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# SUMMARY

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During the past decade effective project management has become a desired skill that every organization is seeking in people. Projects are now more complex and dispersed among different countries and their successful operation is the key for the organizations and their businesses.

As this is the era of globalization and the market is very competitive, project managers need to be able to understand the sophistications in the problems and come up with ways of solving them within the scope and limitation of the projects. They are the people that need to be smart enough to devise problems into sub problems and use all the members in the project team according to their area of expertise and bring the best outcome from them.

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Virtual project management is the system by which virtual teams collaborate for a finite period of time toward a specific goal. A virtual team is a small temporary group of geographically, organizationally and/or time dispersed knowledge workers who coordinate their work with communication technologies in order to accomplish one or more organization tasks. The virtual teams entail a large set of benefits, such as access to talent, focused virtual knowledge base, reduction of international investment and lower labor costs and on the other hand virtual teams also pose variant challenges like motivation, geographical and cultural differences.

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Table of Contents

[SUMMARY I](#_Toc488153656)

[INTERCULTURAL PROJECT MANAGEMENT 1](#_Toc488153657)

[INTERCULTURAL VIRTUAL PROJECT MANAGEMENT 1](#_Toc488153658)

[Chapter 1: Virtual Project Management 1](#_Toc488153659)

[1.1 Background Area - Going Virtual 1](#_Toc488153660)

[1.2 Virtual Project Management 1](#_Toc488153661)

[1.3 Virtual Teams 2](#_Toc488153662)

[1.4 Intercultural Virtual Projects 2](#_Toc488153663)

[1.5 Challenges in Intercultural Virtual Projects 2](#_Toc488153664)

[Chapter 2: Theory and Literature Review 3](#_Toc488153665)

[2.1 Virtual Projects and Teams 3](#_Toc488153666)

[2.2 Challenges in Virtual Projects 3](#_Toc488153667)

[2.3 Motivation in Virtual Projects 4](#_Toc488153668)

[Chapter 3: Methodology and Analysis 4](#_Toc488153669)

[3.1 Data Collection with Google Forms 4](#_Toc488153670)

[3.2 Data and Analysis 4](#_Toc488153671)

[Chapter 4: Observation and Conclusion 8](#_Toc488153672)

[4.1 Observation on the Analysis 8](#_Toc488153673)

[4.2 Conclusion 8](#_Toc488153674)

[INTERCULTURAL ON SITE PROJECT MANAGEMENT 1](#_Toc488153675)

[Table of References 1](#_Toc488153676)

# INTERCULTURAL PROJECT MANAGEMENT

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# INTERCULTURAL VIRTUAL PROJECT MANAGEMENT

## Chapter 1: Virtual Project Management

### 1.1 Background Area - Going Virtual

The phenomenal growth of mobile technologies, as well as the global adoption of the Internet, have altered the way people access and share information. The division of technical knowledge, brought about by cultural differences and inequalities that fragment societies and the capacities of individuals, has been quickly overcome by a faster and cheaper exchange of knowledge. This provides technological know-how to a wider range of cultures and communities around the world, opening up the possibility of incorporating international workforce with minimal expansion needs. Global markets exceed nationalities and seek key advantages in terms of cost, quality and flexibility.

The virtual teams entail a large set of inherent benefits, such as increased pool capacity, access to talent, long active shifts with dispersed teams, focused virtual knowledge base, smaller sites, reduction of international investment and lower labor costs. Coming to lower wage markets. From the perspective of team members involved in distance work, there are a substantial number of recognized benefits and on the other hand virtual teams also poses wide variety of challenges like geographical difference, motivation and cultural differences.

A survey of more than 1,000 respondents created by Wrike, Inc. shows that the three main benefits identified are time savings (41%), productivity increase (29%) and opportunity to focus on work, instead of office politics (10%). On the other hand, the main challenges identified by the respondents are lack of direct communication (38%), difficulty accessing data (21%) and poor visibility of peer actions (19%). (Filev, 2013).

Project managers, regardless of the typology of the project, are not able to carry out their work without the help of a project team and the proper evaluation of the stakeholders. Therefore, an effective project manager must be able to calculate a balance between technical, personal and conceptual skills, in order to help the manager to analyze and interact properly.

### 1.2 Virtual Project Management

One of the most prevalent project management document is the Project Management Body of Knowledge (PMBOK) edited by the Project Management Institute (PMI) defines Project Management as *“the application of knowledge, skills tools, and techniques to project activities to meet project requirements.”* (Project Management Institute (PMI), 2008)

Virtual project management is the system by which virtual teams collaborate for a finite period of time toward a specific goal. There is a multiplicity of factors that may explain the increasing adoption of virtual project management in the current international workplace. The current increase in virtual projects and their economic importance within the project management industry make it a convincing case to investigate the factors that affect the success of the virtual team. This “Virtual Project Management” paper aims to explore the characteristics of progress, motivation and challenges in intercultural virtual environments.

### 1.3 Virtual Teams

Across literature there are multiple definitions of virtual teams. In the literature section there is a wider definition. An introductory definition is the one that Ebraim (2009) summarize from their own literary review:

*“A virtual team is a small temporary groups of geographically, organizationally and/or time dispersed knowledge workers who coordinate their work predominantly with electronic information and communication technologies in order to accomplish on e or more organization tasks.”*

### 1.4 Intercultural Virtual Projects

Culture is a differentiating aspect that has usually been used to describe Diversity. In each culture there is a specific capital of beliefs, ideas, values, myths and, above all, those that unite a community. An individual from that community, when involved in the working group of individuals from other communities to achieve the goal, forms the Intercultural Project environment. If all individuals are not correlated and work at a distance, they form the virtual intercultural project environment.

### 1.5 Challenges in Intercultural Virtual Projects

In the new virtual project environment, team members seldom share a common workplace, rarely seen, perhaps never worked together before, and may never work together again once the project is complete. In other words, when on-site project management has to manage virtual teams, it becomes virtual project management.

Intercultural virtual projects face tougher challenges than onsite projects. It is harder to manage the virtual teams to be successful than onsite teams. One of the reasons is the difficulty to create the common environment for the people from the different culture background and to foster motivation for the team as a whole, directly affected by the lack of face-to-face interaction. The consequences of low motivation can be directly connected to increased difficulty in monitoring the team performance, misunderstandings and perceptions of isolation within projects.

The platform of virtual projects allows organizations to surpass the boundaries of geographical distance, time zones, and cultural differences, however they are not deprived of specific challenges. The four major areas in which the management of global virtual teams face significant challenges: communication, culture, technology, and project management.

With the rise of virtual projects, it is particularly important to adapt management and leadership strategies to the new paradigm. Project management knowledge and techniques need to be applied on virtual projects, however, reduced direct human interaction, technical complexities and other characteristics require that project leaders of virtual teams address various issues of enhanced difficulty when approaching intercultural virtual environments.

## Chapter 2: Theory and Literature Review

### 2.1 Virtual Projects and Teams

The virtual project is one in which the participants are geographically distributed to an extent that they may seldom, meet face-to-face as a team.

A virtual team is a set of individuals who work independently working together to provide business solutions. A virtual team will typically include members who work primarily from home and may have a small, centralized meeting office and group projects can be planned and executed.

Virtual teams reside within the interaction of three larger systems: people, processes and technology. These are the components of virtual teams, and as such, need to be addressed in order to have a successfully collaborating team.

As it has been shown, virtual teams main characteristic derives from the lack of physical existence. The tasks, goals, or missions that they intend to accomplish do not introduce necessary differential aspects, however, it is the way these tasks are accomplished, and the unique constraints they face, that differentiate virtual teams from onsite ones.

### 2.2 Challenges in Virtual Projects

In a way, the most challenges identified relate to some of the special characteristics of virtual teams. As it has been pointed out, space and time are some of main characteristics, however, these factors have four main causes for concern: geography, culture, organization, and social issues.

Geography, culture, organization and social issues offer serious challenges in all types of projects, or even, any type of enterprise that has a wide-territory and that involves a multiplicity of individuals. It is true, that virtual environments are affected more severely from these challenges. Thus, the only truly challenge that is only present in virtual teams that has not relation in on-side ones resides in the lack of face-to-face interaction. However, trust, innovation, and leadership are challenges that exist in collocated teams, as well. With this in mind and as a fitting broad summary of virtual team challenges. The first challenge is precisely building trust within the team, which in virtual environment stems on performance consistency, rather than social bonds. The second challenge is maximizing process gains and minimizing process losses. The third challenge deals with overcoming feelings of isolation and detachment associated with virtual teamwork. The fourth challenge is balancing technical and interpersonal skill among virtual team members, which links back to selecting the right individuals for specific virtual environments, due to their technical skills rather than interpersonal skills.

### 2.3 Motivation in Virtual Projects

The fact that motivation is discussed separately because it is challenge and a solution at the same time. Motivation is positively related to productivity, makes it an area worth to be invested in. The two types of work factors influence motivation: hygiene factors and motivation factors. Hygiene factors refer to the contextual features of the working environment, such as salary, working conditions, interpersonal relations, etc. Motivation factors refer to the characteristics of the work itself, such as sense of achievement, responsibility, advancement and growth; in other words, progress.

## Chapter 3: Methodology and Analysis

### 3.1 Data Collection with Google Forms

The google form interviews are the main data sources for this paper. The interviews consist of a series of multiple choice, mandatory, optional questions followed by some description questions that aim for an extended reply or clarification. The questions are divided in different categories which at the same time can be focused into three main blocks: background and experience of the respondent, virtual projects, motivation and culture.

### 3.2 Data and Analysis

#### 3.2.1 Virtual Environments

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **ADVANTAGES** | **DISADVANTAGES** | **TIME ZONES** | **FACE TO FACE** |
| Respondent 1 | The challenge of meeting new cultures and establishing new relationships. Travel. | Language barriers. Making everybody understand what needs to be done. | It's not a problem. It's a challenge that can easily be bridged. | Depends on projects. |
| Respondent 2 | Flexibility in working schedule. | Not being able to physically interact with people. | Not a problem. | Normally there's no face to face interaction nor meetings. |
| Respondent 3 | Access to talent, flexibility of working hours, higher productivity. | Scheduling everybody is difficult. | It's not a problem. | Depends on the project. |
| Respondent 4 | More flexibility. Higher productivity as you can work with the best talent in continuous shifts. | It's hard to keep up with the progress of team members. | It's not a problem. | It's important to do it as much as you can. |

Table 1 Virtual Environments

The category identified is the one regarding virtual environments and how the respondent experiences their particular characteristics. This category shows interesting points that all respondents seem to have experienced. Challenges, cultures, talent, focus are some of the words that are mostly used. The time variable is a particularly interesting one, as several respondents show the advantage of higher productivity due to the possibility of having continuous shifts across the world in different time-zones.

#### 3.2.2 Virtual Teams (Bruce Tuckman’s Model)

It is important to look into the key activities in the lifecycle of virtual team management. While tradition team dynamics lifecycle stages are defined by Tuckman (1965) as Forming, Storming, Norming, Performing, and later on Adjourning.

The first phase is Phase A: Preparations, where the mission of the project is developed, team members are assigned, tasks are designed, rewards systems are defined, technology is selected, and an organizational integration is planned.

Phase B: Launch starts with a Kick-off event, on which team members get acquainted, the goals are explained and clarified, and a set of rules are set.

The third phase, Phase C: Performance Management revolves around leadership regulation of communication, assessment of motivation and emotions, and knowledge management.

Phase D: Team development is the fourth phase, and holds the assessment of needs and deficits of the team. Individual and/or team training is conducted, as well as the evaluation of the effects of the training.

Finally, Phase E: Re-integration of team members into the organization or other projects.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **FORMING** | **STORMING** | **NORMING** | **PERFORMING** |
| Respondent 1 | Project team members vary from project to project. | Team harmony and positive peer pressure are infectious. | 90% of communication happens via phone and conference calls. Teams are encouraged to communicate. | Knocking down barriers. |
| Respondent 2 | Teams are mixed with client and team members. | Teams are approached on one- by-one basis. | Communication is done with email, IM, phone. | Aim for a very open environment so that everyone can communicate any direction they want. |
| Respondent 3 | Project team members vary from project to project. | Team dynamics are difficult to get going. | Daily Skype meetings with tasks assigned in meetings and followed by emails. | Using the pyramid of communication. Between face-to-face and email. |
| Respondent 4 | Members are dispersed. | The stress lays in the planning phase, instead of brainstorming. Task oriented approach. | Communication is constant with email, instant messaging and Skype. | Use a team site where people can share things or show their profiles. |

Table 2 Virtual Teams (Tuckman’s Stages)

The categories chosen for this theme are taken directly from Tuckman's (1965) stages of group development model (Tuckman, 1965). The patterns that emerge from the first category are the way the teams are created. The teams are assembled normally by a multi-organization approach with different (and sometimes conflicting) roles and goals, and normally are delivered to the project managers already assembled.

The second category, since is symbolically linked to the storming stage deals with the dynamics that teams follow when interpersonal challenges arise. The narratives of the respondents are surprising when they try to think about this process. All respondents mentioned that either they did not experience problems, or that the problems between team members are negligible due to the limited interactions and the higher task oriented nature of Virtual Project Management environment.

The third category, the norming stage defined by Tuchman, responds to the dynamics on which virtual teams communicate or how tasks are assigned and delivered to the teams.

The fourth category of this theme, Performing, which relates more to the way the team performs as a team, instead of the actual tasks and process produced and delivered by the team.

#### 3.2.3 Motivation in Intercultural Virtual Projects

The importance of motivation in Inter-cultural virtual projects is provided in two ways. The first one in a scale from 0 (not important at all) to 10 (critically important). The second one in relation to virtual projects. The responses show a very definite pattern. The value of importance averages 7.75, which signifies a high importance of motivation in virtual teams. However, almost all respondents clarified that the importance of motivation is equal in any type of project, virtual or not. They all agree that fostering motivation in virtual projects is particularly more challenging and difficult than in onsite projects and specially motivation becomes quite challenging in intercultural environment.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **IMPORTANCE** | **INTER CULUTRAL ASPECTS** | **MOTIVATORS** | **DEMOTIVATORS** |
| Respondent 1 | 9 out of 10 | With similar cultures it's easy to see if they're motivated. Overseas is more difficult. | Important to set goals together and build relationships in the beginning. | It's difficult to maintain high motivation if people fear for their jobs. |
| Respondent 2 | 7 out of 10 | Being virtual is a challenge. Having experience in the field is a big leverage point. | Knocking down Cultural barriers for the team. Focus on communication and the good things. | Big changes in the direction of projects. |
| Respondent 3 | 7 out of 10 | The best way to see if they're motivated is by looking at the completion of objectives. | Meaningful work. Listening to the team and the individuals. | Bossing people around. |
| Respondent 4 | 8 out of 10 | It shows because people don't do what they have to. | Choosing the right personality for virtual projects. Task driven people will be motivated. | Can't think of anything. |

Table 3 Motivation in Inter-Cultural Virtual Projects

If motivation is important, how do managers see if the team is motivated or not. If the individuals are doing their work, on time, and as requested, that is a sign of a motivated individual. If the project continues its course and moves forward, if it progresses, motivation should be high. In this case, it is not because of progress that team members are motivated, it is because managers see progress that they assume the team members are motivated. It is a little but important difference.

The last 2 categories try to capture the respondent’s experiences in regards of motivators and demotivators within an inter-cultural virtual project. It is worth pointing out that these factors are not necessarily different from those of onsite projects, as, for example, the cultural difference is a well-known demotivators in any kind of working environment. This category below is probably the most important of all, as provides a self-reflection quality that puts in perspective the other answers.

#### 3.2.4 Self-Motivation in Inter-Cultural Virtual Projects

|  |  |
| --- | --- |
|  | **WHAT MOTIVATES YOU IN INTERCULTURAL VIRTUAL PROJECT?** |
| Respondent 1 | Diversity of projects and dealing with different people of different cultures around the globe. |
| Respondent 2 | New challenges. See the group complete a project successfully motivates me. |
| Respondent 3 | Learning new technology. Pushing myself to more difficult levels. |
| Respondent 4 | I'm motivated by the fine salary I get at the end of the month. |

Table 4 Self-Motivation in Inter-Cultural Virtual Projects

This category is probably the most important of all, as provides a self-reflection quality. It is particularly interesting that all but one responses refer to purely intrinsic motivators. Diversity of projects, new challenges, learning, pushing oneself, attaining the goal, the sense of responsibility, pride in accomplishing something bigger, becoming better, self-accomplishment and a fine salary at the end of the month. All these factors are related to the internal gears that drive each individual and have little or no connection to external factors.

Obviously, this does not mean that without motivators, like a salary, or recognition, these individuals would continue working with the same motivation levels. What it means is that when given the opportunity of reflecting on what drives them, they think of factors that come from within. Even more interesting is that, the only person that acknowledges a motivator as the primary source of motivation is Respondent 4.

## Chapter 4: Observation and Conclusion

### 4.1 Observation on the Analysis

The observation about the first category, Virtual environments, is the fact that advantages noted by the respondents have a background of own personal enrichment. However, the disadvantages are linked directly to the social aspect of virtual projects. Team building, communication, misunderstanding, language barriers, enthusiasm, all seem to fit in a pattern of social interaction and intercultural environment.

The second category, Virtual teams, presents one of the main challenges of virtual teams and some of the problems that may derive from it. The lack of physical meetings and face-to-face interactions introduce a difficult situation.

Motivation in Intercultural virtual projects is the third and fourth theme emerging from the responses and are probably the most revealing of all. The main personal motivators of each respondent are so strong and genuine that everyone can feel as own motivators.

### 4.2 Conclusion

This study has been a personal journey that offered both expected and unexpected results. The expected results came in the shape of a lack of motivational features in intercultural project environment.

However, a complete set of unexpected results came with the notion of motivators and the way that translates into actual working settings.

The conclusions that can be drawn from this study are many. The importance of motivation regardless of the project management context. The enhanced complexity of challenges in virtual settings. The progress and the notion of improvement is an extremely powerful motivator that drives us and the salary as motivator is negligible whereas recognition, appreciation and learning curves with different people having different cultural background seem as good motivators.

# INTERCULTURAL ONSITE PROJECT MANAGEMENT

Chapter X0 – Background

**Project:**

*According to PMBOK Guide (A Guide to the Project Management Body) a project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end.*

***Project Manager:***

*(The PMBOK Guide - 2015) is the person assigned by the performing organization to lead the team that is responsible for achieving the projects objectives.*

***Stockholders:***

*includes all members of the project as well as all interested entities that are internal or external to the organization. Some examples of stockholders: Sponsors, Customer and users, sellers, Business parties, organizational groups (internal stockholders), Functional managers, …*

***Intercultural team:***

Projects are inherently collaborative efforts. The very nature of projects is such that project teams are usually comprised of multiple team members. Team members can not only be employees, but also clients, vendors, sub-contractors, and other third parties.

**Onsite or Collocated project:**

Onsite teams are those which can work side-by-side with one another. They normally share a working environment and benefiting from joining efforts and creating synergy.

Chapter X1: Objectives

The content of this paper is based on a research and subsequently a survey to find most prominent challenges of onsite projects experienced intercultural work environments. In addition, drawbacks and benefits of this type of project which have been pinpointed by participants are mentioned. This paper will be useful for top level of management to choose a proper project type according to the team capabilities and costs.

Result of this survey is based of participants from different cultures including Indonesians, Nigerians, Lebanese/Syrians, Belgians/Germans, Indians, and Pakistanis. This outcome can guide project managers to have better understanding towards cultural attitudes in onsite projects . As a result mange their intercultural team more efficiently.

Chapter X2: Survey Method

Method of this survey was an online form by [www.smartsurvey.co.uk](http://www.smartsurvey.co.uk). This form was sent through email/social networking to some former colleagues/co-workers who were asked to forward the email to their friends with the same culture.

Chapter X3: Survey Result

X3-1: Working in a same environment

As globalization becomes more common, more and more projects involve working across different countries or regions. This can give rise to some additional

complexity:

• The participants’ different cultural backgrounds can make communication and

cooperation more difficult.

• There may be a language barrier.

Co-located teams have an advantage in productivity, because communication is simple.  Managers also feel they are easier to manage, because most managers have experience managing groups by personal interaction.  However, they are increasingly difficult to arrange, because it's hard to get all of the necessary talent in one place.  Geography makes it hard to get these teams together.  In any given locality, there appears to be a talent shortage.  And the natural and random movement of people makes it hard to keep them together.

Note that some of the benefits may have some negative effects, while some of the drawbacks may have some positive effects. For example, too many virtual team members may be a drawback for communication, but at the same time it could be a benefit to speed up product development. Similarly, diversity of the workforce facilitates creativity, while also having a negative effect on communication. Furthermore, this classification (advantages and disadvantages) is subjective. For example, “virtual teams can create equal opportunity in the workplace” is debatable, and “flexibility in work schedules” may be dependent upon the situation.

A relax working environments where project manager can have more control on internal and external parameters of interruptions and conflicts increases creativity.

Even for onsite projects where coworkers are benefiting from most effective way of communication: face-to-face, yet the main challenge is understanding different cultural perceptions it is mentioned by about 70% of participants. Language and mutual understanding is another barrier (28%) however all team members speak in the same language and also they have facial expressions and body language, etc.

Office rules and regulation is the second most challenging issue for foreigners. It takes a while till they adherent rules independently without receiving hints and reminders from human resource or project managers. (45%)

As employees have close contact with each other in workplace, they know more details about each other, any type of discrimination can be easily tangible and destructive. A quarter pointed it out. (25%)

Because of less cultural diversity in onsite projects, majority of co-workers are from the same culture and expats automatically considered as minority in office. Therefore, cultural influence of minorities is less and they basically needs to follow the dominated culture.(25%)

|  |  |
| --- | --- |
| Following office rules | 33.33% |
| Understanding their culture and perceptions | 66.67% |
| Being a minority and having less power | 25.00% |
| Language | 25.00% |
| Discrimination | 25.00% |
| Understanding regulations | 41.67% |

Although, working environment is chosen by 65% as a benefit mainly because of face-to-face communication (52%) and chance for networking and making friends (42%), following office rules for example: requirements for attendance, leave and time off, having limited personal items and dress code are considered irritating.

When companies create ridiculous and demoralizing rules to halt the outlandish behavior of a few individuals, it’s a management problem. There’s no sense in alienating your entire workforce because you don’t know how to manage performance. It makes a bad situation that much worse.

The most enjoyable task in onsite projects is discussions and solving problems (88%) and brain storming (53%) which is FAIRLY difficult in virtual teams.

In the end, problem solving is about people working together to make the organization and the people it serves better.

With as many problems as we are all faced with in our work and life, it seems as if there is never enough time to solve each one without dealing with some adversity along the way. Problems keep mounting so fast that we find ourselves taking short-cuts to temporarily alleviate the tension points – so we can move onto the next problem. In the process, we fail to solve the core of each problem we are dealt; thus we continuously get caught in the trap of a never-ending cycle that makes it difficult to find any real resolutions.

|  |  |  |
| --- | --- | --- |
| Following office dress code | | 23.53% |
| Following office rules | | 5.88% |
| Working environment | | 64.71% |
| Small talks |  | 35.29% |
| Making friends | | 41.18% |
| Being monitored by managers | | 0.00% |
| Mutual understanding | | 47.06% |
| Face-to-face meetings | | 52.94% |
| Appraisal methods | | 17.65% |
| Working for specific hours: life and work balanced | | 41.18% |
| Meeting people from other cultures | | 64.71% |
| Brain storming | | 52.94% |
| Group decision | | 47.06% |
| Discussion and problem solving | | 88.24% |

X3-2 : Role of culture interacting with colleagues in the same work place

As globalization becomes more common, more and more projects involve working across different countries or regions. This can give rise to some additional

complexity:

• The participants’ different cultural backgrounds can make communication and

cooperation more difficult.

• There may be a language barrier.

|  |  |
| --- | --- |
| Impact of culture |  |
| 0%-30% | 18.18% |
| 31%-50% | 45.45% |
| 51%-70% | 9.09% |
| 71%-90% | 27.27% |
| 91%-100% | 0.00% |

People with more intercultural experience see less impact of culture on they interactions (about 19%). However, the vast majority consider it as very important parameter (between 31-90%). This impact can be negative like misunderstanding our positive like more inovation.

**disadvantages of mono-cultural teams in different cultures:**

These need not all be negative points. Studies of intercultural teams show that their variety and different approaches can actually give a better result than mono-cultural groups, provided appropriate expertise in dealing with different cultures is developed and available.

According to the survey, monoculture teams for some cultures has some negative sides:

people from Iran the most important drawback is that “training is underestimated”. There are few guide lines and instructions written and available for every one. As a result, newly joined team members have to learn by “try-error” mechanism which time-consuming and not efficient.

**Among Syrians and Lebanonis,** making all team members following office rules is irritating. As they described themselves, people from different cultures in their countries are more willing to have their own rules to obey. For a project manger it takes time to coordinate them.

In German and Belgium cultures, team members are supposed to inform project managers in case of problems but once they don’t speak out the problem stay hidden and will cause unexpected side effects.

In Indian teams, probably “competition to prove your skills” adds more work pressure and exhausts members after a while. They explained that finding a job is not easy in India, if you dont show that you are noteworthy, there are plenty of candidates that can be replaced by you.

As I mentioned above, there are some dimensions in every culture that might have negative influence in mono cultural teams. On the other hand,

… variaty

**X3-3 : Communication**

Effective communication is the most import parameter in team working. Intercultural factor deteriorates it and makes it more challenging.

|  |  |  |
| --- | --- | --- |
| Face-to-face | 30 | 1 |
| Virtually (phone, email, skype, ...) | 21 | 2 |

There are some reasons for its success:

1. Body Language: Facial expression and body posture can communicate along with words. Specifically, in high-context cultures, it plays an important role to reduce misunderstanding.
2. Ensures Engagement: Opposite virtual commination, when people can have a conference call and check their mail boxes at the same time, in face-to-face communication you can for sure say people are involving it.
3. Drives contribution: As attendees sitting in meeting rooms and the atmosphere encourage them to participate in discussions.

It is also inevitable in many cases like project kick-off meetings where the entire team should be onsite to set and hear expectations for projects. Also to build rapport amongst the team document how the team will work together during the project.

These may not be the only times when the teams should be together, but I believe these are the most critical.  If the client is struggling with understanding the solution and taking ownership of the solution, then more onsite work may be required.  Consultants need to watch for this and be flexible to change the schedule to best meet customer needs.

In addition, a lack of personal engagement in discussions limits the development of relationships among team members (Stough et al., 2000). In particular, if the team members are unknown to each other previously, there is unlikely to be trust among members because they do not feel at ease with each other (“Nortel and BP Succeed,” 2003). However, trust is a prerequisite for virtual teams, because team members rely on the trust, judgment, and self-motivation of talented people working on a project, while their structures often contradict establishedcommand-and-controlstructures (Cascio, 2000; Shirley & Morton, 1998). Powell, Galvin, and Piccoli (2006) have explained this as virtual teams compared to colocated teams often showing strong relationships between work processes and trust, and between trust and effective commitment.

Human relationship breakdowns as well as lack of trust could lead to virtual team failures (“Nortel and BP Succeed,” 2003; Pauleen, 2003). To avoid such failures, face-to-face meetings and video conferencing are essential components of virtual teams. In the absence of face-to-face interactions, managers should also create alternative strategies for developing mutual trust and reciprocal commitments in such areas as the supervision and coordination of project stages, the clarification of questions, and the conduct of performance appraisals.

Impact of onsite projects on building relationship:

|  |  |  |
| --- | --- | --- |
| Small talks |  | 35.29% |
| Making friends | | 41.18% |
| Mutual understanding | | 47.06% |
| Face-to-face meetings | | 52.94% |
|  | |  |

According to Peters and Manz (2007), the problems in virtual teams compared with traditional teams are mainly due to a lack of opportunities for team members to build relationships and trust, as well as to address issues caused by heterogeneous membership in terms of location and culture. Physical isolation and a lack of planned and unplanned face-to-face interactions among team members can thus have adverse effects. Members might have different habits and methods of working, few opportunities for informal information exchange, and so on. In addition, team members might have to deal with mistrust, unequal (or unknown) expectations, and different team dynamics. Furthermore, the suitability of conventional management styles and techniques in dealing with the issues encountered in virtual teams are questionable (Lee-Kelley et al., 2004). Considering the lack of face-to-face contact within teams, different skills are needed to interact in the global community and succeed in a virtual world. Part of the leadership functions such as monitoring team performance, implementation of solutions for problems, development of team members, and so forth are to be accomplished by leadership substitutes and/or distributing them to the team members themselves (Hunsaker & Hunsaker, 2008).

## Too much time spent in project status meetings

Note that some of the benefits may have some negative effects, while some of the drawbacks may have some positive effects.

Many project team members complain about spending too much time in meetings to update project status. No solution is going to ever replace the need for human communication and meetings. However, many teams talk about having too many meetings where everyone goes around the room and updates the project manager on his/her tasks. Often people feel that this is not the best use of their time.

Another common model for updating project and task status is the project manager asks each team resource individually where the tasks stand. The problem with this model is that the project manager becomes a 'glorified administrator,' and spends time updating the Microsoft Project file or Microsoft Excel file. Instead, project managers could be managing more projects or strategizing about higher level project concerns.

A web-based project management solution permits each team member to report back on project tasks and activities throughout the working day instead of relying on status meetings, or asking each individual for an update. The beauty of web-based solutions is that each project resource is empowered to report back on his or her tasks, pushing the responsibility back where it belongs, to the team member.

Getting real-time project and resource information instead of relying on time intensive status meetings can save project teams time and money.

In virtual teams, there is a lack of unplanned and informal social exchanges (Putnam, 2001). That is, team members “missed the office atmosphere and the opportunities presented by striking up a conversation in the cafeteria or hallway” (Oertig & Buergi, 2006, p. 25). Distant communication also prevents communication through body language (Stough, Eom, & Buckenmyer, 2000). In the absence of rich face-to-face communication, multiple means of communication should be used in virtual teams to facilitate information acquisition, sharing, and integration (Andres, 2002). Moreover, virtual teams rely on electronic communications technologies, and many conversations can be asynchronous, such as those that rely on e-mail; in contrast, only a minority of conversations are likely to be synchronous, such as those that use audio/video conferencing (Prasad & Akhilesh, 2002). Asynchronous communication in virtual teams can preclude informal expressions of appreciation for work that is well done (Lee-Kelley, Crossman, & Cannings, 2004). As DeLuca and Valacich (2006) explained, media with low synchronicity such as e-mail may be appropriate for conveyance of information in newly formed teams, while media with high synchronicity such as face-to-face meetings and telephone may be more desirable for convergence of shared meaning.

**Problems With Stakeholders** A common problem that arises with having numerous stakeholders in an enterprise is their various self-interests may not all be aligned. In fact, they may be in direct conflict. The primary goal of a corporation, for example, from the viewpoint of its shareholders, is to maximize profits and enhance [shareholder value](http://www.investopedia.com/terms/s/shareholder-value.asp). Since labor costs are a critical input cost for most companies, a company may seek to keep these costs under tight control. This might have the effect of making another important group of stakeholders, its employees, unhappy. The most efficient companies successfully manage the self-interests and expectations of their stakeholders.

Conflicts

The word “conflict” comes from the Latin “confligere” (clash, collide) and means a

meeting of opposing interests that cannot be resolved with equal satisfaction. What

normally begins as a factual difference between two people often gradually

escalates into a conflict. It is frequently not possible to look back and clearly

establish the start of such social conflict. Using Friedrich Glasl’s formula, conflict

is defined as:

A social conflict between two people is when at least one of them feels affected

in his own actions by the other person.

Virtual teams due to its dispersed and diverse nature tend to experience greater and more diverse conflict compared to co-located teams [10]. Staples et al. [25] explored more conflicts in virtual teams. Liu, Luo and Wei [30] in their experimental research on 20 teams of four members each in face to face and virtual teams (i.e 160 subjects) from U.S. and China, found that more conflict prevailed in virtual teams than face to face teams due to diverse nature of teams and lead to different conflict management behaviours in global virtual teams such as collaboration, competition and avoidance. A study by Mortensen and Hinds [31] in a sample of 24 teams product development distributed and collated teams from five companies found that there was more task conflict on teams that relied heavily on technology to mediate their communication, and conflict was more detrimental to virtual than face to face teams.

|  |  |
| --- | --- |
| Onsite | 30%-50% |
| Virtual | 65%-80% |

**X3-5: Team Stability**

Where the turnover occurs in a virtual team the effects can be both immediate and delayed and can have very deep effects on relationships between locations. Personnel working in virtual teams form their trusting relationships over long periods of collaboration with their virtual colleagues, they will often become close friends and learn to understand each other’s communication styles and cultural differences as they learn to work together, when one person leaves these relationships it can take considerably longer to re-establish relationships than a similar change in a co-located team.  When the person is removed involuntarily their virtual colleagues can feel the change even deeper and unless they are kept fully informed and appraised of the reasons for the change and informed immediately of the departure of their colleges may feel cheated that they did not get the opportunity to say good bye and equally may feel that the business is hiding something from them.

The worst scenario however is when someone leaves a virtual team and their distributed team colleagues don’t know, these colleagues may be waiting for output from the person who has left, output that will never arrive, or they could be working on seething that the departed colleague was themselves waiting for and then find themselves not knowing what to do with the work when they find out about the departure

The India IT job market is plagued with high turnover. I have seen figures ranging from 20 to 50 percent. You need to be aware that the person you are working with today may not be the person you will be working with tomorrow. Further, your current team may not have been there very long.

This represents a huge potential for knowledge loss and an overall low level of expertise with your system. Be prepared for it and manage it as best you can.

**X3-6: Recruitment and less cultural diversity**

* Requirement pool is limited to the location of company

Availability of a pool of employees regardless of location, and possibility of easily expanding the workforce

not easily expanding the work force

Resistance to unstructured nature of teams

Additional cost for setting up remote office

Some members may not be psychologically fit for virtual teams

Require developing skills of employees on special virtual teaming supporting applications

Travel Cost , Communication Cost and Risk

Older (traditional), finding project managers are easier, people have more experience in this type.

Cost. Depending on the structure of the virtual team, there may be opportunities to optimize value at a reduced budget. For example, companies can incur lower costs

per hour by strategically determining the work, activities, and roles better performed offshore, e.g. unit and system testing. Projects can also reduce travel expenses by limiting the travel onsite to short-term, strategic rotations.

### skills that recruiters should look for

There are broad guides; the Internet is full of sites with tips for managing a team and selecting members. Distilling the criteria from them and from the surveys and books on teleworking, yields some general guidance. In addition to the usual administrative and management skills (setting and meeting deadlines and goals, motivating team members), recruiters should look for:

1. **Good communication skills** — using digital services and the phone — are a must.
2. **A strong teamwork ethos.**
3. **Reliability.** When the manager says they will do something, they do. This builds trust based on performance reliability, and trust has been described as the single-most-important component of virtual team management. Trust is the “[glue of the global workforce](http://web.merage.uci.edu/%7Ecgibson/Publication%20files/Articles/Five%20Challenges%20to%20Virtual%20Team%20Success.pdf).”
4. **Motivation and reward is even more important for virtual managers** to ensure workers don’t feel overlooked or marginalized.
5. **Previous remote work experience.** If they’ve ever been a remote worker themselves they’ll have an appreciation of the advantages as well as the downside to telework. That perspective can help them connect with their virtual team.
6. **Cultural sensitivity**. This is an area especially critical for managers of teams with global representation. It’s also an area of little HR involvement, according to SHRM’s survey.

Few companies today can identify the unique management challenges of a virtual team, beyond the obvious issue that a virtual manager may never come face-to-face with their direct reports. Equally rare are those companies that provide management training tailored to the needs of the virtual team manager.

Onsite is the most traditional type of project management which is quite familiar for the majority of team members, stockholders and project managers. One the one  hand, there are significant advantages of using this kind of structure like better monitoring and easier control of quality and on the top of that constant communication to build effective relationship and trust. On the other hand, there are some features which are not appropriate for the modern requirements of market and business. Companies are expanding internationally, thus, to fulfill the requirements of local market and customers they do need to have geographically distributed teams. In addition, cost of communication and meetings in onsite teams is higher as members of virtual teams work in different locations and take advantages of virtual communication tools which are in general cheaper than traveling for a face-to-face meeting. Another drawback which worth mentioning is limitation of workforce recruitment. Human resource managers normally look for local people to hire but what if there is a shortage of skilled and qualified workforce? They need to utilize expats who on average have higher salaries. on the contrary, virtual team benefits from a pool of employees regardless of locations. Moreover, cultural diversity in onsite teams are lower than other sorts of project teams. Considering beneficial points of diversity such as innovation and performance,.. onsite projects seems to be less effective due to lack of various culture types.

As previously mentioned, beside from general challenges of intercultural project management which are common in onsite and virtual projects, each of which has its own values. It seems that a mixture of both technique lead us to another type of project team which hybrid teams in which team members use both aspects of virtual and onsite to take maximize the effectiveness and reduce cost as much as possible.

Less cultural diversity

(Less innovation because of less diversity)

In addition,

diverse cultural backgrounds of project team members could promote creativity

(Bouncken, 2004) that may lead to development of an innovative product.

-- The Effects of Project Management Mechanisms on

Innovation Performance in Hi-Tech Firms: Mediation of

Teamwork Processes and Moderating Effects of Different

Team Members’ Cultural Values

According to Maznevski and Athanassiou (2006, p.632) a “global project team” is an

internationally distributed group of people, identified by its members and the organization

as a team unit, with a specific mandate to make or implement decisions that are

international in scope. In the similar vein, McDonough, Kahn and Barczak (2001) define

the “global NPD project team” as one comprised of individuals who work and live in

different countries and are culturally diverse. McDonough, Kahn and Barczak (2001)

summarize that a global NPD project team is both geographically dispersed and

culturally diverse. In the same way, Jarvenpaar and Leidner (1999) describe “a global

virtual project team” as cultural diverse with team members spanning the globe.

Another type of project team e.g., cross-cultural project team is established for

developing a new product based on the diverse cultural backgrounds of team members.

Figure 2-5 depicts a project team composes of many members with different cultural

backgrounds and responsibilities who work together on a project. Even though rarely

defined as a cross-cultural project team in the literature, a global team composed of

members from different nations could be a cross-cultural NPD project team as well, since

diverse cultural backgrounds may bring new ideas for the development of new products

(Bouncken, 2004). Some research evidence has shown that a diverse project team

contributes significantly to innovation in product and system development (Eriksson et

al., 2002; Wheatley and Wilemon, 1999). Cox and Blake (1991) also claim from their

study that people of different genders, nationalities, and racioethnic groups hold different

attitudes and perspectives on issues; therefore cultural diversity should increase team

creativity and innovation.

Research on creativity and innovation has been consistent in showing the value of *exposing individuals to experiences with multiple perspectives and worldviews*. It is the combination of these various perspectives in novel ways that result in new ideas "popping up." Creative "aha" moments do not happen by themselves. Management have to design their companies for serendipity. Therefore, as much as working with people from other cultures can be difficult, the town called Eureka is a diverse multicultural place where creativity genius thrives and innovative new products are developed.

X3-7: Less Autonomy

Autonomy refers to the degree to which individual team members are granted freedom,

independence, and discretion in scheduling the work and in determining the procedures

to be used in carrying it out (Hackman and Oldham, 1975). Some scholars have referred

to autonomy using different terms such as “decentralization” of structure (Brock, 2003),

“empowerment” (Leonard-Barton, 1992) or “freedom”. In other words, autonomy can be

described as the empowerment of individuals to contribute meaningfully to the tasks

(Gerwin and Moffat, 1997a; Leonard-Barton, 1992). Similarly, Sethi (2000) states that

autonomy in NPD refers to the extent to which individuals in a team have the freedom to

make own project-related decisions and conduct work without interference from senior

managers.

Previous studies have shown that autonomy is an important antecedent of a work

group’s performance, individual creativity, and innovation. For example, Cotgrove and

Box (1970) and Pelz and Andrews (1966) note that autonomy and decision freedom are

essential to innovative behavior (as cited in Scott and Bruce, 1994). Amabile and

Gryskiewicz (1987) found that a lack of operational autonomy or a lack of freedom over

one's work or ideas inhibited creativity and innovation. In a similar vein, studies of NPD

projects show a strong relationship between autonomy and innovation performance. For

example, McDonough and Barczak (1991) found that the speed of new product

development is significantly related to the amount of freedom and responsibility given to

team members. Another study by Barczak and Wilemon (1992) noted that technical

professionals desire a high degree of autonomy to control their activities and to make

their own decisions about their roles and how to solve specific problems.

The ones that require close monitoring, but we cannot generalize but if we have to chose , with experience i see it is the engineers from India

|  |  |  |  |
| --- | --- | --- | --- |
| Being monitored by managers |  | 0.00% | 0 |

X4 - Results of the project

More experience less challenges , less negative impacts of diversity

All : cultural diversity is a benefit

Social is motivation

/////???????

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