



MSc Computing Project Research Proposal and Ethical Approval Form

Student Details

Student name	Hainadine Chamane
Proposed title of research	Developing a Predictive Model for Cultural Impact on International Project Management Success
Supervisor	Dr Cathryn Peoples and Dr Douglas Millward



Section 1 Research Proposal

Provide a Research Proposal which addresses the following (in no more than 2000 words):

1. An introduction to the problem and the motivation behind your project, including your research question. Problem Background:

Introduction

2. Problem Background:

In today's globalised business environment, international projects have become increasingly common. However, cultural differences among team members can significantly impact project outcomes. These differences can lead to misunderstandings, conflicts, and inefficiencies that hinder project success (Yousef, 2024). Muneer (2022) has noted that while quantitative analysis has shown that the success of construction projects is affected by corporate culture, clear project scope, and good communication, quantitative tools cannot predict and mitigate cultural impacts on project management. Hence, this research aims to fill this gap by creating a predictive model and assessment tool.

3. Proposed Research Problem and Research Question

- **Research Problem**

The research aims to understand how cultural diversity affects team outcomes in international projects and proposes to develop a predictive model to understand its mechanisms and implications (Rodríguez et al. 2023). This is important because globalisation has increased the frequency of international projects, leading to cultural misunderstandings that can result in project delays, increased costs, and failure (Daramola et al. 2024). Quantitative tools often fail to assess and predict the cultural impacts on project management (Ashkanani & Franzoi, 2022). Therefore, improving cross-cultural project management can bring significant economic benefits, such as cost savings and increased efficiency, and foster enhanced international cooperation, paving the way for a more harmonious global business environment (Álvarez & Sahija, 2022).

- **Primary Research Question**

How do cultural differences influence the management and success of international projects, and can we develop a method to predict these influences quantitatively?



- **Hypothesis:**

Hussein (2022) emphasises that globalisation has increased diversity challenges, requiring strategic thinking and problem-solving skills for organisational success. Managing a diverse workforce is challenging due to cultural differences, which significantly impact international project management ability and can be used to predict project success rates.

- **Null Hypothesis:**

Costello (2022) unequivocally underscores the importance of multicultural teams in project management and the need for tools and theories to help project managers address challenges. There is a lack of systematic inquiry into how project managers navigate these challenges, hindering the identification of effective methods for managing projects involving multiple cultures. Significant cultural differences impact international project management, making it challenging to predict project success rates.

References:

Alvarez, S. C. & Sahija, D. (2022) A Review of Cross Cultural Leadership and Management in International Projects, *Technoarete Transactions on Economics and Business Systems*, 1 (2). DOI: <https://doi.org/10.36647/ttebs/01.02.art004>.

Ashkanani, S. & Franzoi, R. (2022) An overview on megaproject management systems, *Management Matters*, 19 (2), pp. 129–148. DOI: <https://doi.org/10.1108/MANM-01-2022-0006>.

Costello, S. (2022) *How do Project Managers address cross-cultural challenges in multicultural projects? Perspectives from the healthcare industry*. [online] Available from: <https://esource.dbs.ie/server/api/core/bitstreams/40699f7a-3437-4c27-9856-aa7fe98df790/content> [Accessed 03 Oct 2024].

Daramola, N. G. O., Adewunmi, N. A., Jacks, N. B. S. & Ajala, N. O. A. (2024) NAVIGATING COMPLEXITIES: A REVIEW OF COMMUNICATION BARRIERS IN MULTINATIONAL ENERGY PROJECTS, *International Journal of Applied Research in Social Sciences*, 6 (4), pp. 685–697. DOI: <https://doi.org/10.51594/ijarss.v6i4.1062>.

Hussein, A. B. F. (2022) *The impact of cultural diversity on project management communication An empirical analysis of the information technology industry in the United Arab* . [online]



Available from: https://bspaace.buid.ac.ae/buid_server/api/core/bitstreams/c7522152-a7e7-4f5f-ae1a-0f2e61c3af1c/content [Accessed 03 Oct 2024].

Muneer, M., Khan, N., Hussain, M. A., Shuai, Z., Khan, A. A., Farooq, R., Moawwez, M. A. & Tariq, M. A. U. R. (2022) A Quantitative Study of the Impact of Organizational Culture, Communication Management, and Clarity in Project Scope on Constructions' Project Success with Moderating Role of Project Manager's Competencies to Enhance Constructions Management Practices, *Buildings*, 12 (11), pp. 1856. DOI: <https://doi.org/10.3390/buildings12111856>.

Rodríguez, L.E.G., Eleta, A.A., Agarwala, T. & Barrachina, M.B. (2023) Individual characteristics on multicultural team performance: does the role played by leaders and team members matter? *Frontiers in Psychology*, 14. DOI: <https://doi.org/10.3389/fpsyg.2023.1281422>.

Yousef, K. (2024) Exploring the impact of cultural diversity in global projects: A comparative analysis of virtual and face-to-face teamwork, *International Journal of Cross Cultural Management*, 24 (2), pp. 411–430. DOI: <https://doi.org/10.1177/14705958241253754>.

2. A skeleton of your literature review, highlighting key sections and the underlying topics.

Impact of Cultural Differences on International Project Management: Literature Review

1. Introduction

The critical necessity to comprehend the profound influence of cultural variations on multinational project management is explored in this literature study. It highlights how these differences affect how cross-cultural difficulties are addressed and the results of projects. As globalisation fosters increased collaboration across borders, project managers and team leaders must grasp and effectively manage cultural diversity within project teams. This factor has become increasingly crucial for project success (Erfan, 2024). The review aims to synthesise current research findings, identify gaps in existing knowledge, and establish a foundation for developing a predictive model and assessment tool to evaluate the impact of cultural factors on international projects, enabling the audience to take the initiative in this vital area.

2. Body

- **The Growing Importance of Cross-Cultural Project Management**



The increase in international projects within today's interconnected business environment highlights the vital necessity of cross-cultural project management. Yousef (2024) notes that the diverse cultural backgrounds of team members can markedly affect project outcomes, frequently leading to misunderstandings, conflicts, and inefficiencies. Similarly, Liu et al. (2020) emphasise that cultural differences can significantly influence the performance of international construction joint ventures, ultimately impacting collaboration and overall effectiveness.

- **Cultural Dimensions and Their Impact on Project Management**

While numerous frameworks have been developed to analyse and categorise the nuances of cultural differences, with Hofstede's cultural framework emerging as one of the most recognised examples, there is an urgent need for comprehensive research on how project managers effectively navigate cultural challenges in multicultural environments, particularly within the healthcare sector (Zhou & Kwon, 2020). This identified gap in the existing literature emphasises the critical importance of conducting industry-specific investigations into the influence of cultural factors on project management practices. It underscores the practical application of such research.

- **Communication Challenges in Multinational Projects**

Effective communication is crucial for the success of any project, especially in multinational initiatives where cultural differences can significantly impact team interactions and idea exchanges (Zhang, 2023). Daramola et al. (2024) explore the various communication barriers that may arise in multinational energy projects. Their research highlights the intricate challenges of diverse cultural backgrounds and underscores the need for project managers to develop targeted strategies to navigate these communication obstacles effectively. Project managers may foster a more cohesive and collaborative atmosphere and ultimately increase the effectiveness of their projects by addressing these challenges.

- **Cultural Diversity and Project Success**

The relationship between cultural diversity and project success is both complex and nuanced. Diogo et al. (2024) explore the various factors that influence project success, mainly through the perspective of multicultural teams. Their research underscores how different cultural backgrounds can enhance or hinder project outcomes. A case study conducted in Guyana provides a compelling illustration of the tangible effects of cultural diversity within the context of construction projects.

- **Quantitative Approaches to Cultural Impact Assessment**



Qualitative studies have historically dominated project management research, but quantitative methods are increasingly crucial for assessing culture's impact (Sulej, 2021). For instance, Muneer et al. (2022) undertook a quantitative investigation that examined how elements such as organisational culture, communication management, and project scope clarity contribute to the success of construction projects. Despite their findings, they emphasise that existing quantitative tools often fall short of accurately predicting and addressing cultural factors, revealing a critical gap in the current methodologies.

- **Predictive Models for Project Success**

Dumitraşcu-Băldău et al. (2021) present a comprehensive predictive model employing various data mining techniques to identify the factors that influence the success of international projects. Their research marks a significant advancement in the effort to quantify the effects of cultural differences on project performance. However, there is still a pressing need for more advanced models that can reliably forecast the impact of cultural factors on project outcomes across different industries and cultural settings, pointing towards a potential future direction of the research.

- **Strategies for Managing Cultural Differences**

Numerous researchers have suggested various strategies for managing cultural differences in international projects. Hussein (2022) emphasises the essential role of strategic thinking and problem-solving skills in navigating the complexities of a diverse workforce. Despite these insights, significant disagreement persists regarding the most effective strategies. Further research is essential to test and validate these approaches across diverse cultural contexts and project types. This underscores the critical need for rigorous investigation in this field. The study by Anglani et al. (2023) clearly highlights imperative areas for future research in cultural intelligence in project management, including the assessment of team outcomes, the development of innovative methods for evaluating virtual teams, the expansion of project categories, and the implementation of robust empirical research methodologies.

- **Conclusion**

This literature review emphasises the growing emphasis on the impact of cultural differences in international project management. Researchers widely agree on the vital role that cultural factors play in shaping project outcomes. However, a significant gap remains in using quantitative methodologies and predictive modelling, which are crucial for a more thorough understanding of these dynamics. To address this gap, this research proposes the creation of a comprehensive Cultural Impact Assessment Tool. Such a tool, if developed, could equip



project managers with practical strategies to navigate the cultural challenges they face in international projects effectively, offering a promising future for cross-cultural project management.

References:

Anglani, F., Pennetta, S., Reaiche, C. & Boyle, S. (2023) Crossing digital frontiers with cultural intelligence - a new paradigm for project managers. *International Journal of Project Management*, [online] 41(8), p.102543. DOI: <https://doi.org/10.1016/j.ijproman.2023.102543>.

Daramola, N. G. O., Adewunmi, N. A., Jacks, N. B. S. & Ajala, N. O. A. (2024) NAVIGATING COMPLEXITIES: A REVIEW OF COMMUNICATION BARRIERS IN MULTINATIONAL ENERGY PROJECTS, *International Journal of Applied Research in Social Sciences*, 6 (4), pp. 685–697. DOI: <https://doi.org/10.51594/ijarss.v6i4.1062>.

Diogo, B. B., Carlos, A. P. S., Najjar, M., Da Costa, B. B. F., Tam, V. W. Y. & Haddad, A. N. (2024) Project success and critical success factors of construction projects from the perspective of a multicultural team: a case study in Guyana, *International Journal of Construction Management*, pp. 1–15. DOI: <https://doi.org/10.1080/15623599.2024.2397626>.

Dumitraşcu-Băldău, I., Dumitraşcu, D.-D. & Dobrotă, G. (2021) Predictive Model for the Factors Influencing International Project Success: A Data Mining Approach, *Sustainability*, 13 (7), pp. 3819. DOI: <https://doi.org/10.3390/su13073819>.

Erfan, M. (2024) The Impact of Cross-Cultural Management on Global Collaboration and Performance. *Advances in Human Resource Management Research*, [online] 2(2), pp.102–112. DOI: <https://doi.org/10.60079/ahrmr.v2i2.261>.

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Liu, J., Cui, Z., Feng, Y., Perera, S. & Han, J. (2020) Impact of culture differences on performance of international construction joint ventures: the moderating role of conflict management, *Engineering Construction & Architectural Management*, 27 (9), pp. 2353–2377. DOI: <https://doi.org/10.1108/ecam-02-2019-0111>.



Muneer, M., Khan, N., Hussain, M. A., Shuai, Z., Khan, A. A., Farooq, R., Moawwez, M. A. & Tariq, M. A. U. R. (2022) A Quantitative Study of the Impact of Organizational Culture, Communication Management, and Clarity in Project Scope on Constructions' Project Success with Moderating Role of Project Manager's Competencies to Enhance Constructions Management Practices, *Buildings*, 12 (11), pp. 1856. DOI: <https://doi.org/10.3390/buildings12111856>.

Sulej, K.P. (2021) Organizational Culture and Project Management Methodology: Research in the Financial Industry. *International Journal of Managing Projects in Business*, [online] 14(6). DOI: <https://doi.org/10.1108/ijmpb-08-2020-0252>.

Yousef, K. (2024) Exploring the impact of cultural diversity in global projects: A comparative analysis of virtual and face-to-face teamwork, *International Journal of Cross Cultural Management*, 24 (2), pp. 411–430. DOI: <https://doi.org/10.1177/14705958241253754>.

Zhang, C. (2023) Addressing Cultural Differences: Effective Communication Techniques in Complex Organization. *Academic Journal of Management and Social Sciences*, [online] 5(3), pp.30–33. DOI: <https://doi.org/10.54097/5txujkkq>.

Zhou, Y. & Kwon, J.-W. (2020) Overview of Hofstede-Inspired Research Over the Past 40 Years: The Network Diversity Perspective. *SAGE Open*, [online] 10(3), p.215824402094742. DOI: <https://doi.org/10.1177/2158244020947425>.

3. An overview of the research methods that you will use for data collection and analysis.

Research Methods Overview

Research Philosophy

I have chosen to implement my project's "Research Onion" methodology, specifically opting for the Pragmatism philosophy. Pragmatism is a research philosophy that emphasises using the best tools for investigation, constantly questioning and interpreting knowledge, and involving researcher involvement and subjectivity. It draws conclusions based on participants' responses and decisions (Phair & Warren, 2021). As Kaushik & Walsh (2019) highlight, Pragmatism refers to the philosophical assumptions that guide the researcher's actions and worldview.



Research Design

- **Empirical research:** Empirical research is based on observations and measuring phenomena directly through experiments. It involves gathering and analysing primary data and using a specific methodology, such as experiments or surveys. The research question will determine objectives, and the findings can be generalised to larger samples and other situations (Hess, 2024).
- **Mixed Method:** This research will employ both quantitative and qualitative methods, including online surveys, interviews, and case studies, to provide a comprehensive understanding of the research problem (Pregoner, 2024).

Data Collection Methods

1. Online Surveys

- Target: 15-20 experienced international project managers
- Content: Demographics, Likert-scale items, project outcomes, multiple-choice questions
- Purpose: Gather quantifiable data on cultural impacts and project success

2. Semi-Structured Interviews

- Participants: Same pool as survey respondents
- Format: Virtual/in-person, 45-60 minutes
- Purpose: Gather detailed qualitative insights and experiences

Data Analysis Approach

1. Quantitative Analysis

- Statistical analysis of survey data
- Use of Python tools (NumPy, Pandas, Scikit-learn)
- Development of predictive model

2. Qualitative Analysis

- Thematic analysis of interview transcripts
- Pattern identification and coding
- Best practices identification

Quality Assurance

- GDPR compliance and data protection
- Multiple data validation processes
- Cross-cultural validation
- Bias mitigation through diverse participant selection

4.A breakdown of your project into work packages, including a description of the artefact(s) to be created and your timeline.

Timeline and Milestones

- **Sprint 0: Project Initiation and Planning (2 weeks)**
 - Definition of the project scope and objectives
 - Set up project management tools
 - Create initial product backlog
- **Sprint 1: Research Phase (4 weeks)**
 - Begin literature review
 - Design initial survey
 - Identify potential interview candidates



- **Sprint 1 Review and Planning**
 - Evaluate progress on literature review and survey design
 - Plan adjustments for Sprint 2

- **Sprint 2: Data Collection Initiation (4 weeks)**
 - Complete literature review
 - Finalise and distribute the survey
 - Begin conducting interviews

- **Sprint 2 Review and Planning**
 - Analyse initial survey responses and interview data
 - Refine interview questions based on early insights
 - Plan for data analysis in Sprint 3

- **Sprint 3: Data Analysis and Model Conceptualisation (4 weeks)**
 - Continue data collection (surveys and interviews)
 - Begin data analysis
 - Conceptualise mathematical model for cultural impact assessment

- **Sprint 3 Review and Planning**
 - Review data analysis progress
 - Refine mathematical model concept
 - Plan for tool development in Sprint 4



- **Sprint 4: Tool Development Phase 1 (4 weeks)**

- Start Python tool development (user interface and basic logic)
- Continue data analysis
- Begin drafting the research report

- **Sprint 4 Review and Planning**

- Demo initial tool prototype
- Gather feedback on tool design
- Plan for tool enhancement in Sprint 5

- **Sprint 5: Tool Development Phase 2 (4 weeks)**

- Implement mathematical model in Python tool
- Develop data visualisation components
- Continue writing research report

- **Sprint 5 Review and Planning**

- Evaluate tool progress and gather feedback
- Plan for testing and validation in Sprint 6

- **Sprint 6: Testing and Validation (4 weeks)**

- Conduct user testing of the Python tool
- Perform peer review process



- Finalise research report

- **Sprint 6 Review and Planning**

- Analyse user testing results
- Plan for final refinements in Sprint 7

- **Sprint 7: Refinement and Documentation (2 weeks)**

- Make final refinements to the Python tool
- Complete all documentation
- Prepare final project deliverables

- **Final Review and Project Closure (1 week)**

- Conduct final project review
- Present findings and tools to stakeholders
- Close the project and plan for future evaluations

- **Research Phase (Months 1-3)**

- Literature review
- Survey design and distribution
- Conduct interviews and case study analysis



References:

Hess, C. (2024) *Research Guides: Empirical Research: Defining, Identifying, & Finding: Defining Empirical Research*. [online] libguides.memphis.edu. Available from: <https://libguides.memphis.edu/empirical-research/definition> [Accessed 07 Oct 2024].

Kaushik, V. & Walsh, C. A. (2019) Pragmatism as a Research Paradigm and Its Implications for Social Work Research, *Social Sciences*, 8 (9), pp. 255. DOI: <https://doi.org/10.3390/socsci8090255>.

Phair, D. & Warren, K. (2021) *Saunders' Research Onion: Explained Simply*. [online] Grad Coach. Available from: <https://gradcoach.com/saunders-research-onion/> [Accessed 01 Oct 2024].

Pregoner, J. D. (2024) Research Approaches in Education: A Comparison of Quantitative, Qualitative and Mixed Methods. *IMCC Journal of Science*, [online] 4(2), pp.31–36. DOI: <https://hal.science/hal-04655066>.

5. For Cyber Security projects only, please indicate the CyBOK category and knowledge area applicable to your project.

Remember to use UoEO Harvard referencing. A Gantt chart or similar can be used for your timeline.

Section 2 Ethical approval

Use the following headings to describe and discuss how you intend to deal with ethical issues in relation to your research. You should consult the university guidelines and project module content to help you to do this. Acknowledge how you propose to address the issues if your research or part of your research is going to take place online. **(No more than 2000 words)**

1. Consent

How do you intend to seek informed consent from participants?

Informed consent for this research on cultural impacts in international project management will be obtained through a two-step process. First, all participants will receive a detailed Participant Information Sheet outlining their participation's research purpose, methodology, and implications. This document will clearly explain that the research investigates how cultural differences affect international project management success, requiring approximately 45-60 minutes for interviews or 15-20 minutes for surveys.

The information sheet will emphasise the voluntary nature of participation and explicitly state participants' rights, including their ability to withdraw from the study. It will also detail how their data will be used, stored, and protected, along with participation's potential benefits and risks. Contact information for the researcher and supervisor will be provided to ensure participants can raise questions or concerns anytime.

Following the information sheet, participants will be asked to complete a formal Consent Form. This document will require explicit acknowledgement of their understanding of the research process, permission for the audio recording of interviews, and confirmation of their voluntary participation. The consent process will be particularly mindful of cultural differences and potential language barriers, with translations provided where necessary.

2. Right to withdraw

How do you intend to inform participants of their right to withdraw?

The right to withdraw from this research will be communicated to all participants throughout the study. Participants will be informed that they can withdraw their participation during data collection and up to two weeks after participation. This timeline ensures participants have sufficient time to reflect on their involvement while allowing the research to progress according to schedule.

Participants will be assured that withdrawal requires no justification and can be initiated through multiple channels, including email, phone, or through their organisational contact. Upon withdrawal, all individual data will be removed from the research and securely destroyed unless anonymised and integrated into the broader analysis. This approach ensures participants maintain control over their involvement while protecting the integrity of the research process.

3. Confidentiality

How do you intend to maintain confidentiality?

Confidentiality in this international project management research will be maintained through robust data protection measures and careful reporting procedures. Each participant will be assigned a unique identifier code, and all identifying information will be removed from interview transcripts and survey responses. This is particularly important given the sensitive nature of project management information and potential commercial implications.

Data management will follow a structured approach. Raw data will be stored securely for 12 months, with digital files password-protected and physical documents kept in locked storage. Consent forms will be stored separately from research data to maintain confidentiality. In reporting research findings, pseudonyms will be used, and data will be presented in aggregate form to prevent the identification of individual participants or organisations.

4. Harm

How do you intend to protect participants from harm?

Protection from harm in this research encompasses professional, cultural, and psychological considerations. Given the international nature of the research and its focus on cultural differences, particular attention will be paid to cultural sensitivity and appropriate communication methods. Participants can skip any questions they find sensitive and review their interview transcripts to ensure an accurate representation of their views.

Carefully handling project performance data and safeguarding organisational reputations will ensure professional protection. The research design acknowledges the potential sensitivity of discussing project failures or cultural challenges and includes measures to protect participants' professional relationships and standing within their organisations.

5. Data access, storage and security

Please confirm that all personal data will be stored and processed in compliance with the General Data Protection Regulation (GDPR). Describe the arrangements for storing and maintaining the security of any personal data collected as part of the project.

Data management will strictly comply with GDPR requirements and university guidelines. All research data will be stored on secure university-approved servers with appropriate password protection and encryption. Access will be limited to the researcher and supervisor, and all data access will be logged for security purposes. The retention period for raw data will be 12 months, after which it will be securely destroyed following university protocols.

Regular backups will be maintained while ensuring security protocols are not compromised. This is particularly important given the international scope of the research and the need to protect potentially sensitive project management information. Data transfer between devices will be minimised, and encrypted channels will be used when necessary.

6. Other issues

Identify any specific ethical issues relating to this research, for example if your research involves vulnerable groups like young children, or pupils who have SEND (special educational needs/disability).

The international scope of this research presents additional considerations that must be addressed. Cross-cultural aspects are central to the research topic and its execution, requiring careful attention to diverse cultural perspectives and international business norms. The research design acknowledges varying ethical standards across cultures while maintaining consistent core principles.

Professional considerations include protecting commercially sensitive information and maintaining professional relationships across cultural boundaries. Clear boundaries will be established between research activities and professional roles, which is particularly important when investigating cultural impacts on project management.

The research will also consider international legal frameworks, particularly regarding data protection and privacy across different jurisdictions. This includes awareness of varying ethical standards and appropriate handling of global communication, ensuring cultural appropriateness in various contexts while maintaining research integrity.

Section 3 Risk Assessment

If your research does not involve human participants, you are able to enter “N/A” in the comment box.

YES

1. Are there any potential risks, for example physical, psychological, social, legal or economic, to participants or subjects associated with the proposed research?

YES

Please provide full details of the potential risks and explain what risk management procedures will be put in place to minimise the risks:

Professional risks can arise when participants share sensitive information about project failures or cultural conflicts, potentially impacting their professional relationships or career prospects. To mitigate this risk, it's essential to implement strict confidentiality measures, use pseudonyms, and adopt aggregated data reporting methods to prevent the identification of individuals or organisations.

Psychological risks may occur when discussing cultural differences and project challenges, leading to discomfort or stress among participants. To address this, clear communication about the discussion topics should be established beforehand, offering participants the option to skip questions or withdraw from participation without any consequences.

Economic risks involve potentially disclosing commercially sensitive project information, which could adversely affect participants' relationships with their organisations. Removing identifying business details, ensuring secure data storage, and establishing confidentiality agreements are crucial to managing these risks.

2. Are there any potential risks to researchers as a consequence of undertaking this proposal?

YES

Please provide details and explain what risk management procedures will be put in place to minimise this.

When handling sensitive international project data, professional risks may arise, which could conflict with professional obligations. To manage this risk, it is crucial to maintain a clear separation between research and experienced roles. Transparent communication with all stakeholders is essential to ensure everyone is on the same page and aware of their responsibilities.

Data security risks from managing confidential international project information across multiple organisations present significant challenges. To mitigate these risks, robust data security protocols must be implemented. Using university-approved secure storage systems and ensuring the encryption of sensitive data are vital steps in protecting this information.

Cultural risks can arise from potential misunderstandings or misinterpretations across cultural boundaries. To manage this, fostering cultural sensitivity is essential. Using appropriate translation services when needed and carefully validating interpretations can help bridge these gaps and promote effective collaboration among diverse teams.

3. Are there any potential reputational risks to the University of Essex Online as a consequence of undertaking this proposal?

YES

Please provide full details and explain what risk management procedures will be put in place to minimise this.

Research integrity raises concerns about data protection when handling sensitive international business information. To manage this risk, adhering strictly to GDPR and other global data protection regulations is essential. Additionally, maintaining clear documentation of ethical procedures will help ensure compliance and build trust.

Research involving cultural differences can foster international relations but can also be perceived as culturally insensitive. Research materials must be carefully reviewed for cultural appropriateness to mitigate this risk. Communicating research objectives and handling cultural differences to foster positive relationships are essential.

Corporate relations organisations may have concerns about the confidentiality of project information. To effectively manage this risk, it is crucial to implement clear confidentiality agreements, secure data handling procedures, and maintain professional communication protocols. These measures will help ensure that all parties feel safe and valued.

4. Will the research involve individuals below the age of 18 or individuals of 18 years and over with a limited capacity to give informed consent?

NO

(If yes, a Disclosure and Barring Service disclosure (DBS check) may be required. Please attach as part of your application). Give further details of participants below.

The research will only involve professional project managers and team members with experience in international projects. All participants will be over age 18 and capable of providing informed consent.

5. Are there any other ethical issues that have not been addressed, which you would wish to bring to our attention?

YES

Give details below:

Several ethical issues warrant attention, particularly in research and data collection. One significant consideration is cross-cultural communication. Accurate interpretation of cultural nuances is crucial to ensure that the data collected and analysed truly reflects the diverse perspectives of different cultures. To address this issue, it is essential to enlist the help of cultural experts for validation. Additionally, carefully translating research materials and member-checking interpretations can help ensure the research accurately captures the intended meanings.

Another critical ethical concern is international data protection. As data protection regulations vary across countries, it is vital to navigate these differences thoughtfully. Organisations should adhere to the strictest applicable standards, regardless of local laws. This approach not only ensures compliance but also fosters trust among participants. Moreover, maintaining clear documentation of data handling procedures and regularly reviewing international compliance requirements will help organisations remain accountable and transparent in their data practices.



Section 4 Confirmation Statements

The results of research should benefit society directly or by generally improving knowledge and understanding. I confirm that my research project has a potential benefit. (If you cannot identify a benefit, you must discuss your project with your supervisors to help identify one or adapt your proposal so the study will have an identifiable benefit.)

I confirm that I have read the Research Ethics Policy and the relevant sections of the Research Ethics Procedures and will adhere to these in the conduct of this project.

(These statements must be ticked in the form.)

Signature

Date and Signature space are available in the form.

Attachments

You are required to attach the following documents to this form:

1. Appendix 1 - Participant Information Sheet
2. Appendix 2 - Consent Form
3. Appendix 3 - Participant Debrief Sheet