# Engineering Management Journal

Volume 35, 2023 – Issue 1

**Editorial – Editor’s Introduction**

Brian Smith, Jennifer Cross, Simon Philbin

In this issue of the Engineering Management Journal (EMJ), we are delighted to present five new articles with studies across the field of engineering management. The first article is called “Systematic Review of Research Trends in Engineering Team Performance” by Ramy I. Hindiyeh, William K. Ocloo, and Jennifer A. Cross. The second article is called “Project Schedule Expediting under Structural and Parametric Uncertainty” by Victor V. Nazimko and Ludmila M. Zakharova. The third article is by Carrie Beam, Eric Specking, Gregory S. Parnell, Ed Pohl, Maria N. Goerger, J. Paige Buchanan, and George E. Gallarno and is called “Best Practices for Stakeholder Engagement for Government R&D Organizations.” The fourth article is by Ping-Shun Chen, Jimmy Ching-Ming Chen, Wen-Tso Huang, and Huan-Ting Chen and is called “Using the Six Sigma DMAIC Method to Improve Procurement: A Case Study.” Finally, the fifth article is called “Selection of Best Practices that Enhance Phase-Based Cost and Schedule Performances in Complex Construction Projects” by Elnaz Safapour, Sharareh Kermanshachi, and Issa Ramaji. The Co-Editors would like to thank all our reviewers who contributed to the peer-review process for the articles in the issue as well as the Associate Editors, Pinheiro de Lima, Scala, Philbin, Furterer, and Tong, for their respective contributions to this issue of the journal.

We are also pleased to report in this issue that the journal has recently appointed seven new Associate Editors (Riaz Ahmed, M. Affan Badar, Heather Keathley, Davide La Torre, Cesar Poveda, James Schreiner, and Nitin Upadhyay) who have kindly provided their biographical details (see below). The new Associate Editor appointments significantly strengthen the journal’s editorial team due to the extensive and broad experience of the new appointees. The Co-Editors look forward to working with the new Associate Editors as well as existing Associate Editors to ensure the continued development of EMJ.

Riaz Ahmed, PhD, PMP

Dr. Riaz has been appointed as an Associate Editor of the Engineering Management Journal (EMJ), a leading journal in the domain of engineering and project management. In 2016, he launched a new journal “Bahria University Journal of Management & Technology” and worked as its Editor for two years, in addition to being a reviewer of various reputed journals including the Journal of Engineering and Technology Management, International Journal of Productivity and Performance Management, Management Decisions, Journal of Asian Business Studies, and International Journal of Information Technology Project Management.

Dr. Riaz earned a PhD degree from the University Technology Malaysia (UTM), Malaysia, with the distinction of receiving the “Best Postgraduate Student Award.” He holds a Master’s degree in Project Management, in addition to being a certified Project Management Professional (PMP) from PMI, USA. He has been working in higher education institutions for the last 23 years. Currently, he is working as a Professor of Project Management at Bahria Business School, Bahria University, Islamabad, Pakistan. In addition, he has also worked as Director, Post Graduate Programs as well as Director, Academics at Bahria University, Pakistan. Before joining Bahria University, he worked at the National University of Science & Technology (NUST), Islamabad, the University of Engineering & Technology (UET), Lahore, and COMSATS University, Islamabad, Pakistan.

Concerning research interests, he has presented several papers at international conferences and also published articles in reputed journals including the Engineering Management Journal, Journal of Engineering & Technology Management, Journal of Engineering, Construction, and Architectural Management, Quality and Quantity, International Journal of Information Technology Management, Project Leadership & Society, International Journal of Productivity and Performance Management, Organization Development, Journal of Business and Entrepreneurship, and International Journal of Modern Project Management. Moreover, in recognition of his research output at Bahria University, he was awarded the “Best Researcher Award” for the years; 2016, 2017, and 2019.

Affan Badar, PhD, CPEM, F.IEOM

Dr. Badar is honored to be appointed as one of the Associate Editors of the Engineering Management Journal (EMJ). He has been serving as the Editor-in-Chief for the International Journal of Forensic Engineering and Management and Editorial Board Member for the International Journal of Quality & Reliability Management and NED University Journal of Research: Applied Sciences. He is excited for this opportunity to work under the leadership of Co-Editors-in-Chief: Dr. Cross, Dr. Philbin, and Dr. Smith alongside other Associate Editors, authors, reviewers, and Taylor & Francis staff to keep improving EMJ’s growth and reputation.

Dr. Badar is currently the Interim Director of the Consortium-based PhD in Technology Management and a Professor in the Department of Applied Engineering and Technology Management (AETM) at Indiana State University (ISU). He joined ISU in 2002 and served as Chair of the AETM Department from 2010 until 2014. While on leave from Sep 2016 till Aug 2018, he was Professor and Chair of the Industrial Engineering & Engineering Management Department at the University of Sharjah in the UAE. He received his PhD degree in Industrial Engineering (IE) from the University of Oklahoma, MS in Mechanical Engineering (ME) from King Fahd University of Petroleum and Minerals (Saudi Arabia), and MSc in IE and BSc (Hons) in ME from Aligarh Muslim University (India). He is a member of the American Society for Engineering Management (ASEM), Institute of Industrial & Systems Engineers (IISE), the American Society for Engineering Education (ASEE), and Industrial Engineering & Operations Management (IEOM) Society International. He is a Certified Professional in Engineering Management (CPEM) and a Fellow of IEOM.

Dr. Badar’s research interests are in the areas of quality and reliability, lean six sigma, technology management, and engineering economy. He looks forward to working to continue to promote EMJ’s leadership in these areas, as well as in the other domains in the field of engineering management.

Heather Keathley, PhD

Dr. Keathley has been appointed as one of the Associate Editors for the Engineering Management Journal and is honored to be joining the editorial team at EMJ. This will be her first editorial position, and she is excited for the opportunity to contribute to the development of EMJ particularly in areas related to organizational change and improvement as well as performance and operations management.

Heather Keathley is currently an Assistant Professor at the University of Central Florida. She has a background in systems and industrial engineering and is receiving her BS in Systems Engineering from the University of Arkansas at Little Rock and MS in Industrial and Systems Engineering from Virginia Tech. She completed a dual doctoral degree with the Grado Department of Industrial and Systems Engineering at Virginia Tech and the Department of Economics, Management, and Leadership at the Royal Military Academy in Belgium in 2016. Her expertise is in the areas of Management Systems Engineering as well as Engineering and Operations Management.

Dr. Keathley’s research is focused on organizational change and resilience including technology adoption. She also investigates the implementation and function of management systems, such as organizational performance measurement systems, with a particular interest in how these systems function in critical environments such as in the healthcare and defense sectors. She is an active member of the Institute for Industrial and Systems Engineering and the Society for Engineering and Management Systems as well as the American Society for Engineering Management.

Davide La Torre, PhD

Davide La Torre, PhD, HDR, is an Applied Mathematician, Researcher, and Professor in Applied Mathematics and Computer Science. Currently, he is Associate Dean and Director of the Artificial Intelligence Institute at SKEMA Business School, Sophia Antipolis Campus, France. His research and teaching interests include Applied Mathematics, Artificial Intelligence, Business Analytics, Mathematical Modeling, and Operations Research and their applications to Operations Management, Supply Chain, and Sustainability. He obtained his HDR (Habilitation à Diriger des Recherches) in Applied Mathematics from the Université Côte d’Azur, Nice, France (2021), and a Doctorate in Computational Mathematics and Operations Research from the University of Milan, Milan, Italy (2002) as well as professional certificates in Analytics from the Massachusetts Institute of Technology, USA. He serves/served as Associate Editor for Discover Artificial Intelligence (Springer), International Transactions in Operations Research (Wiley), Journal of Modeling in Management (Emerald), and as Guest Editor for Annals of Operations Research (Springer), Communications in Nonlinear Science and Numerical Simulations (Elsevier), and Optimization and Engineering (Springer). In the past, he held permanent and visiting university professor positions in Europe, Canada, the Middle East, Central Asia, and Australia. He also served as Departmental Chair and Program Head at several universities. He has almost 200 publications in Scopus, most of them published in high IF journals ranging from Engineering to Business.

Cesar Poveda, PhD

Dr. Cesar Poveda is a Colombian/Canadian licensed professional engineer. He combines practical and academic work experience throughout a career of over 20 years. As a practitioner, Dr. Poveda has held positions in various levels of the hierarchical management structure for national and international organizations with diversified portfolios of projects in heavy construction, oil and gas, and industrial among several settings. Although the academic world grabbed his attention in the very early stages of his career, Dr. Poveda practiced engineering and management for several years whilst pursuing post-graduate education and working as an educator.

In academia, Dr. Poveda started as a lab professor at the University Industrial of Santander in 1995 while he was still an undergrad student in the Faculty of Engineering. He earned a Bachelor of Science in civil engineering in 1998. Several graduate degrees support Dr. Poveda’s inter- and intra-disciplinary background. He has earned the following degrees: M.Sc. in Construction Engineering and Management and Ph.D. in Engineering Management (University of Alberta), M.Eng. in Sustainable Energy Engineering (University of Maryland), M.Ed. in Education for Change (Lakehead University). Similarly, Dr. Poveda has earned a couple of graduate certificates from Harvard University: Corporate Sustainability and Innovation and sustainable cities and communities. He also has a number of certificates in higher education and the Project Management Professional (PMP) certification, and Dr. Poveda is Certified Professional in Engineering Management (CPEM) which was granted by the American Society for Engineering Management. Currently, Dr. Poveda is in the final stages of another graduate degree (ALM in Extension Studies, field of sustainability) offered by Harvard University. Dr. Poveda’s academic journey will continue with a doctorate degree in leadership, policy, and governance with a specialization in leadership in post-secondary contexts.

Dr. Poveda’s research interests can be encapsulated in three main areas: sustainable development and sustainability, management and business, and operational research and decision science. Over 30 published peer-reviewed conference and journal manuscripts and 2 books reflect Dr. Poveda’s well-rounded and diverse expertise, obtained by combining the results of years of research with practical experience. Since 2006, Dr. Poveda has been increasing his presence and involvement within academia by serving as a member of several editorial and reviewer boards for national and international journals and conferences on sustainable development, management, and business, among other areas of knowledge. He currently collaborates with over 25 journals and a wide range of conferences and book publishing houses, which have provided Dr. Poveda with the opportunity of reviewing over 800 scientifically authored pieces of work in the last 15 years.

James Schreiner, PhD, PMP, CPEM, F.ASEM

Dr. Schreiner is excited to join the Engineering Management Journal (EMJ) team as an Associate Editor. Previously, he has had the honor of serving on the ASEM executive committee most recently as Past President in the 2021/22 society year and is an ASEM Fellow. He has also served as a special editor to the Society of Industrial and Systems Engineer, Industrial and Systems Engineering Review (ISER) journal, and as the vice-chair for the Society of American Military Engineering’s national student chapter. Dr. Schreiner serves as an Accreditation Board of Engineering and Technology (ABET) EAC Program Evaluator for Industrial, Systems, and Engineering Management programs.

Dr. Schreiner is currently a Colonel in the U.S. Army with over 27 years of service as a U.S. Army Corps of Engineer Officer. He is currently the Director of the Engineering Management Program at the United States Military Academy. He holds degrees in Mechanical Engineering (B.S.) from Marquette University, Engineering Management (M.E.) from the University of Colorado at Boulder, and Entrepreneurial and Systems Engineering (PhD) from the University of Illinois at Urbana-Champaign. He holds Project Management Professional and Certified Professional of Engineering Management certifications, and his teaching specialties include the domains of Project Management, Decision Analysis, Operations Management, Supply Chain, Leadership, Engineering Design, and Discrete Event Modelling and Simulation. Research interests include work with the United States Army Corps of Engineers and Veteran’s Administration on decision support and cost engineering to complex R&D and infrastructure portfolios, and modeling and systems analysis of complex socio-technical systems with strategic decision implications.

Nitin Upadhyay, PhD

Dr. Nitin Upadhyay is delighted to join the editorial board of the Engineering Management Journal (EMJ) as one of the Associate Editors. He is enthusiastic about shaping and contributing to the EMJ’s growth path in scholarly research alongside working with Co-Editor-in-Chief: Dr. Smith, Dr. Cross, and Dr. Philbin, Associate Editors, Review board, Contributors, and Taylor & Francis Editorial Staff. He has been closely associated with many top-tier journals, such as the International Journal of Information Management, Journal of Business Ethics, PLOS ONE, International Journal of Entrepreneurial Behavior & Research, Computer Standards and Interfaces, Annals of Operations Research, Information Systems Frontiers, Journal of Benchmarking: An International Journal, Journal of Business Research, Journal of Air Transport Management, Current Issues in Tourism, and INFORMS among others, as Editor/Editorial Board member/Reviewer.

Dr. Nitin Upadhyay is currently working as a Chairperson Master in Business Administration (MBA), Chairperson Information Technology and Services (ITS), Program Director Executive Program in Management (EPGM-B3) and Program Director Executive Program in Digital Finance and Banking (EPDFB). He is also working in IT Systems and Analytics. Earlier he was also the Chairperson Doctoral Program and Chairperson Integrated Program in Management (IPM) at the Indian Institute of Management (IIM) Jammu. Prior to joining IIM Jammu, he worked as the Program Chair Post graduate program in Big Data Analytics (PGDM-BDA) and Chair and Head, Centre for Innovation at Goa Institute of Management, India. He received his BE in Computer Science and PhD in Computer Science. Over the years, he has engaged with select top Fortune 500 companies. He is a leading authority and speaker on blockchain, emerging technology, innovation, information systems, cloud computing, big data and analytics, future technology, and user experience. He has wide industry, academic, consultancy, and research experience and is member Board of the Governors and an Executive member and Chair of Cloud SLAs (service-level agreements) for the Cloud Computing Innovation Council of India. He has worked with Samsung Advanced Research at South Korea and Bangalore on many flagship projects and drove whole gamut of innovation.

His research interests are at the interface of IS, IT, and frontiers in business, entrepreneurship, and financial service settings focusing on issues related to digital entrepreneurship IS/IT adoption and diffusion of emerging digital innovations, blockchain, artificial intelligence, business models, cloud, information systems, emerging technology, big data, and analytics, particularly in the context of frontiers in business. Further, he is keen to study and investigate technology adoption and application at the firm’s (growing organization) and individual decision-making, and explore strategic alignment and workforce issues related to the practical application of information technologies.

He has contributed 100+ peer-reviewed publications/presentations/posters/talks and 14 books. He has contributed to best ideas/patents/inventions/innovations. His recent books on “CABology: Value of Cloud, Big Data and Analytic Trio Wave” with Springer-Nature Palgrave Singapore, “Big Data Management and Analytics” with Cengage publications, “Unblock the Blockchain” with Springer USA, and “Transforming Social Media Business Models Through Blockchain” with Emerald, UK, are already taking a toll on the knowledge and business space. He is a Fellow of the prestigious Royal Society of Arts London and Fellow of Institute of Engineers (I) and has received many awards and recognition nationally and internationally. He is listed in the Who’s Who in the World, Who’s Who in the Asia, Top Innovators of the World (IBC Cambridge), and received multiple awards such as Best Professor in Information Technology Studies, Research Shepherd, Star Researcher and Innovator, Outstanding Scientist, IEEE Conf. Guest of Honor, Lifetime achievement award USA, and Best Research (South Korea, Intl. Conf.). He is an influencer and a regular contributor to Times of India, Economic Times, and India Times blog articles.

EMJ invites participation and articles from academic researchers as well as practitioners from industrial, governmental, and other organizations. We welcome all types of research methodologies that are applicable to the engineering management field. For questions or inquiries on possible articles, please contact the journal’s editorial team: Brian Smith (smith@ise.msstate.edu), Jennifer Cross (jennifer.cross@ttu.edu), and Simon Philbin (philbins@lsbu.ac.uk).