Aaron J. Shenhar
Professor of Technology and Project Management

Rutgers Business School
Supply Chain Management & Marketing Science Department and Management and Global
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EDUCATION

Ph.D. Stanford University, Electrical Engineering, 1976
          Major Field: Information Theory, Minor Field: Statistics
M.Sc. Stanford University, Engineering Economic Systems, 1976
M.Sc. Stanford University, Statistics, 1976
M.Sc. Technion, Israel, Electrical Engineering, 1969
B.Sc. Technion, Israel, Electrical Engineering, 1965

FIELDS OF RESEARCH, TEACHING, AND CONSULTING

Technology and Innovation Management
Strategic Project and Program Management
Leadership in Technology-based Organizations
Systems Engineering Management

AWARDS AND HONORS

The book Reinventing Project Management published by Harvard Business School Press was
ranked among the top five best business books of 2007.

Fellow, NASA's Center for Project/Program Management Research, 2004.

First Recipient, Research Achievement Award, Project Management Institute (PMI) 2003.

Nominated to NASA's Science Council on Project and Program Management, 2003

"Top Ten Most Downloaded Articles" in 2003 in the Business Category of Science Direct: "An
empirical analysis of the relationship between project planning and project success," (with D.
Dvir and T. Raz), Int. J. of Project Mgt, 21, 2, 2003.

Jess H. Davis Research Award, Stevens Institute of Technology, 2000.

Henry Morton Distinguished Teaching Professor Award, Stevens Institute of Technology, 2000

Engineering Manager of the Year Award, IEEE, Engineering Management Society, 2000.

Ranked Best Teacher, Wesley J. Howe School of Technology Management, Executive Master of
Technology Management Program, Stevens Institute of Technology, 1999, 2004.

Citation of Excellence with the Highest Quality Rating by ANBAR Electronic Intelligence Assessment Board: "Understanding the Defense Conversion Dilemma," (with Z. Hougui, D. Dvir, A. Tishler, and Y. Sharan), <u>Technological Forecasting and Social Change</u>, 59, 3, 1998.

Excellence in Publication Award for: "From Theory to Practice: Toward a Typology of Project Management Styles." <u>IEEE Transactions on Engineering Management</u>, February 1998.

POSITIONS AND APPOINTMENTS

Academia

2008 -	Professor of Technology and Project Management, Rutgers Business School
2008 -	Director, Professional Science Masters Program, Rutgers University
1996 - 2008	Institute Professor of Management, Stevens Institute of Technology
2002 - 2004	Academic Director, Executive Leadership Institute, Stevens Institute of Technology
1997 - 2001	Founder and Director of the Project Management Program, Stevens Institute of Technology
1997 - 2002	Founder and Director of the Center for Technology Management Research, Stevens Institute of Technology
1993 - 1996	J. Renier Visiting Chair of Technological Leadership, University of Minnesota
1987 - 1993	Visiting Professor, (1987-1990), Associate Professor (Expert) (1990-1993) Tel-Aviv University, School of Business
1988 - 1993	Founder of the Technology Management MBA Program, Tel-Aviv University
1989 - 1992	Founder and Director of the SE Management Program, Tel-Aviv University
1988	Visiting Scholar, Stanford University, IE and EM Department - Summer
1987	Visiting Scholar, Stanford University, EES Department - Summer

Industry, Rafael, Armament Development Authority, Israel

1983 - 1987	Executive Director and Chairman of Electronics Systems Division, a Leading a high-tech business of over 1000 scientists and $100M in sales.
1978 - 1983	Executive Vice President, Human Resources Responsibility for human resources development in a corporation of over 6000 employees: Development, administration, labor relations, and research.
1976 - 1978	Chief Engineer, Electronic Warfare Department and Radar Section
1969 - 1973	Group Leader and Project Manager, Radar Section
1965 - 1968	Radar Engineer, Israeli Navy, Military Service

SAMPLE OF ACCOMLISHMENTS

Initiating and leading in 2008 the first "Future of Project Management Forum," which involved the most influential national and international scholars of project management research, who presented their past research and discussed the future visions of the profession. Meeting summaries will be published in a forthcoming book, and future meetings will be held every two years.

Was asked in 2004 to build the framework and criteria for the Aerospace Industry Best Program Excellence Award through Aviation Week magazine. Serving as a judge to determine the winning program. Was invited 3 times to address the industry's annual conference.

Leading a team of 15 researchers from six universities in four countries on a major research project for NASA, 2004-2005.

Became Academic Director of Executive Leadership Institute Stevens Institute of Technology, 2002-2004.

Founded and run a new Project Management Program at Stevens Institute of Technology, 1997-2001. The program became within two years the fastest growing program in the School of Technology Management.

Founded the Center for Technology Management Research, Stevens, 1997.

Founded an Executive Education Program at the University of Minnesota, 1994-1996.

Led a team of 40 researchers to study the R&D Management of Projects in the defense industry in Israel, 1992-1994.

Founded a graduate program in Systems Engineering Mgt, Tel-Aviv University, 1990-1993.

Founded an MBA program and a new division of Technology Management, at Tel-Aviv University, 1988-1993.

Grew the Electronics Division at Israel's Armament Development Authority from $55M to $100M and won the Division's first ever international contracts - $40M and $25M, 1984-1988.

CONSULTING TO MAJOR CORPORATIONS AND COMPANIES

Consulting to large corporations such as, 3M, Honeywell, Lockheed-Martin, NASA, US Army, Trane, MNDOT, Dow Jones, Compaq Computers, AT&T, Liz Claiborne, BMG, Israel Aircraft Industry, and Israel Ministry of Defense.

RESEARCH GRANTS

"Linking Project Management to Business Strategy," Project Management Institute, 2004-2007 (PI - $30,000).

"Assessing NASA's Strategic Project Types," NASA Center for Project/Program Research, CPMR, USRA, 2004-2005 (PI - 75,000).

"The Human Side of Project Leadership." Project Management Institute, 2003-2005 (Co-PI - $30,000).

"Technogenesis: Values and Contributions in a University Environment," Stevens Board of Trustees, 2003-2005 (PI - $75,000).

"Strategic Project Management: Making Projects our Next Competitive Weapon," The National Science Foundation, 1998-2003 (PI - $300,000).

"Defense Conversion in Small Companies," Center for the Development of Technological Leadership, University of Minnesota, 1995-1997 (PI - $20,000).

"Defense Conversion in Israeli Defense Industries," Ministry of Defense, Israel, 1993-1994 (Co-PI- $40,000)

"The Management of Defense R&D Projects in Israel," Ministry of Defense, Israel, 1991-1993 (PI- $150,000)

TEACHING TOPICS

Engineering Schools

Information Theory
Introduction to Statistics.
Probability Theory.
Stochastic Processes
Signals and Systems
Radar Systems
Digital Communication
Systems Engineering Management

Management Schools

Management of Technology
Management of Technological Innovation
Operations Management.
Project Management.
R&D Management.
Managing Professionals.
Systems Engineering Management
Advanced Project Management.

Executive Courses

Strategic Management of Technology
Project Management
Systems Engineering Management
Managing Innovative Projects
Advanced Project Management
Strategic Project Leadership
Technological Leadership

CURRICULUM AND COURSE DEVELOPMENT

- Built a new MBA Program in Technology Management – Tel-Aviv U. (1987-1993)
- Developed three new courses for MBA in TM - Tel-Aviv U. (1987-1991)
- Built a new Systems Engineering Management – Tel-Aviv U. (1990-1993)
- Developed two new courses for SEM Program - Tel-Aviv U. (1990- 1993)
- Built an Executive Program in Technology and Innovation – U of Minnesota (1993-1996)
- Built a new graduate program in project Management – Stevens (1996-2001)
- Developed five new courses for MS in PM and EMTM programs - Stevens (1996-2001)
- Developed an Executive Certificate Program in Project Leadership – Stevens (2003-2005)

STUDENTS

List of Students (with Dissertations)

Ph. D.	D. Dvir: "On the Effectiveness of Strategic Business Units in the Israeli High-Tech Industry", Tel Aviv University, 1992.
Ph. D.	A. Maltz: "Defining and Measuring Organizational Success". Stevens Institute of Technology, 2000.
Ph. D.	T. Phelan: "Project Management as a Process". Stevens Institute of Technology, 2004.
Ph. D.	B. Sauser: "Project Management at NASA." Stevens Institute of Technology, 2004.
Ph. D.	M. Poli: "Strategic Focus in Project Management". Stevens Institute of Technology, 2006
Ph. D.	Joca Stefanovitc: "Strategic Extent in Project Management." Stevens Institute of Technology, 2008.
Ph.D.	Joe Lliano: University Entrepreneurship Environments." (In Progress).

M.Sc.	A. Jonathan: "The Use of Information Theory Definitions for the Analysis of Dynamic Systems". Technion - Israel, 1980.
M.Sc.	Z. Yami: "Implementing New Technology in Military Units". Tel Aviv University, 1993.
M.Sc.	O. Levy: "Analysis of Success Dimensions in Technological Projects." Tel Aviv University, 1993.
M.Sc.	M. Peled: "On the Problems of Ill-Defined Military Projects." Tel Aviv University, 1994.
M.Sc.	S. Klein: "Software and Hardware Project Contingencies." Tel Aviv University, 1996.
M.Sc.	P. Allen: "Technical Innovation at Allient Techsystems." University of Minnesota, 1996.
M.Sc.	T. Kryzer: "Innovation in the Automotive Industry." University of Minnesota, 1996.
M.Sc.	S. Fricke: "Managing Multiple Projects in Manufacturing." University of Minnesota, 1996.
M.Sc.	Z. Hougui: "Defense Conversion in Small Companies." University of Minnesota, 1996.
M.Sc.	A. Lagerwaard, P. Richards: "Reengineering NPD at IBM." University of Minnesota, 1996.
M.Sc.	B. Cohn: "NPD Process Development." University of Minnesota, 1997.
M.Sc.	B Nofzinger: "A New Model for Learning Project Management." University of Minnesota, 1997.
M.Sc.	D. Walden: "A Process Improvement View on Innovation." University of Minnesota, 1997.
M.Sc.	K. Ley: "Developing an Organizational Technology Roadmap." University of Minnesota, 1997.

SCIENTIFIC AND PROFESSIONAL AFFILIATIONS

Was Member of Editorial Boards

Journal of Engineering and Technology Management (JET-M)
Journal of Systems Engineering, IEEE Transaction on Engineering Management

Served as Reviewer for:

Journal of Engineering and Technology Management, Management Science, Journal of Systems Engineering, Sloan Management Review, California Management Review, Long Range Planning, Research Policy, IEEE Transactions on Engineering Management, R&D Management, Engineering Management Journal, Academy of Management Annual Meetings, Technological Forecasting and Social Change, Project Management Journal, International Journal of Project Management, Operations Management, The National Science Foundation

Professional Societies

Member: AOM, IEEE, INCOSE, INFORMS, PMI, IAMOT.

IEEE Engineering Management Society: Transactions Editor-in-Chief Search Committee 2003.

International Association of Management of Technology, IAMOT:
    Discussion Group Leader: "The State of the Discipline, 1997 - 1998
    Track Leader on Project Management, IAMOT 2000, 2002

International Council on Systems Engineering, INCOSE:
    Leader of the Academic Forum, 1994 - 1995.

Books

Aaron Shenhar and Dov Dvir, Reinventing Project Management: The Diamond to Successful Growth and Innovation. Harvard Business School Press, August 2007, (288p).

 Aaron J. Shenhar, Dov Dvir, Dragan Milosevic, and Hans Thamhain, Linking Project Management with Business Strategy, Project Management Institute, 2007, (239p)

Richard Reilly, Zvi Aronson, Peter Dominick, Michael Ryan, Ann Mooney, and Aaron J. Shenhar, The Human Side of Project Leadership, Project Management Institute, 2007, (215p).

Aaron Shenhar and Amos Yarkoni (editors) The Culture of Management in Israel, Tcherikover, 1994, (in Hebrew, 411p).

Aaron Shenhar and Dov Dvir, R&D Defense Management in Israel, Institute of Business Research, Tel-Aviv Univesity and Ministry of Defense Israel, 1993, (in Hebrew, 230p).

Aaron Shenhar, The Economy of Israel in the Grip of Industrial Relations, Ramot, 1991, (in Hebrew, 191p).

Book Chapters

"Introduction," Linking Projects to Business Strategy, Project Management Institute, Newton Square, PA, 2007.

"Strategic Project Leadership® Toward a Strategic Project Management Approach" in Linking Projects to Business Strategy, Project Management Institute, Newton Square, PA, 2007.

"Project Strategy – The Missing Link" by Aaron J. Shenhar, Dov Dvir, William Guth, Thomas Lechler, Dragan Milosevic, Peerasit Panatakul, Michael Poli, Joca Stefanovic, in Linking Projects to Business Strategy, Project Management Institute, Newton Square, PA, 2007.

"Project Spirit: The Building Blocks of Inspiration" by Zvi Ahronson, Richard R. Reilly, and Aaron J. Shenhar, in Linking Projects to Business Strategy, Project Management Institute, Newton Square, PA, 2007.

"Project Success – A Multidimensional Strategic Concept" by Aaron J. Shenhar, Dov Dvir, Ofer Levy, and Alan Maltz, in Linking Projects to Business Strategy, Project Management Institute, Newton Square, PA, 2007.

"Why Different Projects Need Different Strategies" by Peerasit Patanakul and Aaron J. Shenhar, in Linking Projects to Business Strategy,Project Management Institute, Newton Square, PA, 2007.

 "Does Strategic Alignment Contribute to Business Success" by Joca Stefanovic and Aaron J. Shenhar, in Linking Projects to Business Strategy, Project Management Institute, Newton Square, PA, 2007.

"What Makes Great Strategic Projects" by Dov Dvir and Aaron J. Shenhar, in <u>Linking Projects to Business Strategy</u>, Project Management Institute, Newton Square, PA, 2007.

"Project Management Evolution: Past History and Future Research Directions," by Aaron Shenhar and Dov Dvir, In Slevin, D.P., Cleland, D.I. and Pinto, J.K., Eds. <u>Innovations: Project management research 2004,</u> Newtown Square, Pennsylvania: Project Management Institute, 2004

"How Projects Differ and What to do about it," by Aaron Shenhar and Dov Dvir, in P. W. G. Morris and J. A. Pinto (Editors) <u>The Resource Book on the Management of Projects,</u> John Wiley, 2004.

"Professional and Personal Development Management", Max Wideman and Aaron Shenhar, in Joan Knutson (Ed) <u>Project Management for the Business Professional - A Comprehensive Guide</u>, John Wiley, New York, 2001.

"A New Framework for Strategic Project Management", by Aaron Shenhar, Michael Poli, and Thomas Lechler, in T. Khalil (Ed) <u>Management of Technology VIII,</u> University of Miami, 2000.

"Strategic Project Management: The New Framework", in D. F. Kocaoglu and T. R. Anderson (Editors) <u>Technology and Innovation Management,</u> Portland State University, Portland: OR, 1999.

"Systems Engineering Management: The Multidisciplinary Discipline", in A. Sage (Ed) <u>Handbook of Systems Engineering and Management,</u> John Wiley, pp. 113-144, 1999.

"Long and Short Term Success Dimensions in Technology-Based Organizations", by Aaron Shenhar and Dvir Dvir, in G. H. Gaynor (Ed) <u>Handbook of Technology Management,</u> McGraw Hill, pp. 32.1-32.15, 1996.

"The Technological Base of the Company", by Aaron Shenhar and Paul Adler, in G. H. Gaynor (Ed) <u>Handbook of Technology Management,</u> McGraw Hill, pp. 4.1-4.17, 1996.

"Technological Progress and the Success of Strategic Business Units in High-Tech Industries", by Dov Dvir and Aaron Shenhar, in T. M. Khalil and B. A. Bayarktar (Eds) <u>Management of Technology III,</u> Institute of Industrial Engineers, pp. 263-270, 1992.

Refereed Journal Articles

Aaron J. Shenhar and Dov Dvir, "Project Management Research: The Challenge and Opportunity," <u>Project Management Journal</u>, June 2007.

Dov Dvir, Ariye Ben David, Arik Sadeh, and Aaron Shenhar, "Critical managerial factors affecting defense projects success: A comparison between neural network and regression analysis," <u>Engineering Applications of Artificial Intelligence</u>, 19, 5, pp. 535-543, 2006.

Aaron J. Shenhar, Dov Dvir, Dragan Milosevic, Jerry Mulenburg, Peerasit Patanakul, Richard Reilly, Michael Ryan, Andrew Sage, Brian Sauser, Sabin Srivannaboon, Joca Stefanovic, and

Hans Thamhain, "Toward a NASA-Specific Project Management Framework," <u>Engineering Management Journal</u>, 17, 4, pp. 8-16, 2005.

Aaron J. Shenhar, "Strategic Project Leadership: Toward a Strategic Approach to Project Management." <u>R&D Management</u>, 34, pp. 569-578, November 2004

Dov Dvir, Stan Lipovetsky, Aaron Shenhar, and Asher Tishler, "What is really important for project success? - A refined, multivariate, comprehensive analysis," <u>International Journal of Management and Decision Making</u>, 4, 4, pp. 382-404, 2004.

Alan Maltz, Aaron J. Shenhar, and Richard Reilly),"Beyond the Balanced Scorecard: Refining the Search for Organizational Success Measures", <u>Long Range Planning</u>, 36, 2, pp. 185-201, 2003

Dov Dvir, Aaron Shenhar, and Shlomo Alkaher, "From A Single Discipline Product to a Multidisciplinary System: Adapting the Right Style to the Right Project", <u>System Engineering</u>, 6, 3, pp. 123-134, 2003.

Dov Dvir, Tsvi. Raz, and Aaron Shenhar, "An Empirical Analysis of the Relationship Between Project Planning and Project Success," <u>International Journal of Project Management</u>, 21, pp. 89-95, 2003.

Zadok Hougui, Aaron Shenhar, Dov Dvir, and Asher Tishler, "Defense Conversion in Small Companies: Risk, Activities, and Success Assessment", <u>Journal of Technology Transfer</u>, 27, 3, pp. 245-261, June 2002.

Tsvi Raz, Aaron Shenhar, and Dov Dvir, "Risk Management, Project Success, and Technological Uncertainty," <u>R&D Management</u>, 32, 2, pp. 101-109, 2002.

Aaron Shenhar, Aasher Tishler, Dov Dvir, Stan Lipovetski, and Thomas Lechler, "Refining the Search for Project Success Factors: A Multidimensional Typological Approach", <u>R&D Management</u>, 32, 2, pp. 111-126, 2002.

Aaron J. Shenhar, Dov Dvir, Ofer Levy, and Alan Maltz, "Project Success – A Multidimensional, Strategic Concept", <u>Long Range Planning</u>, 34, pp. 699-725, 2001.

Aaron Shenhar, "Contingent Management in Temporary Organizations: The Comparative Analysis of Projects", <u>Journal of High Technology Management Research</u>, 12, pp. 230-271, 2001.

Aaron Shenhar, "One Size Does Not Fit All Projects: Exploring Classical Contingency Domains", <u>Management Science</u>, 47, 3, pp. 394-414, 2001.

Dov Dvir, Arik Sadeh, and Aaron Shenhar, "The Role of Contract Type in the Success of R&D Defense Projects Under Increasing Uncertainty," <u>Project Management Journal</u>, 31, 3, pp. 14-22, 2000.

Scott Fricke, and Aaron Shenhar, "Managing Multiple Projects in a Manufacturing Environment", <u>IEEE Transactions on Engineering Management</u>, 47, 2, pp. 258-268, 2000.

Dov Dvir, Stan Lipovetsky, Aaron Shenhar, and A. Tishler, "In Search of Project Classification: A Non-Universal Approach to Project Success Factors", <u>Research Policy</u>, 27, pp. 915-935, 1998.

Aaron Shenhar, Zadok Hougui, Dov Dvir, Asher Tishler, and Yair Sharan), "Understanding the Defense Conversion Dilemma", Technological Forecasting and Social Change, 59, pp. 275-289, 1998.

Aaron Shenhar, "From Theory to Practice: Toward A Typology of Project Management Styles", IEEE Transactions on Engineering Management, 41, 1, pp. 33-48, 1998.

Stan Lipovetsky, Asher Tishler, Dov Dvir, and Aaron Shenhar,"The Relative Importance of Project Success Dimensions", R&D Management, 27, 1, pp. 97-106, 1997.

Aaron Shenhar, Dov Dvir, and Ofer Levy, "Mapping the Dimensions of Project Success", Project Management Journal. 28, 2, pp. 5-13, June 1997.

Aaron Shenhar and Zeev Bonen, "A New Taxonomy of Systems: Toward an Adaptive Systems Engineering Framework", IEEE Transactions on Systems, Man, and Cybernetics, 27, 2, pp. 137-145, March 1997.

Aaron Shenhar and Dov Dvir, "Toward a Typological Theory of Project Management", Research Policy, 25, pp. 607-632, 1996.

Asher Tishler, Dov Dvir, Aaron Shenhar, and Stan Lipovetsky, "Identifying Critical Success Factors in Defense Development Projects: A Multivariate Analysis", Technological Forecasting and Social Change, 51, 2, pp. 151-171, 1996.

Alex Laufer, Gordon Denker, and Aaron Shenhar, "Simultaneous Management: The Key to Excellence in Capital Projects", The International Journal of Project Management, 14, 1, pp. 189-199, 1996.

Aaron Shenhar, and James Renier, "How to Define Management? - A Modular Approach," Management Development Review, 9, 1, pp. 25-31, 1996.

Aaron Shenhar and Alex Laufer, "Integrating Product and Project Management - A New Synergistic Approach," Engineering Management Journal, 7, 3, pp. 11-15, 1995.

Aaron Shenhar, Dov Dvir, and Yechiel Shulman, "A Two Dimensional Taxonomy of Products and Innovations," Journal of Engineering and Technology Management, 12, pp. 175-200, 1995.

Aaron Shenhar and Hans Thamhain, "A New Mixture of Management Skills - Meeting the High-Technology Managerial Challenges," Human Systems Management, 13, 1, pp. 27-39, 1994.

Aviad Shapira, Alex Laufer, and Aaron Shenhar, "Anatomy of Decision Making in Project Teams," The International Journal of Project Management, 12, 3, pp. 172-182, 1994.

Aaron Shenhar "Systems Engineering Management: A Framework for the Development of a Multidisciplinary Discipline," IEEE Transactions on Systems, Man, and Cybernetics, 24, 2, pp. 327-332, 1994.

Alex Laufer, Richard Tucker, Aviad Shapira, and Aaron Shenhar, "The Multiplicity Concept in Project Planning", Construction Management and Economics, 11, pp. 53-65, 1994.

Aaron Shenhar, "On the Kolmogorov Complexity of Arbitrary Objects," Journal of Complexity. 9, December, 1993.

Aaron Shenhar, "Market Uncertainties, Information Search and Partition Spaces," Systems Science, 19, 1, pp. 71-77, 1993.

Aaron Shenhar, "The PROMIS Project: Industry and University Learning Together," International Journal of Technology Management, 8, 5, pp. 611-621, 1993.

Aaron Shenhar "From Low- to High-Tech Project Management," R&D Management, 23, 3, pp. 199-214, 1993.

Dov Dvir, Eli Segev, and Aaron Shenhar, "Technology's Varying Impact on the Success of Strategic Business Units Within the Miles and Snow Typology," Strategic Management Journal. 14, pp. 155-162, 1993.

Aaron Shenhar, "Keeping Management's Door Open: How to Establish an Open-Door Policy that Works", Leadership and Organization Development Journal, 14, 2, pp. 8-12, 1993.

Aaron Shenhar, "Developing the Discipline of Systems Engineering", The Journal of Applied Manufacturing Systems, 5, 1, pp. 25-30, 1992.

Dov Dvir and Aaron Shenhar, "Measuring the Success of Technology-Based Strategic Business Units," Engineering Management Journal, 4, 4, pp. 33-38, 1992.

Aaron Shenhar, "Project Management Style and the Space Shuttle Program: A Retrospective Look," Project Management Journal, 23, 1, pp. 32-37, 1992.

Aaron Shenhar, "Project Management Style and Technological Uncertainty: From Low- to High-Tech," Project Management Journal, 22, 4, pp. 11-14, 47, 1991.

Aaron Shenhar, "Real World Computers and Recursive Function Theory," Computers and Electrical Engineering, 17, 1, pp. 39-47, 1991.

Aaron Shenhar, "On System Properties and Systemhood", International Journal of General Systems, 18, 2, pp. 167-174, 1991.

Dov Dvir and Aaron Shenhar, "Success Factors of High-Tech SBUs: Towards a Conceptual Model Based on the Israeli Electronics and Computers Industry," Journal of Product Innovation Management, 7, 4, pp. 288-296, l990.

Aaron Shenhar and Paul Adler, "Adapting Your Technological Base: The Organizational Challenge,"Sloan Management Review, pp. 25-37, Fall, 1990.

Aaron Shenhar, "Improving Upward Communication Through Open-Door Policies", Human Systems Management, 9, 2, pp. 77-88, 1990.

Aaron Shenhar, "What is a Manager: A New Look", European Management Journal, 8, 2, pp. 198-202, June 1990.

Aaron Shenhar and Dov Dvir, "Compound Bayes Predictors for Sequences with Apparent Markov Structure," <u>IEEE Transactions on Systems, Man, and Cybernetics</u>, 7, 6, pp. 421-424, 1977.

Jacob Binia, Aaron Shenhar, and M. Zakai), "Some Effects of Noise on the Operation of Oscillators," <u>International Journal of Non-Linear Mechanics,</u> 6, pp. 593-606, 1971

Articles in Hebrew

Aaron Shenhar, Dov Dvir, Oscar Hauptman, Zadok Hougui, Asher Tishler, Moyi Sokolov, and Yair Sharan, The Commercialization of Military Technology in Israel," <u>The Economic Quarterly</u>, 2, pp. 358-370, 1998, (in Hebrew).

Aaron Shenhar, "Trends and Changes in the Culture of Industrial Relations in Israel," in A. Shenhar and A. Yarkoni (Eds) <u>The Culture of Management in Israel,</u> Tcherikover, pp. 321-338, 1994, (in Hebrew).

Aaron Shenhar, "Israeli Management Culture and Style - Selected Topics," in A. Shenhar and A. Yarkoni (Eds) <u>The Culture of Management in Israel,</u> Tcherikover, pp. IV-XIII, 27-35, 1994, (in English and Hebrew).

Aaron Shenhar and Avi Grosfeld Nir, "Organizations in Crisis - Symptoms, Lessons and Turnaround Programs," <u>The Economic Quarterly</u>, 44, 153, pp. 320-334, 1992.

Avir Grosfeld Nir and Aaron Shenhar, "Fast Deterioration, Slow Recovery - Organizations in Crisis," <u>Nihul - Israel's Management Magazine</u>, 82, pp. 6-10, November 1991.

Aaron Shenhar and Paul Adler, "Adapting Your Technological Base: The Organizational Challenge," reprinted in <u>Electronics and Computers - The Advanced Technology Journal of Israel</u>, 5, 6, 1991

Aaron Shenhar, "Management Culture and Style in Israel and Economic Success," <u>The Economic Quarterly</u>, 41, 146, pp. 294-305, 1990 (in Hebrew).

Aaron Shenhar, "On the Israeli Economy and Collective Morality," <u>The Economic Quarterly</u>, 41, 144, pp. 34-50,1990 (in Hebrew).

Aaron Shenhar "Managing Knowledge Workers: The Conceptual Framework," <u>Human Resources,</u> 23, pp. 4-7, November 1989 (in Hebrew).

Aaron Shenhar "Managing Technology Development," book review, U.E. Gattiker & L. Larwood, De Gruyer, New York, 1988; <u>The Economic Quarterly,</u> 40, 142, pp. 299-301, October 1989.

Refereed Articles in Conference and Symposia Proceedings

Dov Dvir, Aaron Shenhar, "Project Management Research Agenda," Project Management Institute Research Conference, Warsaw, Poland, July 2008 (invited paper).

Zvi Aronson, and Aaron Shenhar, "Placing Project Partakers' Emotions, Attitudes, and Norms in the Context of Project Vision," PICMET, Portland International Conference on Management of Engineering and Technology, July 2008.

Aaron J. Shenhar and Dov Dvir, "The Myth and Reality of Project Management." PICMET, Portland International Conference on Management of Engineering and Technology, July 2008.

Zvi Aronson, Aaron Shenhar, and Richard Reilly, "Project spirit expression-components, building-blocks and impact on success: Managing spirit." Academy of Management Annual Meeting, Philadelphia, PA, August 2007.

Aaron J. Shenhar, Dov Dvir, "The Lost Link: Why Successful Innovation Needs Sound Project Management." PICMET, Portland International Conference on Management of Engineering and Technology, August 2007.

Aaron J. Shenhar, "Why Well-Managed Projects Still Fail." PICMET, Portland International Conference on Management of Engineering and Technology, August 2007.

Michael Poli, Aaron Shenhar, "Strategic Focus: Why we do Projects." PICMET, Portland International Conference on Management of Engineering and Technology, August 2007.

Peerasit Patanakul, Aaron Shenhar, "Program Value: What can we learn from Major Defense Programs." PICMET, Portland International Conference on Management of Engineering and Technology, August 2007.

Aaron Shenhar, "The Myth and Reality of Project Management." IAMOT, International Association of Technology Management, Miami Beach, April 2007

Aaron J. Shenhar, Joca Stefanovic, "Operational Excellence Won't Do it." Project Management Institute Research Conference, Montreal, Canada, July 2006.

Aaron J. Shenhar, Joca Stefanovic, Dov Dvir, "Toward a New Project Management Maturity Model." PICMET, Portland International Conference on Management of Engineering and Technology, Istanbul, Turkey, July 2006.

Aaron J. Shenhar, Dov Dvir, William Guth, Thomas Lechler, Peerasit Panatakul, Michael Poli, Joca Stefanovic, "What is Project Strategy" Academy of Management Annual Meeting Honolulu, Hawaii, August, 2005.

Dov Dvir, Aaron Shenhar. "What Makes Strategic Projects into 'Great' Projects." PICMET, Portland International Conference on Management of Engineering and Technology, Portland, OR, July 2005.

Joca Stefanovic, Aaron Shenhar. "How Strategic Are Your Projects?" PICMET, Portland International Conference on Management of Engineering and Technology, Portland, OR, July 2005.

A. Shenhar, P. Panatakul, A. Maltz. "Toward a Framework for Building a Value-Focused Project Management Approach." PICMET, Portland International Conference on Management of Engineering and Technology, Portland, OR, July 2005.

M. Poli, A. Shenhar, R. Reilly. "A Project Strategy: Matching Customers to the Right Project." PICMET, Portland International Conference on Management of Engineering and Technology, Portland, OR, July 2005.

B. Sauser, A. Shenhar. E. Hoffman. "Identifying Differences in Space Programs." PICMET, Portland International Conference on Management of Engineering and Technology, Portland, OR, July 2005.

A. Shenhar, R van Wyk, J. Stefanovic, G. Gaynor. "Toward a Fundamental Entity of Technology. "PICMET, Portland International Conference on Management of Engineering and Technology, Portland, OR, July 2005.

"Project Strategy Typologies." Peerasit Patanakul, Aaron J. Shenhar, Dragan Z. Milosevic, William Guth. IAMOT Conference, Vienna, Austria May, 2005.

"Good to Great in Project Management." D. Dvir and A. Shenhar. IAMOT Conference, Vienna, Austria May, 2005.

"Project Management Research – Past history and Future Directions," (with D. Dvir), PMI Research Conference, London, July 2004

"Technofact: Toward a Fundamental Entity of Technology," (with R. van Wyk, G. Gaynor, and J. Stefanovic) IAMOT Conference, Washington, DC, April, 2004.

"Strategic Project Leadership; Focusing Projects on Business," PICMET, Portland, OR, July 2003.

"The Power of Effectiveness," (with T. Phelan and R. Reilly), PICMET, Portland, OR, July 2003.

"Project Strategy - The Way to Competitive Advantage," (with M. Poli), PICMET, Portland, OR, July 2003.

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"The Culture of Management in Israel", Task Force Report, Industrial Forum for Economic Growth, Israel, 1992.

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"The Myth and Reality of Project Management," SME, 5th International Conference on Small and Medium Sized Enterprises, Athens, Greece, August 2008.

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"The Personnel Unit as a Service Organization", Technion Annual Conference on Selected Problems in Personnel Management and Industrial Relations, October 1981. (in Hebrew).

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Keynote Presentations and Invited Talks

Invited Talk: Aaron J. Shenhar and Dov Dvir, "The Myth and Reality of Project Management." Academy of Management Annual Meeting, Anaheim, CA, August 2008.

Keynote Presentation: "Balancing Risk and Opportunity in Aerospace Programs," Aviation Week Annual Conference of the Aerospace Industry, Phoenix, AZ, October 2007.

Keynote Presentation: "Toward a New Model of Excellence in the Aerospace Industry," Aviation Week Annual Conference of the Aerospace Industry, Phoenix, AZ, November 2005.

Invited Talk: The Theory and Practice of Project Management: Past History, Present Research, and Future Directions," Academy of Management Annual Meeting, PDW on Project Management, New Orleans, LA, August 2004.

Keynote Presentation: "Project Management Research: Past History and Future Directions," PMI Research Conference, London, July 2004

Keynote Presentation: "Strategic Project Leadership; Focusing Projects on Business," PICMET, Portland, OR, July 2003.

Keynote Presentation: "A Strategic Approach to R&D Management," R&D Management Conference, Manchester, UK, July 2003.

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Keynote Paper at the IAMOT Conference, Lausanne, Switzerland, March 2001.

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"Adapting Your Project Management Style: The Key to Project Success", A Half-Day Seminar at the PICMET, Portland, Oregon, July 1999.

"Managing the Dynamics of Innovation", Keynote Presentation at 3M Grass Roots Innovation Team, April 1998.

"Adapting Your Project Management Style: The Key to Project Success", A Full Day Seminar at the Annual Symposium of the Project Management Institute, Chicago, IL, October, 1997, and Long Beach, CA, October, 1998.

"Managing the Dynamics of Innovation", Keynote Presentation at Virtual University, Loral, Defense Systems Division -Eagan, MN February 1996.

"The New System Engineering Framework", Keynote Presentation at the Virtual University, Loral, Defense Systems Division -Eagan, MN February, 1995.

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"Analysis of Noise-Driven Oscillators," M.Sc. Thesis, Technion - Israel Institute of Technology, Faculty of Electrical Engineering (Thesis Supervisor - M. Zakai), February 1969 (in Hebrew).

"A Theory of Intrinsic Information and Computation on Topological Spaces," Ph.D. Thesis, Stanford University, Electrical Engineering Department (Thesis Supervisor - T. M. Cover), May 1976.