**PROJECT DELIVERY AND INTERNATIONAL PROJECT MANAGEMENT**

**Executive Summary**

This report has shed light on evaluating personal reflections on the cultural aspects while accomplishing the presentations. Besides this, it has also enlightened personal viewpoints on communication dimensions. A strong focus has also been laid on illustrating the issues associated with geographically dispersed teams. Finally, the impacts of the module on personal learning have also been highlighted in this report.

Table of Contents

[Introduction 3](#_Toc133760593)

[Cultural Aspects 3](#_Toc133760594)

[Communication 3](#_Toc133760595)

[Geographically Dispersed Teams 4](#_Toc133760596)

[Impacts of the module on me in personal aspects 5](#_Toc133760597)

[Conclusion 5](#_Toc133760598)

[References 6](#_Toc133760599)

[Appendix 1 7](#_Toc133760600)

[Issues Faced in Presentation 1 7](#_Toc133760601)

[Issues Faced in Presentation 2 7](#_Toc133760602)

[Issues Faced in Presentation 3 7](#_Toc133760603)

[Issues Faced in Presentation 4 8](#_Toc133760604)

# Introduction

International project management is essential for business organisations in terms of successfully accomplishing any organisational project in foreign locations within the stipulated time by avoiding biases. In addition, international project management also enables companies to successfully engage skilled employees from different nations by promoting cultural diversity to complete the project within the specific deadline. Accordingly, this study focused on illustrating personal reflective viewpoints based on cultural aspects, communication and geographically dispersed teams while doing the presentations. Additionally, the impacts of this module on personal perspectives and knowledge gained by completing this module have also been highlighted in this study effectively.

# Cultural Aspects

Collaboration among team members belonging to different cultural backgrounds is highly crucial for carrying out group presentations based on international project management. Based on the observations of Dusdal and Powell (2021), cultural collaboration among project team members is vital for avoiding interpersonal biases while accomplishing a project. Accordingly, I think that there were interpersonal conflicts among the team members belonging to different cultural orientations due to cultural differences which eventually hampered the quality of the five presentations during the initial stages. I faced problems while working collaboratively with my other group members on the presentations as they criticised me for my cultural background. Moreover, there was a lack of respect among the team participants due to the difference in culture which prevented us from working collectively to complete the presentations on international project management within the stipulated time.

I realised that there was a lack of cooperation among the group members as we failed to understand each others’ cultural perspectives which eventually hampered the data collection procedure while carrying out surveys for the presentations. In addition, I think that we failed to show empathy towards other group members which also resulted in the emergence of cultural conflicts within the team. However, I would state that we treated each other with respect and valued individual cultural perspectives which ultimately strengthened our team collaboration by enhancing cultural diversity. As per the opinions of Ely and Thomas (2020), treating group members with integrity and respecting their cultural aspects positively promotes diversity within a cross-cultural team. Consequently, showing respect and empathy towards other team participants eventually enabled us to strengthen group collaboration and collect the required data effectively for the presentations.

Furthermore, I feel that collecting feedback from the group members has been beneficial for my team in terms of understanding issues faced by them due to cultural differences while working on the international project management presentations. As per the statements of Breuer *et al.* (2020), collecting feedback from team members helps to identify any cultural issues faced by them while working on group projects. Accordingly, I emphasised stating my personal feedback and collecting feedback from other group participants to recognise cultural issues and further take appropriate actions to eliminate the problems. Hence, I would state that showing respect and collecting feedback from group members have been significant in identifying and eliminating cultural biases and further working collaboratively on international project management presentations.

# Communication

I strongly feel that maintaining uninterrupted communication among team participants is highly crucial for achieving success while working on international project management group projects. As per the depictions of Newman and Ford (2021), undisputed communication is vital within a team in terms of conveying project-based information and instructions to other group members. However, I feel that there was a lack of verbal and non-verbal communication among our team participants due to cultural differences which ultimately hampered the team collaboration. In this context, I strongly feel that the language barrier emerged as the most severe issue within our team which adversely hampered communication among the engaged members. According to the viewpoints of Davidavičienė *et al.* (2020), the language barrier is the most significant issue within teams consisting of members belonging to different cultural backgrounds that degrade team collaboration. Consequently, I faced problems while communicating verbally and nonverbally with my multicultural team members as we failed to interpret our respective languages. Hence, the language barrier adversely affected our team communication during the early stages of the five international project management presentations.

Simultaneously, I adopted and applied a simple language within the team in order to enable my cross-cultural team members to communicate undisputedly while working on the five presentations based on international project management. Based on the observations of Rao (2019), English is the most common language that is used worldwide for verbal and nonverbal communication. Furthermore, I realised that we neglected to focus on the utilisation of virtual channels for enhancing online communication with the team members. As per the opinions of Pavlenko and Pavlenko (2021), “Skype”, “Slack” and “Zoom” are effective digital channels which help to improve and maintain open communication among team members during a group project. Accordingly, I used the aforementioned virtual channels in order to establish and maintain uninterrupted communication with my team members. Thus, I think that the utilisation of digital platforms like “Skype”, “Zoom” and “Slack” assisted me in avoiding misunderstandings among the group participants by conserving fluent virtual communication while preparing the presentations.

I realised the importance of maintaining uninterrupted communication within the team while working on international project management presentations in order to convey crucial information to my team candidates. I think that the use of digital communication channels like “Skype”, “Slack” and “Zoom” is highly important in the context of avoiding misunderstandings among team members by maintaining undisputed interaction with group participants. Therefore, I would state that maintaining uninterrupted communication with team members during international project management presentations is crucial in order to successfully exchange and share project-based information within the group.

# Geographically Dispersed Teams

Different geographically located teams turned out to be a severe problem for me in the context of maintaining uninterrupted communication due to a lack of face-to-face interaction. As per the ideas of Seshadri and Elangovan (2019), a lack of in-person interaction with geographically distributed team members is the most common issue faced by team managers and leaders in terms of improving project quality. Accordingly, a lack of physical interaction eventually resulted in the emergence of misunderstandings between me and foreign team members which hampered the team collaboration while preparing the presentations. In addition, different time zones also proved to be a severe problem for me in terms of maintaining fluent communication with the geographically dispersed teams while maintaining the deadlines of the presentations. Geographically distributed team members submitted their presentations at different times which turned out to be a major issue for me in order to submit my own work within the stipulated time frame. Hence, I strongly feel that appointing geographically dispersed team members is highly challenging in the context of synchronising the time zones and maintaining uniform submission deadlines for the presentations.

Contradictorily, I think that the application of digital communication channels like “Zoom”, “Slack” and “Skype” has been significant for me in order to conserve undisputed communication with geographically dispersed teams. As per the comments of Abarca *et al.* (2020), digital communication technologies are crucial while managing and interacting with geographically distributed teams. Accordingly, the utilisation of virtual communication channels has assisted me to convey information based on international project management presentations undisputedly to my geographically dispersed team members. Furthermore, using digital communication channels also enabled me to identify the working hours of my geographically distributed team participants by synchronising with their time zones. Consequently, I have been able to maintain an even submission deadline for the international project management presentations successfully by enhancing cooperation with geographically dispersed teams.

# Impacts of the module on me in personal aspects

This module has been highly valuable for me in the context of gaining detailed knowledge based on international project management. Accordingly, I understood the significance and importance of international project management in terms of accomplishing any foreign organisational project within the specific deadline. As per the comments of White-Jones (2022), international project management refers to the procedure of engaging and handling multicultural resources and teams to work collaboratively for achieving the desired goals. In addition, I have comprehended the ways of managing disparate teams while carrying out group presentations based on international projects in this module. In turn, I understood that treating employees belonging to different cultural backgrounds with respect is essential for promoting diversity within the presentation team. Simultaneously, I comprehended that miscommunications among team members can be adverse in the context of maintaining the quality of group presentations due to a lack of interpersonal collaboration within the team.

Furthermore, I concluded that using digital communication channels like “Skype”, “Slack” and “Zoom” is vital for enhancing open communication with geographically dispersed teams during international project management presentations by observing this module. According to the statements of Wong and Berntzen (2019), virtual communication platforms assist team managers to maintain uninterrupted connections with geographically dispersed teams. On the other hand, I understood that maintaining face-to-face interaction with team members is beneficial in the context of recognising and understanding the cultural perspectives of multicultural group participants. Additionally, this module has also enabled me to comprehend the importance of group collaboration in terms of collecting the required data through surveys for accomplishing international project management presentations within the stipulated time. Hence, I strongly feel that this module has been highly advantageous for me in terms of providing effective knowledge based on team management while carrying out any international project in the foreseeable future.

# Conclusion

It can be stated in conclusion that the core concept and significance of international project management have been understood while preparing the presentations. Furthermore, the cultural issues that emerged while engaging cross-cultural team members have also been identified in this study in an effective manner. Communication obstacles such as the language barrier which disrupted the team collaboration during the preparation of the presentations have also been comprehended in this study significantly. Besides these factors, the obstacles associated with the management of geographically dispersed teams during group presentations have also been identified. Finally, the impacts of this overall module on my personal learning have also been evaluated and comprehended effectively.

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# Appendix 1

## Issues Faced in Presentation 1

I think that the first presentation is completely based on engaging and handling disparate team members while preparing presentations based on international project management. Accordingly, I feel that the cultural gap among the team participants belonging to different cultural backgrounds turned out to be a major issue while working on this specific presentation. We faced problems while understanding each others’ cultural perspectives which further resulted in the degradation of collaboration within the team. In addition, a lack of respect and integrity towards the individual cultures of the group members also led to the emergence of interpersonal and emotional conflicts among the team candidates which eventually hampered the data collection process for this particular presentation.

Furthermore, I realised that my team members lacked in showing empathy towards each other which also resulted in the deterioration of team effectiveness adversely. On the other hand, a lack of cultural diversity within the team also led to the hindrance of the team's power level while preparing the first presentation on international project management. Besides these issues, I feel that a lack of collaboration among team candidates also led to an uneven spread of power within the team which also hampered the quality of the presentation. Accordingly, team members with highly dispersed power misused their power in terms of discriminating against the group participants belonging to minority cultural communities. Therefore, I realised that building team collaboration by promoting diversity and inclusion is crucial in order to effectively accomplish a high-quality presentation based on global project management.

## Issues Faced in Presentation 2

This presentation is based on the survey of the “Water, Sanitation and Hygiene (WASH)” promotional campaigns in Lesotho. Accordingly, the team faced problems while collecting survey data in this presentation due to a lack of financial resources. In addition, a lack of team cooperation also turned out to be a severe obstacle for me in the context of encouraging my group candidates to work collectively to gather the required data within a short time. Accordingly, the delay in data collection restricted me and my team members from accomplishing this specific presentation within the stipulated time. Furthermore, a lack of diversity among team members also turned out to be a major problem for me in terms of sharing information based on the WASH survey conveniently due to degraded team collectiveness and conflicts. Thus, I faced cooperation issues while working with my multicultural team members on this particular international project management presentation.

On the other hand, misunderstandings due to cultural gaps also proved to be a severe issue for me in the context of completing this presentation due to interpersonal conflicts and cultural disruptions within the team. Furthermore, I also faced barriers in communicating with my geographically dispersed team members while collecting data for this presentation due to a lack of in-person communication. Additionally, the difference in time zones also turned out to be challenging for the team in the context of submitting this presentation within the definite deadline. Thus, disrupted communication among geographically distributed teams and a lack of diversity proved to be critical barriers to evaluating the effectiveness of WASH in raising the living standards of local communities in Lesotho.

## Issues Faced in Presentation 3

The third presentation focused on exploring the importance of maintaining strong communication among team members while carrying out an international project. Contradictorily, I feel that the unclear distribution of responsibilities among team candidates emerged as a major issue in terms of establishing a uniform team structure. I think that every team member needs to take their own responsibilities and initiatives in terms of collecting data and interpreting data sets for generating high-quality outcomes for this specific presentation. On the other hand, neglecting personal responsibilities eventually caused delays in data collection procedures which further resulted in missing submission deadlines. In addition, miscommunication with geographically distributed group participants due to a lack of effective virtual communication medium also hampered the team collaboration adversely.

Interpersonal conflicts among group candidates due to disrupted communication and cultural differences also emerged as a critical problem in the context of maintaining effective collaboration within the team. Consequently, a lack of collaboration resulted in the degradation of the overall quality of the presentation due to data shortages. Additionally, delayed working procedures of the team participants due to the absence of team collectiveness also led to the late submission of this presentation. Team members are not likely to respect the cultural perspectives of other colleagues which also proved to be an issue in order to promote equality and inclusion within the team. Therefore, I think that promoting inclusion and equity among team members is essential for accomplishing international project management presentations within specific deadlines.

## Issues Faced in Presentation 4

I feel that this presentation is completely based on the ways of enhancing cultural awareness within a project team to positively eliminate interpersonal and emotional conflicts while working on presentations. Accordingly, cultural gaps due to poor verbal and non-verbal communication are critical problems within a team which adversely hampers team unity. In turn, bridging cultural gaps is likely to be beneficial for team leaders in the context of motivating candidates belonging to different cultural backgrounds to work enthusiastically. Furthermore, I might state that a lack of training programs for the team members is another issue which restricted them from working collectively in terms of completing this specific project presentation.

Apart from these challenges, the difference in time zones emerged as another severe issue in maintaining the submission deadline for this presentation. Team members located at different geographical locations faced problems in understanding the working hours of other team candidates which prevented them from submitting the presentation within the particular deadline. Besides these issues, the language barrier proved to be another major obstacle which resulted in disrupted communication within the team. Team participants faced issues while exchanging and sharing instructions based on international project management due to linguistic differences. Therefore, I strongly feel that a simple language such as English needs to be applied in order to eliminate linguistic problems while carrying out an international project management presentation.