, O.**, Hair, J. F., Huemann, M. (2021). Publishing quantitative papers with rigor and transparency. *International Journal of Project Management*, 39(3), 217-222. **[ABDC ranking: A]**.
 - Asadabadi, M. R., **Zwikael, O.** (2021). Integrating risk into estimations of project activities' time and cost: A stratified approach. *European Journal of Operational Research*, 291(2), 482-490. **[ABDC ranking: A*]**.

- Asadabadi, M., Saberi, Chang, E., **Zwikael, O.** (2020). Ambiguous requirements: A semi-automated approach to identify and clarify ambiguity in large-scale projects. *Computers & Industrial Engineering*, 149, 106828. **[ABDC ranking: A]**.
- Asadabadi, M. R., **Zwikael, O.** (2020). The ambiguous proposal evaluation problem. *Decision Support Systems*, 136, 113359. **[ABDC ranking: A*]**.
- **Zwikael, O.** (2020). When doesn't formal planning enhance the performance of government projects? *Public Administration Quarterly*, 44(3), 331-362. **[ABDC ranking: A]**.
- Asadabadi, M. R., Chang, E., **Zwikael, O.**, Saberi, M., Sharpea, K. (2020). Hidden fuzzy information: Requirement specification and measurement of project provider performance using the best worst method. *Fuzzy Sets and Systems*, 383, 127-145. **[ARC ranking: A]**.
- Meredith, J., **Zwikael, O.** (2020). Achieving strategic benefits from project investments: Appoint a project owner. *Business Horizons*, 63(1), 61-71. **[ABDC ranking: B]**.
- **Zwikael, O.**, Meredith, J. (2019). The role of organizational climate in setting project goals. *International Journal of Operations and Production Management*, 39(12), 1281-1294. **[ABDC ranking: A]**.
- **Zwikael, O.**, Meredith, J., Smyrk, J. (2019). The responsibilities of the project owner in benefits realization. *International Journal of Operations & Production Management*, 39(4), 503-524. **[ABDC ranking: A]**.
- Meredith, J., **Zwikael, O.** (2019). When is a project successful? *IEEE Engineering Management Review*, 47(3), 127-134.
- **Zwikael, O.**, Meredith, J. (2019). Effective organizational support practices for setting target benefits in the project front end. *International Journal of Project Management*, 37(7), 930-939. **[ABDC ranking: A]**.
- Chih, Y., **Zwikael, O.**, Restubog, S.L. (2019). Enhancing value co-creation in professional service projects: the roles of professionals, clients and their effective interactions. *International Journal of Project Management*, 37(5), 599-615. **[ABDC ranking: A]**.
- **Zwikael, O.**, Meredith, J. (2018). Who's who in the project zoo? The ten core project roles. *International Journal of Operations & Production Management*, 38(2), 474-492. **[ABDC ranking: A]**.
- **Zwikael, O.**, Chih, Y., Meredith, J. (2018). Project benefit management: Setting effective target benefits. *International Journal of Project Management*, 36(4), 650-658. **[ABDC ranking: A]**.
- Ul Musawir, A., Serra, C. E. M., **Zwikael, O.**, Ali, I. (2017). Project governance, benefit management, and project success: Towards a framework for supporting organizational strategy implementation. *International Journal of Project Management*, 35(8), 1658-1672. **[ABDC ranking: A]**.

- Feris, M., **Zwikael, O.**, Gregor, S. (2017). QPLAN: Decision support for evaluating planning quality in software development projects. *Decision Support Systems*, 96, 92–102. [**ABDC ranking: A***].
- **Zwikael, O.** (2016). Editorial - International Journal of Project Management special issue on project benefit management. *International Journal of Project Management*, 34(4), 734-735. [**ABDC ranking: A**].
- Patanakul, P., Kwak, Y., **Zwikael, O.**, Liu, M. (2016). What impacts the performance of large-scale government projects? *International Journal of Project Management*, 34(3), 452–466. [**ABDC ranking: A**].
- **Zwikael, O.**, Smyrk, J. (2015). Project governance: Balancing control and trust in dealing with risk. *International Journal of Project Management*, 33(4), 852-862. [**ABDC ranking: A**].
- **Zwikael, O.**, Shtub, A., Chih, Y. (2015). Simulation-based training for project management education: mind the gap, as one size does not fit all. *Journal of Management in Engineering*, 31(2), 040140351-11. [**ARC ranking: A***].
- Chih, Y., **Zwikael, O.** (2015). Project benefit management: A conceptual framework of target benefit formulation. *International Journal of Project Management*, 33(1), 352-362. [**ABDC ranking: A**].
- **Zwikael, O.**, Pathak, R. D., Singh, G., Ahmed, S. (2014). The moderating effect of risk on the relationship between planning and success. *International Journal of Project Management*, 32(3), 435-441. [**ABDC ranking: A**].
- Unger-Aviram, E., **Zwikael, O.**, Restubog, S. (2013). Revisiting goals, feedback, recognition and performance success: the case of project teams. *Group & Organization Management: An International Journal*, 38(5), 570–600. [**ABDC ranking: A**]. [**Editor's Choice Collection**].
- Cohen, Y., Sadeh, A., **Zwikael, O.** (2012). Finding the shortest non-delay schedule for a resource-constrained project. *International Journal of Operations Research and Information Systems*, 3(4), 41-58.
- **Zwikael, O.**, Smyrk, J. (2012). A general framework for gauging the performance of initiatives to enhance organizational value. *British Journal of Management*, 23, S6-S22. [**ABDC ranking: A**]. [**Emerald Citations of Excellence Award for 2015**].
- **Zwikael, O.** (2012). Exclusive project critical success processes: A cultural diversity perspective. *International Journal of Project Organisation and Management*, 4(2), 143-152.
- **Zwikael, O.**, Elias, A., Ahn, M. (2012). Stakeholder collaboration and engagement in virtual projects. *International Journal of Networking and Virtual Organisations*, 10(2), 117-136.

- Cohen, Y., **Zwikael, O.**, Sadeh, A. (2011). Using a sliding-frame approach for scheduling large and complex IT projects. *International Journal of Information Technology Project Management*, 2(4), 1-13.
- **Zwikael, O.**, Ahn, M. (2011). The effectiveness of risk management: an analysis of project risk planning across countries and industries. *Risk Analysis: An International Journal*, 31(1), 25-37. [**ABDC ranking: A**].
- Cohen, Y., **Zwikael, O.** (2010). A new technique for estimating the distribution of a stochastic project makespan. *International Journal of Information Technology Project Management*, 1(3), 14-27.
- Ahn, M., **Zwikael, O.**, Bednarek, R. (2010). Technological invention to product innovation: A project management approach. *International Journal of Project Management*, 28(6), 559–568. [**ABDC ranking: A**].
- **Zwikael, O.**, Unger-Aviram, E. (2010). HRM in project groups: The effect of project duration on team development effectiveness. *International Journal of Project Management*, 28(5), 413-421. [**ABDC ranking: A**].
- **Zwikael, O.** (2009). The relative importance of the PMBOK® Guide's nine knowledge areas during project planning. *Project Management Journal*, 40(4), 94-103. [**ABDC ranking: B**].
- **Zwikael, O.** (2009). Critical planning processes in construction projects. *Construction Innovation*, 9(4), 372-387. [**ABDC ranking: B**].
- Gonen, A., **Zwikael, O.** (2009). Increasing security of financial investments: a combined risk management - project management - operations research approach. *Serbian Journal of Management*, 4(1), 29-40.
- Lipke, W., **Zwikael, O.**, Henderson, K., Anbari, F. (2009). Prediction of project outcome: The application of statistical methods to earned value management and earned schedule performance indexes. *International Journal of Project Management*, 27(4), 400-407. [**ABDC ranking: A**].
- **Zwikael, O.** (2009). The uniqueness of management in New Zealand: The project management case. *Problems & Perspectives in Management*, 7(1), 15-20.
- Cohen, Y., **Zwikael, O.** (2008). Modelling and scheduling projects using Petri networks. *International Journal of Project Organisation and Management*, 1(2), 221-233.
- **Zwikael, O.**, Levin, G., Rad, P. (2008). Top management support - the project friendly organization. *Cost Engineering Journal*, 50(9), 22-30 (misspelled Zqikael).
- **Zwikael, O.** (2008). Top management involvement in project management - a cross country study of the software industry. *International Journal of Managing Projects in Business*, 1(4), 498-511. [**ABDC ranking: C**].

- **Zwikael, O.** (2008). Top management involvement in project management – exclusive support practices for different project scenarios. *International Journal of Managing Projects in Business*, 1(3), 387-403. [ABDC ranking: C].
- Henderson, K., **Zwikael, O.** (2008). Does Project Performance Stability Exist? A re-examination of CPI and evaluation of SPI(t) stability? *Crosstalk – The Journal of Defense Software Engineering*, 21(4), 7-13; and a reprint in *The Measurable News*, 2008, Fall issue, 16-27.
- Ben-Yshai, R., **Zwikael, O.** (2007). Macro-Midro-Micro: the "Triple-M" model for analyzing complex organizations. *Serbian Journal of Management*, 2(2), 101-126.
- **Zwikael, O.**, Tilchin, O. (2007). Effective customer requirement management using an information supply based model. *Problems & Perspectives in Management*, 5(4), 50-56.
- **Zwikael, O.**, Globerson, S. (2007). Quality management - a key process in the service industries. *Service Industries Journal*, 27(8), 1007 - 1020. [ABDC ranking: A].
- Frank, M., **Zwikael, O.**, Boasson, M. (2007). Jobs requiring a capacity for engineering systems thinking (CEST): selection using an interest inventory. *Project Management Journal*, 38(3), 36-44. [ABDC ranking: B].
- **Zwikael, O.**, Gonen, A. (2007). Project execution game (PEG): training towards managing unexpected events. *Journal of European Industrial Training*, 31(6), 495-512. [ABDC ranking: C].
- **Zwikael, O.**, Sadeh, A. (2007). Planning effort as an effective risk management tool. *Journal of Operations Management*, 25(4), 755-767. [FT50; ABDC ranking: A*].
- Bar-Yoseph, B., **Zwikael, O.** (2007). The practical implementation of the gestalt cycle of experience in project management. *The Gestalt Review*, 11(1), 42-51.
- **Zwikael, O.** (2007). Al Qaeda's operations - project management analysis. *Studies in Conflict and Terrorism*, 30(3), 267-280.
- **Zwikael, O.**, Globerson, S. (2006). Benchmarking of project planning and success in selected industries. *Benchmarking - an International Journal*, 13(6), 688-700. [ABDC ranking: A].
- **Zwikael, O.**, Globerson, S. (2006). From critical success factors to critical success processes. *International Journal of Production Research*, 44(17), 3433 – 3449. [ABDC ranking: A].
- **Zwikael, O.**, Cohen, Y., Sadeh, A. (2006). Non-delay scheduling as a managerial approach for managing projects. *International Journal of Project Management*, 24(4), 330-336. [ABDC ranking: A].
- **Zwikael, O.** (2006). A road map towards customer satisfaction. *Innovative Marketing*, 2(1), 37-44.

- **Zwikael, O.**, Shimizu, K., Globerson, S. (2005). Cultural differences in project management processes: a field study. *International Journal of Project Management*, 23(6), 454-462. [Third most downloaded paper in the Elsevier's International Journal of Project Management in 4th quarter 2005]. [ABDC ranking: A].
- **Zwikael, O.**, Bar-Yoseph, B. (2004). Improving the capabilities of project team management using the Gestalt cycle of experience. *Team Performance Management*, 10(7), 137-144. [ABDC ranking: A].
- **Zwikael, O.**, Globerson, S. (2004). Evaluating the quality of project planning: a model and field results. *International Journal of Production Research*, 42(8), 1545-1556. [ABDC ranking: A].
- Globerson, S., **Zwikael, O.** (2002). Impact of the project manager on project management planning processes. *Project Management Journal*, 33(3), 58-64. [ABDC ranking: B].
- **Zwikael, O.**, Globerson, S., Raz, T. (2000). Evaluation of models for forecasting the final cost of a project. *Project Management Journal*, 31(1), 53-57. [ABDC ranking: B].

Books

- Zubac, A., Tucker, D., **Zwikael, O.**, Jiang, Z., More, E., Kirkpatrick, S. (2025). The Palgrave Handbook of Strategy, Change and Transformational Project Leadership. Springer. Palgrave Macmillan (Edited book). Forthcoming.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). Springer. Palgrave Macmillan (Edited book). ISBN 978-981-19-2335-7 (Print); 978-981-19-2336-4 (eBook).
- **Zwikael, O.**, Smyrk, J. R. (2019). [Project Management: A Benefit Realisation Approach](#). Springer-Verlag, Cham, Switzerland. ISBN: 978-3-030-03173-2 (print book); 978-3-030-03174-9 (eBook). [Project Management Institute's (PMI) [David I. Cleland Project Management Literature Award \(2020\)](#)].
- Kwak, Y. H., Liu, M., Patanakul, P., **Zwikael, O.** (2014). [Challenges and Best Practices of Managing Government Projects and Programs](#). Newtown Square PA: Project Management Institute, Inc., ISBN: 978-1-62825-065-7.
- **Zwikael, O.**, Smyrk, J. R. (2011). [Project Management for the Creation of Organisational Value](#). Springer-Verlag, London, UK. ISBN 978-1-84996-515-6 (print book); ISBN 978-1-84996-516-3 (eBook).
- Globerson, S., Shtub, A., **Zwikael, O.** (2009). *Project Management: Planning, Execution and Control*, 2nd Edition, Dyonon, Tel Aviv, Israel (in Hebrew).

Book Chapters

- **Zwikael, O.**, Gilchrist, A., Meredith, J. Setting realistic project goals. In: Ika, L., Pinto, J., Love, P. (eds). Cambridge University Press Handbook on Project Behavior (Forthcoming).
- Meredith, J., **Zwikael, O.** (2024). [Managing business case and benefits realization](#). In: Huemann, M., Turner, R. (eds). [The Handbook of Project Management](#), 6th Edition, Routledge.
- **Zwikael, O.**, Gilchrist, A. (2022). [The Logic of the Project Front End](#). In: Williams, T., Samset, K., Holst Volden, G. [The Front-end of Large Public Projects: Paradoxes and Ways Ahead](#). p. 43-68. Routledge Taylor & Francis Group.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). Introduction: Navigating the strategy and change interface successfully. In: [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). p. 1-22. Springer. Palgrave Macmillan.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). Introduction: The Strategy Process. In: [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). p. 25-29. Springer. Palgrave Macmillan.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). Introduction: The financial strategy. In: [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). p. 131-137. Springer. Palgrave Macmillan.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). Introduction: The customer value creation strategy. In: [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). p. 205-212. Springer. Palgrave Macmillan.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). Introduction: The Resource Strategy. In: [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). p. 319-325. Springer. Palgrave Macmillan.
- Zubac, A., Tucker, D., **Zwikael, O.**, Hughes, K., Kirkpatrick, S. (2022). Introduction: Non-market Strategies. In: [Effective Implementation of Transformation Strategies: How to Navigate the Strategy and Change Interface Successfully](#). p. 409-414. Springer. Palgrave Macmillan.
- **Zwikael, O.**, Amaral Feris, M. (2017). Benefit Realisation for Defence Capability Investment Projects - Delivering Force Design Projects that Make a Difference, in Rosenes, S. and Cohen, Y. (ed.), *Handbook of Research on Strategic Alliances and Value Co-Creation in the Service Industry*, IGI Global, Pennsylvania, pp. 259-283.

- **Zwikael, O.**, Chih, Y. (2015). Enhancing Project Funding Decision Quality. In Gen, M., Kim, K. J., Huang, X., and Hiroshi, Y. *Industrial Engineering, Management Science and Applications*, Springer, p. 363-374, Print ISBN: 978-3-662-47199-9; Online ISBN: 978-3-662-47200-2.
- Cohen, Y., Sadeh, A., **Zwikael, O.** (2013). Scheduling large and complex IT projects using sliding-frame approach. In Wang, J. *Perspectives and Techniques for Improving Information Technology Project Management*. IGI Global, USA.
- Cohen, Y., **Zwikael, O.** (2012). A new technique for estimating the distribution of a stochastic project makespan, p. 33-47. In Wang, J. *Project Management Techniques and Innovations in Information Technology*. IGI Global, USA.
- **Zwikael, O.**, Smyrk, J. (2012). The project as a social system – identifying key players to ensure outcome realisation, p. 238-261. In Linger, H. and Owen, J. *The Project as a social System – Asia Pacific Perspective on Project Management*. Monash University Publishing, Melbourne, Australia.
- **Zwikael, O.**, Unger-Aviram, E. (2010). Project leadership: best practices in project team development, p. 239-258. In Gleich R., Mayer, T., Wagner, R. and Wald, A. *Advanced Project Management*, Volume 2, GPM, Nuremberg, Germany.
- **Zwikael, O.** (2003). Planning control. In Globerson, S. and Shtub, A. *Project Management: Planning, Execution and Control*, Dyonon - Tel Aviv University Publisher, Tel Aviv, Israel (in Hebrew).

Paper Published in Refereed Conference Proceedings

- Gilchrist, A., **Zwikael, O.** (2023). Enhancing intelligence analysts' decision making. *Defence Human Sciences Symposium*, QLD, Australia.
- Muskat, B., **Zwikael, O.**, Arenius, P., Longolongo, A., Kolokihakaufisi, V. (2022). Social support and resource-scarcity in entrepreneurship. *Academy of Management Annual Meeting*, Seattle, WA.
- Gilchrist, A., **Zwikael, O.**, Hirst, G., Garanovich, I. L., Weir, T., & Dawe, M. (2022). Enhancing project investment decision quality to improve operations performance. *29th European Operations Management Association (EurOMA) conference*, Berlin, Germany.
- Muskat, B., **Zwikael, O.**, Arenius, P., Kolokihakaufisi, A. (2022). Can social support networks hinder entrepreneurs in accessing resources? Insights from a resource-scarce environment in the South Pacific. *European Academy of Management (EURAM) conference*, Winterthur, Switzerland.

- Ika, L., Meredith, J., **Zwikael, O.** (2021). Project performance over time: The why and when of success-to failure projects. *European Operations Management Association (EurOMA) conference*. Remote conference.
- Merikhi, E., Asadabadi, M. R., **Zwikael, O.** (2020). An effective risk mitigation plan: a benefits-oriented model. *Academy of Management Annual Meeting*. Remote conference.
- **Zwikael, O.** (2020). Project portfolio selection. *SIBR Conference on Interdisciplinary Business & Economics Research*, Sydney, Australia.
- **Zwikael, O.**, Meredith, J. (2019). Effective comprehensive practices to enhance project investment decisions and operations performance. *Academy of Management Annual Meeting*, Boston, MA.
- Merikhi, E., **Zwikael, O.**, (2019). An integrated project evaluation framework: appraisal, monitoring and performance judgement. *Academy of Management Annual Meeting*, Boston, MA.
- **Zwikael, O.**, Hirst, G., MacKrell, D., Garanovich, I., Weir, T. (2019). Exploring project benefit management in Defence. *4th Modelling Complex Warfighting Symposium*, Canberra, Australia.
- Sadeh, A., **Zwikael, O.**, Dvir, D. (2019). Organizational support as an efficient mechanism for enhancing high risk projects success, *Portland International Conference on Management of Engineering and Technology (PICMET)*, Portland, OR.
- Garanovich, I., Weir, T., **Zwikael, O.** (2018). Defining project target benefits to enable portfolio design in Defence. *26th National Conference of the Australian Society of Operations Research and the Australian Defence Operations Research Symposium*, Melbourne, Australia.
- **Zwikael, O.**, Meredith, J.R. (2018). Measuring project success and the performance of its leaders. *International Research Network on Organizing by Projects (IRNOP) conference*, Melbourne, Australia.
- Merikhi, E., **Zwikael, O.** (2018). Project evaluation: a benefit-oriented framework. *International Research Network on Organizing by Projects (IRNOP) conference*, Melbourne, Australia.
- **Zwikael, O.** (2018). Setting Effective Project Benefits. *International Research Network on Organizing by Projects (IRNOP) conference*, Melbourne, Australia.
- **Zwikael, O.**, Garanovich, I., Weir, T., Gowlett, P., Aljoofri, S., Ween, A. (2018). Identifying triggers for new projects and programs in the Australian Department of Defence. *Australian Institute of Project Management (AIPM) National Conference*, Sydney, Australia.
- **Zwikael, O.** (2018). The strategy and change interface: How are "enabling" processes and cognitions related? *The Academy of Management Annual Meeting*, Chicago, IL.

- **Zwikael, O.**, Sharma, B. (2018). An Asia-Pacific comparison of project management capabilities. *SIBR Conference on Interdisciplinary Business & Economics Research*, Bangkok, Thailand.
- **Zwikael, O.**, Garanovich, I., Weir, T., Gowlett, P., Aljoofri, S., Ween, A. (2018). Defining target benefits for Defense investment. *SIBR Conference on Interdisciplinary Business & Economics Research*, Bangkok, Thailand.
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- **Zwikael, O.**, Chih, Y. (2013). Project benefit management: setting target benefits. *European Academy of Management (EURAM)*, Istanbul, Turkey.
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- **Zwikael, O.**, Smyrk, J. (2011). Accountability for outcome realization in a project governance model. *The 25th International Project Management Association World Congress*, Brisbane, Australia.
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- **Zwikael, O.**, Shtub, A. (2011). Integrating simulation based training with project management education. *Global Manufacturing Research Group Annual Meeting*, Pocatello, Idaho, US.
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- **Zwikael, O.** (2007). NZ project managers in action! – A national survey, cross-country & cross-industry comparison. *PMI New Zealand 11th Annual Conference*, Wellington, New Zealand.
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- Frank, M., **Zwikael, O.**, Boasson, M. (2006). Assessing interest for systems engineers and it architects' job positions. *The 18th International Conference on Systems Research, Informatics and Cybernetics*, Baden-Baden, Germany.
- **Zwikael, O.** (2006). Project management critical success factors – the next generation. *The 4th Australia & New Zealand Academy of Management (ANZAM) Operations Management Symposium*, Wellington, New Zealand.
- Frank, M., **Zwikael, O.**, Boasson, M. (2006). System thinking of engineers and project managers. *The 10th PMI Israeli Chapter Conference*, Tel Aviv, Israel.
- **Zwikael, O.**, Globerson, S. (2006). Improving project planning – a model and study results. *The 14th IEM Conference*, Tel Aviv, Israel.

- Cohen Y., Sadeh A., **Zwikael O.** (2005). New efficient heuristic for resource constrained project scheduling. *The 18th International Conference of Production Research (ICPR)*, Salerno, Italy.
- Gonen, A., **Zwikael, O.** (2005). A project management simulation (PMSIM) game, *IFORS 2005 Conference (Association of European Operational Research Societies)*, Honolulu, Hawaii, US.
- Globerson, S., **Zwikael, O.** (2005). Improving the plan of your project, *VPM05 (Vantagem and Project Management) Conference*, Lisbon, Portugal.
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- **Zwikael, O.** (2005). Identifying critical planning processes. *The 9th PMI Israeli Chapter Conference*, Tel Aviv, Israel.
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- **Zwikael, O.**, Globerson, S. (2005). Critical planning processes for project success, *PMI Asia Pacific Conference*, Singapore. **[The most downloaded paper by the Australian Institute of Project Management (AIPM)] [An article and an interview presenting this paper as “best congress paper”, published in the PMI's magazine: Jedd, M. (2005). Plan what you preach. *PMNetwork*, August, 52-56].**
- Cohen Y., Sadeh A., **Zwikael O.** (2004). A new approach for generating project activities on arcs network. *The 9th International Workshop on Project Management and Scheduling (PMS 2004)*, Nancy, France, p. 80-83.
- **Zwikael, O.**, Globerson, S. (2002). Assessing the quality of project planning. *PMI Annual Seminars and Symposium*, San Antonio, Texas, US.
- **Zwikael, O.**, Globerson, S. (2002). Evaluating planning maturity in project environment. *The 5th European Project Management Conference*, Cannes, France.
- **Zwikael, O.**, Globerson, S. (2002). Improving the project planning quality in the organization by training. *The 9th Training Conference*, Ramat-Gan, Israel, p. 59-61.
- **Zwikael, O.**, Globerson, S. (2002). Comparing project management planning capabilities between organizations in Israel. *The 6th PMI Israeli Chapter Conference*, Tel Aviv, Israel.
- **Zwikael, O.**, Globerson, S. (2002). Project management planning quality. *The 12th IEM Conference*, Haifa, Israel.
- **Zwikael, O.**, Globerson, S. (2001). Evaluating the quality of project planning. *The 5th PMI Israeli Chapter Conference*, Tel Aviv, Israel.

- **Zwikael, O.** (2000). CMM – the next generation. *The Millennium International Conference of the Society for Quality*, Jerusalem, Israel.
- **Zwikael, O.,** Linenberg, Y. (2000). Improving the project alignment with the business' drivers. *The 3rd European Project Management Conference*, Jerusalem, Israel.
- **Zwikael, O.** (1998). Method evaluation for forecasting the project's cost. *The 10th IEM (Industrial Engineering and Management) Conference*, Haifa, Israel.
- **Zwikael, O.** (1998). Forecasting the final cost of a project. *The 2nd PMI Israeli Chapter Conference*, Tel Aviv, Israel.

Research Grants

- **Zwikael, O.,** Hirst, G., Weir, T., Garanovich, I. (2019-22). Project investment benefit realisation to enhance force effectiveness. Research Grant awarded by the Defence Science and Technology Group of the Australian Department of Defence. (AU\$525,000).
- **Zwikael, O.,** Hirst, G., Weir, T., Garanovich, I. (2019-22). External research co-funding scheme application for project entitled "Project investment benefit realisation to enhance force effectiveness". Research grants awarded by the College of Business and Economics and the Research School of Management, ANU, Australia (AU\$121,706).
- **Zwikael, O.,** Merikhi E. (2018-19). Project portfolio selection decision: The roles of threats and opportunities. Paid Participants Research Grant Scheme. Research Grant awarded by the College of Business and Economics, ANU, Australia (AU\$2,500).
- **Zwikael, O.** (2018-19). Development of portfolio benefit management methods for force design. Linkage grant seed funding. Research Grant awarded by the College of Business and Economics, ANU, Australia (AU\$15,000).
- **Zwikael, O.,** Weir, T. (2017-18). Development of portfolio benefit management methods for force design. Research Grant awarded by the Defence Science and Technology Group of the Australian Department of Defence. (AU\$29,999).
- **Zwikael, O.** (2017-18). Customising modern portfolio theory for the project portfolio selection problem. Paid Participants Research Grant Scheme. Research Grant awarded by the College of Business and Economics, ANU, Australia (AU\$2,500).
- **Zwikael, O.** (2016-17). Comprehensive goals as a mechanism to overcome bias in investment decisions under uncertainty. Research School Grant awarded by the College of Business and Economics, ANU, Australia (AU\$6,607).
- **Zwikael, O.** (2015-16). Project investment decisions: formulation of non-financial benefits. Research School Grant awarded by the College of Business and Economics, ANU, Australia (AU\$13,840).

- **Zwikael, O.** (2014-15). Enhancing project funding decision making in the Australian government: a quantitative study. Research School Grant awarded by the College of Business and Economics, ANU, Australia (AU\$9,259).
- Pathak, R. D., **Zwikael, O.**, Singh, G., Prasad, B. C. (2014-16). Improving project management capabilities in the Pacific. Research grant funded by the University of the South Pacific (FJ\$61,781; AU\$40,000).
- **Zwikael, O.** (2013-14). Enhancing realised benefits from government projects: towards a theoretical framework of target benefit formulation. Research School Grant awarded by the College of Business and Economics, ANU, Australia (AU\$10,000).
- Kwak, Y. H., Liu, M., Patanakul, P., **Zwikael, O.** (2011-13). Project, program, and portfolio management in government: application and performance. The Project Management Institute's Sponsored Research Grant, PA, USA (US\$50,000; AU\$53,000).
- **Zwikael, O.** (2012-13). Enhancing realised benefits from Australian government projects. Research School Grant awarded by the College of Business and Economics, ANU, Australia (AU\$9,500).
- Pathak, R. D., **Zwikael, O.**, Ahmed, S., Naidu, S. (2011-13). Improving project management capabilities of projects in the Pacific: A Case Study of the Fiji Islands. Research grant funded by the University of the South Pacific (FJ\$40,925; AU\$25,000).
- **Zwikael, O.** (2011-12). Project management in the Australian government – a quantitative study. Research School Grant awarded by the College of Business and Economics, ANU, Australia (AU\$10,000).
- **Zwikael, O.**, Smyrk, J. (2010-11). Project management in the Australian government. Awarded by the College of Business and Economics, ANU, Australia (AU\$8,000).
- **Zwikael, O.** (2011). Quality Research Publications Scheme. Awarded by the College of Business and Economics, ANU, Australia (AU\$3,000).
- **Zwikael, O.**, Shtub, A. (2009-10). Creating and maintaining approaches to learning and teaching in project management. ANU's Vice-Chancellor's Teaching Enhancement Grants, ANU, Australia (AU\$10,000).
- **Zwikael, O.**, Smyrk, J. (2009-10). Towards a project management theory. Awarded by the College of Business and Economics, ANU, Australia (AU\$10,000).
- **Zwikael, O.** (2006-7). Improving project management capabilities in New Zealand. Awarded by the International Science and Technology (ISAT) Linkages Fund, Royal Society of New Zealand (NZ\$4,500; AU\$5,000).
- **Zwikael, O.** (2006-7). Project management maturity in New Zealand – a multicultural benchmarking. Awarded by the Victoria University of Wellington, New Zealand (NZ\$2,500; AU\$3,000).

Journal Editorial Roles

- Associate Editor, [*International Journal of Project Management*](#) (since 2016). [**ABDC ranking: A**].
- Editorial Review Board member, [*IEEE Transactions on Engineering Management*](#) (since 2016). [**ABDC ranking: A**].
- Senior Editor, [*Pacific Asia Journal of the Association for Information Systems*](#) (since 2018). [ABDC ranking: B].
- Editorial Board member, [*International Journal of Project Organisation and Management*](#) (since 2007). [ABDC ranking: C].
- Editorial Board member, [*Serbian Journal of Management*](#) (since 2007).
- Editorial Board member, [*International Journal of Project Management*](#) (2012-2016). [**ABDC ranking: A**].

Journal Special Issue Guest Editor

- Special issue on “Project success” in the *International Journal of Project Management* (2022). (Call-for-papers published in 2021: IJPM, 39, 213–215). [**ABDC ranking: A**].
- Special issue on “The strategy and change interface: How are ‘enabling’ processes and cognitions related and used?” in *Management Decision*. (2021). [ABDC ranking: B].
- Special Issue on “Project benefit management” in the *International Journal of Project Management*, 34(4) (2016). [**ABDC ranking: A**].

Conference Keynote Speaker

- **Zwikael, O.** (2023). Making an impact on organizations and society. *SIBR Conference on Interdisciplinary Business & Economics Research*, Osaka, Japan (online).
- **Zwikael, O.** (2023). Making a difference to organizations and society. *SIBR Conference on Interdisciplinary Business & Economics Research*, Bangkok, Thailand.
- **Zwikael, O.** (2021). Strategy implementation through projects. *SIBR Conference on Interdisciplinary Business & Economics Research*, Seoul, South Korea (online).
- **Zwikael, O.** (2020). Project portfolio selection. *SIBR Conference on Interdisciplinary Business & Economics Research*, Sydney, Australia.
- **Zwikael, O.** (2019). Strategic project selection: The Australian Defence Case. *SIBR Conference on Interdisciplinary Business & Economics Research*, Seoul, South Korea.
- **Zwikael, O.** (2019). Prioritization and benefit management. *The Tsinghua University – Australian National University Management Forum*, Beijing, China.

- **Zwikael, O.** (2018). Enhancing organizational performance through strategic project selection. *SIBR Conference on Interdisciplinary Business & Economics Research, Bangkok, Thailand.*
- **Zwikael, O.** (2015). Project management for the creation of organizational value. *The 2nd International Conference on Industrial Engineering, Management Science and Applications (ICIMSA), Tokyo, Japan.*
- **Zwikael, O.** (2010). Project management for the creation of organizational value. *The 17th IEEE International Conference on Industrial Engineering and Engineering Management, Xiamen, China.*
- **Zwikael, O.** (2004). The comparison of project management capabilities among countries. *The 6th International Research and Practical Conference, Riga, Latvia.*
- **Zwikael, O.** (2000). Project control. *PMI Chapter Meeting, Tel Aviv, Israel.*

Conference Organising Committee

- *Strategic Management conference, University of Beogradu, Kladovo, Serbia (2010).*
- *Annual International Conference on Infocomm Technologies in Competitive Strategies (ICT 2010), Singapore (2010).*
- *Asia Pacific Research Conference on Project Management (APRPM2010), Melbourne, Australia (2010).*
- *The 17th International Conference on Industrial Engineering and Engineering Management, Xiamen, China (2010).*
- *Management, Marketing and International Business Honours conference, The Australian National University, Australia (2009).*
- *Asia Pacific Expert Seminar (APES2009), Sydney, Australia (2009).*
- *PMI New Zealand 11th Annual conference, Wellington, New Zealand (2007).*
- *The 1st ICEC & IPMA Global Congress on Project Management & 5th World Congress on Cost Engineering, Project Management and Quantity Surveying, Ljubljana, Slovenia (2006).*
- *ANZAM Operations Management Conference, Wellington, New Zealand (2006).*
- *PMI Israeli Chapter Annual Conferences, Tel Aviv, Israel (4 annual conferences between 2002 and 2005).*
- *Research in Project Management conference, Netanya Academic College, Israel (2004).*
- *Developing Quality and Excellence in Organisations conference, Holon Institute of Technology, Israel (2004).*

Conference Track Chair

- Caucus chair. The strategy and change interface: Workers interacting and applying different discretionary schemas. *Academy of Management Annual Meeting*, Boston, MA (2023).
- Caucus chair. The strategy and change interface: Cross-disciplinary implications of unique institutional contexts. *Academy of Management Annual Meeting*, Seattle, WA (2022).
- Project Management track. *European Operations Management Association (EurOMA) conference*, Berlin (2022).
- Production, Competition & Strategy track. *SIBR Conference on Interdisciplinary Business & Economics Research*, Bangkok, Thailand (2018).
- Management & organizational performance track. *SIBR Conference on Interdisciplinary Business & Economics Research*, Bangkok, Thailand (2011).
- *Asia Pacific Research Conference on Project Management (APRPM2010)*, Melbourne, Australia (2010).
- *IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)*, Hong Kong (2009).
- *Australia New Zealand Academy of Management (ANZAM) conference*, Melbourne, Australia (2009).
- Sustainable portfolio management track, *the 6th Annual Project Management Australia (PMOZ) conference*, Canberra, Australia (2009).
- Project management track, *ICOSCM2009 - The 3rd International Conference on Operations and Supply Chain Management*, Wuhan, China (2009).
- Project management cases track, *Australia New Zealand Academy of Management (ANZAM) operations management symposium*, Wellington, New Zealand (2006).
- Research in project management track, *the 9th Conference of the PMI Israeli Chapter*, Tel Aviv, Israel (2005).
- Project management tools track, *the 5th conference of the Israeli PMI chapter*, Tel Aviv, Israel (2001).

Conference Workshop and Symposium

- Zubac, A., **Zwikael, O.** (2023). Panellist, Symposium on Transforming the Organization: The Implications of Workers Applying Different Discretionary Schemas. *Academy of Management Annual Meeting*, Boston, MA.

- Scheepers, C., Swartz, E., Jimenez, D., **Zwikael, O.** (2022). Religion and women entrepreneurship interaction COVID-19 sub-Saharan Africa, Latin America and South Pacific. *Academy of Management Annual Meeting*, Seattle, WA.
- Zubac, A., **Zwikael, O.** (2022). The strategy and change interface. *Academy of Management Annual Meeting*, Seattle, WA.
- Scheepers, C., Swartz, E., Jimenez, D., **Zwikael, O.** (2021). Contextual embedded influence of religion on women entrepreneurial leadership in sub-Saharan Africa, Latin America and South Pacific regions. *Academy of Management Annual Meeting*. Remote conference.
- Zubac, A., **Zwikael, O.**, Hughes, K. (2021). Caucus meetings on “The strategy and change interface”. *Academy of Management Annual Meeting*. Remote conference.
- Klein, G., **Zwikael, O.** (2021). [Project Management Academic Micro-Conference](#). Remote conference.
- Scheepers, C., Swartz, E., Jimenez, D., **Zwikael, O.** (2020). Entrepreneurs in Africa and other Postcolonial regions. *Academy of Management Annual Meeting*. Remote conference.
- **Zwikael, O.**, Zubac, A., Hughes, K. (2020). *Multidisciplinary Insights into the Strategy and Change Interface*. ANU remote symposium.
- Zubac, A., **Zwikael, O.**, Hughes, K. (2019). Caucus meetings on the strategy and change interface. *Academy of Management Annual Meeting*, Boston, MA.
- Zubac, A., **Zwikael, O.**, Hughes, K. (2018). Caucus meetings on the strategy and change interface. *Academy of Management Annual Meeting*, Chicago, IL.
- **Zwikael, O.** (2011). Project management for the creation of organisational value. *The 8th Annual Project Management Australia (PMOZ) conference*, Sydney, Australia.
- **Zwikael, O.** (2007). Improving project planning with executive involvement. *PMI New Zealand 11th Annual conference*, Wellington, New Zealand.
- **Zwikael, O.** (2007). Top management support. *PMI New Zealand 11th Annual conference*. Wellington, New Zealand.

Media Articles and Interviews

- How can senior executives ensure project strategic objectives are realised? *Connect* (International Centre for Complex Project Management ICCPM’s magazine), 25, p. 26-27 (2017).
- The project owner: missing in action?, *Project* (The UK Association for Project Management’s magazine), Summer, p. 56-58 (2017).

- What makes a project a success? by Deborah Singerman. An interview on project benefit management published in *Project Manager* (the Australian Institute of Project Management's magazine, January-March, p. 34-35 (2017).
- Strengthen benefits awareness in the C-suite: Benefit realization management – an interview on my benefit management research, by The Economist Intelligence Unit (EIU), a part of the *PMI® 2016 Thought Leadership Series* (2016).
- The secret of (defining) success - an interview on my BJM paper (*ABDC ranking: A*) in the *PMNetwork* (PMI's magazine), Volume 26, Number 8, p. 20-22 (2012).
- A new test of project success. *The Project Manager* (AIPM's magazine), p. 12-13, June-July (2012).
- Cultural differences in project management, *PMI Israel Chapter Newsletter* (2007) (in Hebrew).
- Plan what you preach - an interview on my IJPR paper (*ABDC ranking: A*) in *PMNetwork* (PMI's magazine), Volume 19, Number 8, p. 52-56 (2005). An interview following the recognition of "best congress paper" presented at the PMI Asia Pacific conference.
- Quality of project plan assessment, *Management Magazine*, June-July, p. 28-30 (2002) (in Hebrew).
- Dovrat, Z. (2002). It is all about organizational support, *Globes-financial news daily newspaper*, 8/10/2002, p. 18: an article describes my PhD research (in Hebrew).
- Zwikael, O. (1998). Improving your forecasting capability for project cost, *News in management*, Tel Aviv University, p. 8-9 (in Hebrew).

Honorary Visiting Professor Positions

- Swinburne University of Technology, Melbourne, Australia (since 2017).
- The University of the South Pacific, Suva, Fiji (since 2016).

Research Student Supervision Completions

- External PhD supervisor – Dr Assel Kozhakhmetova, Al-Farabi Kazakh National University, Almaty, Kazakhstan (completed 2020). Thesis entitled: "Evaluating high-tech project success in the Republic of Kazakhstan based on international project management standards".
- Chair MPhil supervisor - Elham Merikhi, ANU (completed 2018). Thesis entitled: "Benefit-oriented modelling for project appraisal, selection, monitoring, and performance judgement". <https://openresearch-repository.anu.edu.au/handle/1885/160752>

- Chair PhD supervisor – Dr Marco Feris, ANU (completed 2015). Thesis entitled: “Enhancing the quality of planning of software development projects”.
<https://openresearch-repository.anu.edu.au/handle/1885/95484>. Appointed as a lecturer at Cranfield University (UK) in 2016 and University of Wollongong (Australia) in 2018.
- Co-supervisor PhD dissertation - Dr David Evered, ANU (completed 2013). Thesis entitled: “PhD supervision and project management”.
- Main supervisor, Master thesis - Xiaofang (Fongfong) Ma, Victoria University of Wellington (completed 2008). Thesis entitled: "examining the effect of individual polychronicity and supervisor management style on creative self-efficacy”.

Thesis External Examiner

- Saeed, M. A. (2023). PhD. Benefits management and its applicability in practice. Faculty of Engineering and Information Technology, University of Sydney, Australia.
- Dziruni, M. (2023). PhD. Optimising strategic outcomes - Developing a project benefits realisation framework. Graduate School of Business Leadership, University of South Africa, South Africa.
- Neville Marshall (2020). MPhil. An Exploration of Intra-Organisational Project Benefit Knowledge Transfer Barriers. Queensland University of Technology, Australia.
- Miller, G. (2018). PhD. Decision support project success and organisational performance. Skema Business School, Lille, France.
- Ahimbisibwe, A. (2014). PhD. Critical success factors for outsourced software development projects from a vendor's perspective: a structural equation modelling analysis of traditional plan-based and agile methodologies. Victoria University of Wellington, New Zealand.
- Milkovits, M. (2011). Honours. The Impact of Work-Family Conflict on Late-Career Workers' Intentions to Continue in Paid Employment: A Test of Social Cognitive Career Theory, The Australian National University, Australia.
- Johnstone, D. (2009). PhD. IT project governance and stakeholder conflict resolution: a systems perspective. Victoria University of Wellington, New Zealand.
- Sarma, T. R. (2008). PhD. Formulation of an optimised algorithm for resource scheduling and allocation of infrastructure projects. Tezpur University, India.

University Research Seminar Guest Speaker

- Faculty of Business and Entrepreneurship, National University of Samoa, Apia, Samoa (2024).
- School of Business and Law, Edith Cowan University, Perth, WA, Australia (2023).
- School of Management, University of Bath, Bath, UK (2023).
- College of Business Hospitality & Tourism Studies, Fiji National University, Fiji (2022).
- Higher School of Economics and Business, Al-Farabi Kazakh National University, The Republic of Kazakhstan (2018).
- Faculty of Business and Law, Swinburne University of Technology, Melbourne, Australia (2018).
- School of Property, Construction and Project Management, RMIT University, Melbourne, Australia (2017).
- School of Design and Environment, National University of Singapore (2015).
- Faculty of Business and Economics, University of Melbourne, Australia (2015).
- School of Business, George Washington University, Washington DC, US (2013).
- Faculty of Business and Economics, University of the South Pacific, Suva, Fiji (2013).
- School of Management, Marketing and International Business, ANU, Canberra, Australia (2010).
- William Davidson Faculty of Industrial Engineering and Management, Technion - Israel Institute of Technology, Haifa, Israel (2010).
- Victoria Management School, VUW, Wellington, New Zealand (2006).

University Service

- CBE representative, ANU Defence Reference Group (since 2023).
- CBE representative and a Board member, the ANU Pacific Institute Board (since 2019).
- Indigenous Professional Staff Grants Program (IPSGP). \$50,000 funded by the ANU for an Indigenous program in the Research School of Management (2020-2022).
- A member at the ANU College of Business and Economics Local Promotion Committee (multiple times since 2009).
- Project management workshop for ANU managers, as part of the “manager essential” program (2013).
- Project management workshop for ANU project management special interest group (2011).
- ANU ERA Panel member: Field of Research 15 – commerce and management (2010).
- Chair, liaison committee for RSM headship (May-June 2010).

- Promoter and champion of program development, Master of Project Management (approved by the ANU in 2010).
- Program convenor, Master of Project Management, ANU (2011-2019).
- Member, Human Ethic Committee, Faculty of Commerce and Administration, VUW (2007-8).
- PhD scholarship committee member, Faculty of Commerce and Administration, VUW (2007).

Teaching Experience

- Postgraduate courses (MBA, Master of Project Management, Master of Management, Master of Business):
 - Project management
 - Operations management
- Universities taught:
 - Research School of Management, The Australian National University, Canberra, Australia.
 - School of Continuing Education, Tsinghua University, Beijing, China.
 - Graduate School of Management, The University of the South Pacific, Suva, Fiji.
 - Victoria Management School, Victoria University of Wellington (VUW), Wellington, New Zealand.
 - MBA Program, University of Canterbury, Christchurch, New Zealand.
 - Hamburger Business School, Netanya Academic College, Israel.
 - School of Management, Ben-Gurion University, Israel.
 - Department of Industrial Engineering, Ariel University, Israel.
 - Department of Management of Technology, Holon Institute of Technology, Israel.
 - Leon Recanati Graduate School of Business Administration, Tel Aviv University, Israel.

Impact on Policy and Industry

- Zwikael, O. (2023). Enhancing project management capabilities in the South Pacific. [A one-day workshop](#) at the ANU College of Business and Economics, Canberra, Australia, organised together with the [ANU Pacific Institute](#).

- Zwikael, O. (2023). [Making a national impact through projects and programs: Benefits management](#). A workshop for the Australian Public Service (APS), ANU, Canberra, Australia.
- Lipke et al. (2009) was used by [NASA](#) (2022).
- Executive Board member, ANZAM Project Organising SIG Executive Board (2017-19).
- Force Design Conference (2017). “Benefit realisation for defence capability investment projects – delivering force design projects that make a difference”, with Force Design Research Group (DSTG), ADFA, UNSW, Canberra, Australia.
- APS Portfolio, Program & Project Management Community of Practice (2017). “The role of the public sector in project benefit management”, Canberra, Australia.
- Public Sector PMO Leadership Summit (2017). “Benefit management: delivering projects that make a difference”, Canberra, Australia.
- Australian Institute of Project Management, ACT chapter monthly meeting (2017). “Successful Projects: PMAA 2016”, Canberra, Australia.
- Associate member, the ANU Centre for European Studies (since 2015).
- Department of Finance and Deregulation (2015). APS Project, Program & Portfolio Management Community of Practice – “Benefit management in government projects and programs”, Canberra, Australia.
- The Fijian Island government & the University of the South Pacific (2011). “Project management for the creation of organisational value”, Suva, Fiji.
- AIPM’s researcher forum guest speaker. (2009). “Research in project management”, Sydney, Australia.
- Elected Vice president, PMI Canberra chapter’s Executive Board (2009-11).
- National Academies of Sciences, Engineering, and Medicine. (2009). Referenced Zwikael et al. (2005) in [Guidance for Transportation Project Management](#). Washington, DC: The National Academies Press.
- Member of award selection panel, Project of the year award, PMI New Zealand chapter (2008).
- Research Director, PMI New Zealand chapter’s Executive Board (2007-8).
- PMI chapter meeting guest speaker. (2007). “The relative importance of PMBOK’s nine knowledge areas”, Wellington, New Zealand.
- Associate member, the Centre for Applied Cross-Cultural Research (CACR), Victoria University of Wellington, New Zealand (since 2006).
- Board member, Human resource management in high tech organisations, Holon Institute of Technology, Israel (2004-5).
- Vice President (research), PMI Israel Executive Board (2003-5).

Security Clearance

- Australian Government Negative Vetting Level 1 security clearance with effect from 11-Nov-2020.

Selected Media Stories

- IPMA Research Award – Voices from Oxford on [YouTube](#)
- Project Management Institute's (PMI) [David I. Cleland Project Management Literature Award](#) (2020)
- NASA's Earned Schedule project - [CBE research blasts off](#)
- Project Management [book review](#)
- ANU Interview on [Youtube](#)