Exploring the Impact of Globalization on Project Management: Investigating through the Critical Elements – Definition, Differentiation & Dimensions of Global Project

استكشاف تأثير العولمة على إدارة المشاريع: التحقيق من خلال العناصر الحاسمة ـ تعريف، التمايز والأبعاد من المشروع العالمي

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Exploring the Impact of Globalization on Project Management: Investigating through the Critical Elements – Definition, Differentiation & Dimensions of Global Project

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Abstract

Globalization has had a huge impact on the way businesses are being conducted. It has opened doors for huge opportunities and provided a universal platform to organizations in one end of the world to communicate and conduct business across other end of the world. Globalization has broadened the horizon of organizations and provided opportunities for their strengths and products to be marketed across the world. Nonetheless, despite increased revenues for businesses engaging in global business prospects, there are lot of challenges that the organizations and its work force needs to face in order to manage this cross cultural and global business. The paper researches into the area of Project management and how it is affected in global projects.

The research paper emphasis on three key areas, defined as the critical elements, of global projects. The three elements are definition, differentiation and dimensions of global projects. The three areas are deeply researched into through the literature review and analyzed using data collection methods with people and organizations engaged in global projects. The research also looks for variables that define the global-ness of projects and how the implications of managing and planning them change. The research also provides an execution model for global projects from project management perspective. The model is comprised of the author's own project management methodology that is improved and enhanced based on the literature review and data collected for this research.

The research is based in the United Arab Emirates. The author is based in the UAE and works in global project environment for an organization that is very global in its nature. The research builds its foundation with the author's personal experience in global projects and the growing trend of global projects mainly in the UAE due to its location and its structure of laws and regulations. The UAE served to be an ideal destination for this research since the author's network and organization is engaged in global projects, similar to a lot of other multinational companies in the country, and majority of work force in the country is comprised of expatriates coming from different parts of the world. The data that is collected for this research is divided into two sets. Set 1 is comprised of Interview questions with project managers involved in a global project. Set 2 is comprised of survey questionnaires with Project team members involved in a global project. The respondents for both sets come from different industries to provide more variance in the results and a broader perspective on the subject.

The results of the research, as displayed in the Data Analysis section, suggest a growing trend of global projects in the UAE and there is improvement that is occurring in execution of global projects however, it is not up to the pace with the growth in global projects. Another important point extracted from the data suggests that organizations do not have the right vision when it comes to planning of global projects in terms of investment and enforcement of the right tools and the allocation of right people in global projects.

The research looks for relevant topics to global projects across different literature review references coming from authors around the world however; the data that is collected has its roots in the UAE. Hence, further research could be conducted in this area in other countries to verify the trends and the execution models for global projects. The research aims to provide organizations with a view of global projects and their complications which are under estimated. The research also aims to provide a ground work for future research to be conducted in developing models and solutions to managing global projects.

ملخص

كان للعولمة تأثير كبير على الطريقة التي تجري الأعمال. وقد فتحت الأبواب أمام فرص ضخمة وفرت منصة عالمية لمنظمات في واحدة من نهاية العالم على التواصل وإجراء الأعمال التجارية عبر الطرف الآخر من العالم. وسعت العولمة في الأفق من المنظمات وتوفير فرص لنقاط القوة والمنتجات التي يتم تسويقها في مختلف أنحاء العالم. ومع ذلك، على الرغم من زيادة الإيرادات للشركات المشاركة في فرص الأعمال العالمية، وهناك الكثير من التحديات التي والمنظمات قوة عملها يحتاج إلى مواجهة من أجل إدارة هذه الشركة عبر الثقافية والعالمية. ورقة الأبحاث في مجال إدارة المشاريع وكيفية تأثر في المشاريع العالمية

التركيز رقة بحثية على ثلاثة مجالات رئيسية، على النحو المحدد العناصر الحاسمة، من المشاريع العالمية. العناصر الثلاثة هي تعريف، والتمايز وأبعاد المشاريع العالمية. تعتبر بحث عميق في المجالات الثلاثة من خلال مراجعة الأدبيات وتحليلها باستخدام طرق جمع البيانات مع الناس والمنظمات المشاركة في المشاريع العالمية. البحث كما يبدو للمتغيرات التي تحدد نيس العالمية للمشاريع والآثار المترتبة على كيفية إدارة وتخطيط لهم تغيير. البحث يوفر أيضا نموذجا لتنفيذ المشاريع العالمية من منظور إدارة المشاريع. ويتألف النموذج من المؤلف نفسه منهجية إدارة المشروع أن يتم تحسين .وتعزيز بناء على مراجعة الأدبيات والبيانات التي تم جمعها لهذا البحث

ويستند البحث في دولة الإمارات العربية المتحدة. ويستند المؤلف في دولة الإمارات العربية المتحدة وتعمل في بيئة المشروع العالمي لمنظمة عالمية للغاية في طبيعتها. البحث يبني تأسيسه مع تجربة المؤلف الشخصية في المشاريع العالمية والاتجاه المتزايد من المشاريع العالمية بشكل رئيسي في دولة الإمارات العربية المتحدة نظرا لموقعها وهيكلها من القوانين واللوائح. وتتألف دولة الإمارات العربية المتحدة خدم لتكون وجهة مثالية لهذا البحث منذ شبكة المؤلف وتعمل المنظمة في مشاريع عالمية، على غرار الكثير من الشركات متعددة الجنسيات الأخرى في البلاد، وغالبية القوة العاملة في البلاد من المغتربين القادمين من مختلف أنحاء العالم. وتنقسم البيانات التي يتم جمعها لهذا البحث إلى مجموعتين. وتتألف مجموعة 1 من الأسئلة مقابلة مع مديري المشاريع المشاركة في مشروع عالمي. وتتألف مجموعة استبيانات المسح 2 من أعضاء فريق المشروع مع المشاركين في مشروع عالمي. المستجيبين لكلتا المجموعتين تأتي من .الصناعات المختلفة لتوفير المزيد من التباين في النتائج ومنظور أوسع حول هذا الموضوع

نتائج البحوث، كما تم عرضه في قسم تحليل البيانات، تشير إلى اتجاه متزايد من المشاريع العالمية في الإمارات العربية المتحدة وهناك تحسن الذي يحدث في تنفيذ مشاريع عالمية ومع ذلك، فإنه لا يصل إلى وتيرة مع نمو العالمي المشاريع. نقطة أخرى مهمة المستخرجة من البيانات تشير إلى أن المنظمات لا تملك الرؤية الصحيحة عندما يتعلق الأمر تخطيط .المشاريع العالمية من ناحية الاستثمار وإنفاذ الأدوات المناسبة وتخصيص الأشخاص المناسبين في المشاريع العالمية

البحث بالبحث عن مواضيع متعلقة مشاريع عالمية عبر مختلف المراجع مراجعة الأدبيات القادمة من الكتاب في جميع أنحاء العالم ولكن؛ البيانات التي يتم جمعها له جذوره في دولة الإمارات العربية المتحدة. وبالتالي، يمكن إجراء المزيد من البحوث في هذا المجال في بلدان أخرى للتحقق من الاتجاهات والنماذج التنفيذ للمشاريع العالمية. ويهدف البحث إلى تقديم المنظمات بهدف من المشاريع العالمية ومضاعفاتها التي هي تحت المقدرة. ويهدف البحث أيضا إلى توفير أرضية العمل للبحث في المستقبل، الذي يقام وضع نماذج وحلول لإدارة المشاريع العالمية

Acknowledgement

I would like to start this section by thanking God for giving me the strength and the ability to accomplish this major milestone of my life. The successful execution and acceptance of this dissertation will complete my Master's program at the British university in Dubai which is a great sense of honour and accomplishment.

I would also like to thank my work colleagues and family members for providing moral support and assisting me with the ideas and data collection for this research.

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1. Introduction

1.1 Research Topic Overview

The area of research chosen by the author for this dissertation is global project management. Some researchers would also refer to this area of management as virtual team management. It is a growing phenomenon that started out a couple of years ago. Balsmeir and Heck(1991) also predicted that by the year 2000, a vast majority of people would either be working for multinational companies or will be employed in a situation where they would be dealing with people in other foreign countries. Globalization has started a new trend which is re shaping the business model for all industries. "The international business community is expanding quickly as people over the world want and need the same limited resources"(Balsmeir& Heck 1991). "Survey data from the journal International Management indicate that European companies in general are increasing their commitment to doing business abroad"(Barham 1993). Other research and relevant data also suggest similar trends in other parts of the world. The next few sections form a basis for focusing the scope of the research leading to the aims and objectives of the research. To provide some foundation on the importance of the global projects phenomenon, Foulkes (2003) states four forces that are shaping the global project environment and compelling organization to take business initiatives that are turning them into global organization with global projects. Below are the forces :

1. increased local competition inspired by free trade
2. The cheap production of goods overseas
3. The formation of regional trade barriers
4. The creation of globally aware consumers through rapidly developing and swiftly spreading new information exchange technologies.

A lot of companies undertake global projects to benefit however, from project management perspectives; this invites new challenges and also increases the risk factors. Referring to global projects and their complexities, Maznevski and Chudoba (2000) provide some analysis on the dynamic and effectiveness of Global virtual teams through their research on 3 different global projects. "Among the crucial issues for the future of management which were identified during the first stage of the project is the increasing internationalisation of business and the transition to a global economy"(Barham 1993). Barham (1993) also digs deep into the issue of global project managers and suggests that

"Increasing internationalisation of business means that there is more than ever a need for managers at all levels to be able to work effectively with people from other countries and cultures". The research paper will investigate the global project environment and its management through the critical elements of Global Project management; Definition, differentiation (from Normal Project management) and Dimensions of Global project. A literature review and a research methodology will be conducted to explore the global projects and to identify its important attributes for analysis through the author's critical elements model.

"The preceding three decades were a period of unprecedented integration of the global economy through trade and financial channels"(Das 2010).This has been quite true and is evident from looking at the current business environment and past trends in the last few decades in any industry. With resources shifting from one country to the other and supply and demand imbalances being met by import/export strategies; there is a rising need for global project management. Big organizations are now taking advantage of cheap labour in Asia and outsource their labour intensive operations to their office/divisions in Asia. Similarly, due to the infra-structure and availability of high end skilled professionals; many Asian companies are setting up research centres in the West. "The world has become increasingly integrated with respect to trade and finance since the end of World War II, due to declining transportation costs, a revolution in communication technology, and a concerted negotiated removal of government barriers to trade and investment"(Frankel 2000)A recent phenomenon of M&A (Mergers and Acquisitions) has also grown where large takeovers and mergers of firms across national boundaries bring new challenges for both firms to have their operations and their teams synchronize. "Cross-border mergers and acquisitions have become one of the most frequently utilized forms of European market entry, representing approximately 45 per cent of total annual outlay on European M&A's" (Evans 2006). Looking from a project management perspective, global projects bring with them huge challenges and more risks for project success however; very few organizations realize this and plan this with the additional efforts that should ideally be dedicated on global projects. "Although they play an increasingly important role in multinational organizations, little systematic is known about their dynamics or effectiveness" (Maznevski and Chudoba 2000). The research provides an understanding of the global project and provides a framework in recognizing the global-ness of a project by looking at the different dimensions that affects global projects. Based on the global-ness of the project, dimensions that needs to be looked into for improvement and managing global projects are also investigated. The different dimensions are identified in the

research using literature review, personal experience and from the data collected (interviews and questionnaires). The author has aimed to consolidate the key factors concerning the critical elements of global projects (definition, differentiation, dimensions). The author has analysed the global projects critical elements using the existing literature, personal experience and validating it through data collection. The literature review tends to exploit the existing research already performed around the areas of global projects and its management. Author's personal experience will showcase the support and contradiction for literature review. Finally, the data collection through interviews and questionnaires will be analyzed and summarized before the research is concluded.

"While global strategy has become a hot topic among the academics, the implications concerning the types of manager who will be required to devise and implement global strategies have received relatively less attention"(Braham 1993). A lot of times, most companies involved in global projects make the mistake of assuming that every culture and people across the world function in the same manner as the home country. "Managers from different nations vary in their decision-making choices. Understanding culture is important to multinational companies and managers to be prepared to compete with firms from other countries"(Dong and Liu 2010). Majority of times this is where the problem lies and a huge gap is created between the physically dispersed teams. For example, in most western countries, emails have been seen to have a very important role in the communication and commitment structure where an acknowledgement of an email confirms commitment to a certain activity or timeline. "In today's knowledge based global economy, online communication is increasingly valued by organisations as a way to efficiently respond to dynamic competitive markets. Internet usage shows no signs of slowing down"(Fujimoto et al 2007).But in some parts of the world, commitment is only regarded once a formal agreement or formal written acknowledgement has been signed off by both parties. "There are still some disadvantages with e-communication, e.g. lack of interpersonal exchange and legal implications (e.g. the validity of signed paper compared to e-mails)"(Sandhu and Ajmal 2011). Even today, in some parts of the world with low internet penetration, email is not considered to be an important source of communication and face to face meeting, signed memos are still in use. The research will search for similar variables that differentiate between a project and a global project and create a matrix that provides these differentiating variables found through the data that was collected during the research.

1.2 Why Research this area?

"Today's business is strongly influenced by globalization. The number of companies operating across the border has grown exponentially. As a consequence of this, a large group of managers and employees is exposed to global strategic decisions and cross-cultural interaction nowadays."(Bucker and Poutsma 2010).The reason behind this area of research is for two reasons that needs to explained and outlined to develop further foundation for the research. Firstly, the current professional project managerial position of the author relates to the topic. The author works for a telecom company with teams and stakeholders dispersed in different regions. Thus the author is able to relate his existing work experience to the research topic. The author works as project manager in Dubai for a Software development firm that has its main head office and development in Monaco and most clients based in different parts of Asia, Middle East and Africa. There is lot of cross communication happening between teams spread across the geographic territories. Thus the author can relate to his personal experience with the research that is being conducted and could also add weight to the findings by reflecting real-life experience. "There cannot be enough planning and anticipation of potential problems in international projects. Experience in one country may be helpful in assessing another country but new situations always will emerge"(Cleland and Gareis 2006).Cleland and Gareis(2006) provides a very interesting chart of some characteristics and how they are different across industries. This study is very interesting for the author since the author works for a Software development firm. Cleland and Gareis(2006) suggest that "Changeability" in software projects is very high as compared to construction or new product development projects. In global projects, this changeability becomes even tougher and challenging to manage since as suggested by Cleland and Gareis(2006), all changes would require "scope management" and "customer involvement/coordination". As a project manager, the author has to deal with customers and development team that are both located in different locations. This entails a lot of challenges and lot of processes alignment in the project planning and project management phase to overcome the risks, problems and issues associated with global projects. "Managing people, stakeholders or resources scattered in different geographic locations makes the job of fulfilling the project's expectation a true challenge. The greatest nerve point to feel the pressure, of course, is the Project Manager"(Lee 2011). The research will investigate through the existing literature available on the issues in global projects from both project manager and the project team's perspective. The data collection will also be conducted with both project manager and the project team

members. This mix approach of research will provide a holistic overview of the topic and look at the subject from a broader perspective rather than one narrow. This paper would research into these risks and issues and suggest pieces that could lead to the development of a framework for executing global projects.

Secondly, the concept of global projects itself is growing due to globalization and outsourcing of functions/development to areas where there might be resource cost or availability benefit. “Businesses of all sizes are increasingly seeing the entirety of the world as a source of business opportunities and one interconnected economy” (Dong & Liu 2010). Organizations all across the globe are looking to expand in different parts of the world however, the challenges associated to global operations and management are still not studied carefully by the organizations. "If global strategy has become a major topic of discussion among academic observers, is there an equally strong perception of the issue within organisations themselves?"(Barham 1993). Dubai, the resident city of the author, as a city offers tremendous opportunities for multinational companies to setup regional office in Dubai and caters to the region. With its excellent infrastructure, low operating costs, high availability of skilled labour and connectivity with the entire world through multiple flights running on parallel routes, Dubai has made a mark on the world map for being a business hub. While stating the many positive aspects of Dubai, Balakrishnan (2008) states that the government and ruling family in Dubai has “constantly taken advantage of the strategic location and been proactive to global change”. Balakrishnan (2008) also suggests that “Historically and geographically, Dubai is a transit point” which has been capitalized by the Emirates Airlines. “The connections created between cities and markets represent an important infrastructure asset that generates benefits through attracting foreign direct investment and talent, enabling business clusters, specialisation and other spill-over impacts on the economy’s productive capacity”(Oxford economics 2011).For the same reason, the author’s employer which is headquartered out of Monaco, has set up an office in Dubai to oversee projects in other parts of Middle East and Africa. The location of Dubai benefits the author’s employer in providing faster and frequent routes to client sites and also makes other companies accessible to the employer. In addition, it is not easy and financially feasible to setup individual offices in each individual country in the Middle East or Africa as compared to what Dubai offers. “The UAE’s economic hub has been ranked as the fifth in the world in a recent report released by the World Bank titled titled ‘Doing Business Report 2012′”(Arabian Gazette 2012).

The aim of the research is focused on the UAE. Most companies based out of Dubai,

the business capital of the UAE, are now involved in global projects due to the benefits it offers both in terms of growth and cost/revenue benefit. “Advancements in technology and transportation are encouraging the growth of a global economy by making it easier and less expensive for nations to communicate with one another” (Balsmeir and Heck 1991).In a lot of projects especially long term, success/failure and weaknesses are only visible long way into the project sometimes due to the lack of interaction and update amongst the teams and sometimes due to the nature of the project/product. “Despite the increasing attention to global IS work, there is limited knowledge of why and how global IS projects succeed or fail, partly because of the difficulty in understanding how various global barriers jointly affect IS project success”(Espinosa et all 2006).There seems to be a debate as to how the documentation should be structured and used during the project management life cycle; should the documentation be standardized or should it be customized according to locations?

1.3 Research Aims

The aim of this research is to develop an understanding of current framework of Global Projects in the UAE. From project management perspective, the Research aims to identify and investigate through the critical elements of global projects - definition, differentiation and dimension.

1.4 Research Objectives

In order to attain the stated aim in Section 1.4, a series of interviews will be conducted with Project managers and team members that are involved in global projects. A literature review section is also available that will provide details and insights into the existing research that is available in the field of global project management. Following is the list of research objectives that are expected to be achieved at the end:

- To investigate and search for characteristics that define, and differentiate a global project and its management
- To explore the different dimensions of project that would need to be assessed by a global project manager and the organization before starting a global project
- Investigate the issues faced by project team working on a global project
- Investigate the effectiveness of strategies currently being deployed by project managers in global projects
- Investigate the Organizational and National culture implications on global projects

- To explore and study the incorporation of the risks/uncertainties in the project management methodology that come with global projects. Some keys areas that have been devised based on the preliminary literature review are below :
    - Different time zones
    - Different language
    - Different culture
    - Different organizational culture
    - Minor details like Public Holidays, festive occasion and how they should be managed by Project Managers
    - Political and Environmental factors

1.5 Conceptual Framework

The main outcome expected from this research and the main driving force and motivation behind choosing this topic is to explore and conduct thorough research on the phenomenon known as Global Project Management. Based on the preliminary literature review, author's professional experience and data collection through interviews and surveys, a model of critical elements of global project and its management – Definition, Differentiation & Dimensions has been devised. Following section would provide more focus and further areas of In-depth research to each of the element:

1.5.1 Definition

- The interview questions will try to find and understand the awareness of a global project and the its identification by the project manager and the team members
- How different do Project Manager and the organization as a whole classify and plan global projects than regular projects.
- Difference of opinions in the understanding of global projects.

1.5.2 Differentiation

- The key differentiators between Normal projects and global Projects
- The issues faced by project team members and project managers in a global project setup. A questionnaire survey and interview session will be conducted with project team members and project managers to understand their situation.
- Tools that are currently being used by organizations to manage their global projects

- How are global projects and their issues being addressed and improved by the organization
- The aspects of the Project Lifecycle that are affected if a project is categorized as a global project. We will look at the following stages of a project :
    - Project Initiation
    - Project Planning
    - Project Kick off-Implementation/Project Activities Start
    - Project Control
    - Project Execution
    - Post Project Activities

Below is the project management methodology that is in place for the author's projects undertaken at his employer. The author has assessed the project manager that is being interview to retrieve his/her methodology. In cases, where the interviewee did not share his/her methodology or provide any input, the below methodology has been considered for further questions of the interview:

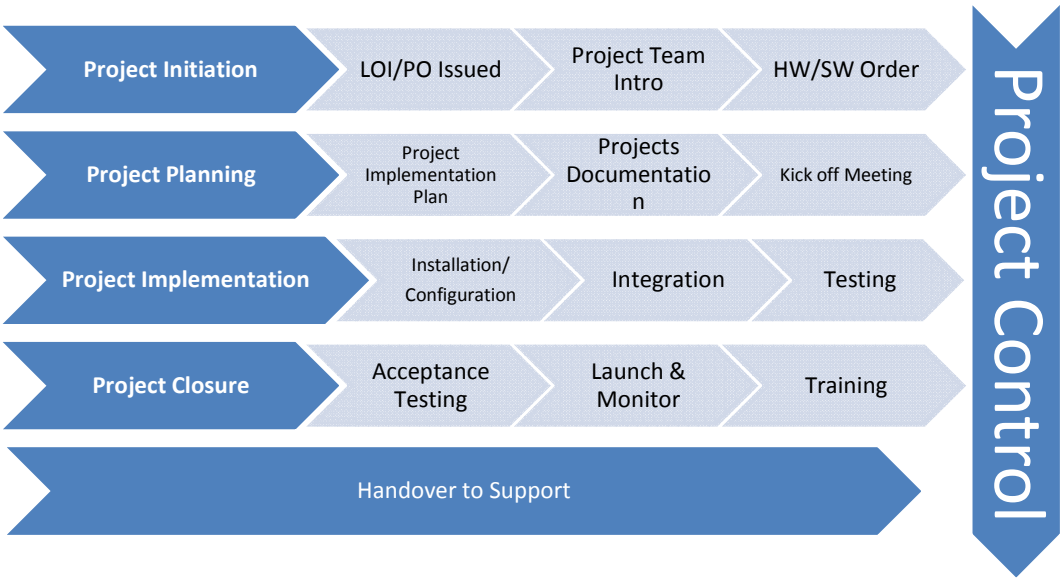

Figure 1 : Project Management Methodology/Life Cycle

1.5.3 **Dimensions**

- The key dimensions of Global Project management

- The major challenges faced by project managers in global project setup and the strategies have been applied to overcome these problems
- The aspect of Project constraints that are most effected by global projects ; cost, schedule, quality, any other
- Positive and negative aspects of global projects from project team's perspectives
- Tools that are currently deployed and are effective to manage global projects and what are the pros and cons of deploying and getting these tools used by the project team members – "An experienced Project Manager understands the downside of "excessive" technology in a global environment. Even technology tools can be an enemy in disguise if they are overused and can lead to a grave neglect of face to face meetings or "up-and-personal" type situations"(Lee 2011). Hence, the research will look into the existing tools that are available and their effectiveness and drawbacks.

2. Literature Review

To understand the current scope of research and topics in this area; a literature review has been conducted in key areas of Project Management. Since global project management is a new area and not a lot of focused research could be found hence, most of the research revolves around the generic project management practices but reflects and infuses Global project management issues also. Referring to PM structure standards such as PMBOK and APM, "PM practices reflect a traditional organizational context, assuming geographic collocation of project members"(Beise et al 2010). "The pressures of increased foreign competition can lead a company to expand its business into global environments. Companies need to respond rapidly to many global project opportunities, and build-up project team members coming from different countries for successful project outcomes"(Lee &and MA 2011).However, a model to be followed in organizing and managing global project couldn't be found. Zarella, who is a global Partner for KPMG as an IT Advisor explains some of the challenges faced by IT projects in global environment. "The issues facing IT projects are well documented, but the solutions can often remain unclear. When these projects are placed into a global environment, the impact of these issues increase acutely, and new issues such as language, jurisdictional and cultural barriers are introduced (Edigio Zarella 2007)".

2.1 What is Global Project Management?

To broaden the understanding and develop a strong foundation of the research topic, the word global project would be explained separately first and then it will be showcased how it is aligned with project management. "The objective of project management is to start and finish a project in the most efficient manner, utilizing the most appropriate and economical resources"(Maddalena 2012). The definition and the understanding of project management suggested here does not take into account the location perspective of the project itself and its resources. "Rapid changes in global economy, developments in technology, increase in competition and improvement in quality of products and services have added to complexities in project management requiring skilled people and threatening possible delays"(Mitra and Tan 2012). Since global projects are not widely researched area in most of the available literature, a lot of times virtual team has been used to identify projects where members are situated in separate geographic locations. "To work, in other words, virtually, as members of teams involved in interdependent tasks, but who are not sharing the same space or even the same time zone. Virtual teams, also known as distributed, dispersed or global teams, can be

separated by continents and hemispheres"(Drouin, Bourgault &Gervais 2010). Jean Binder (2007) defines virtual teams in a very unique way relevant to the current author's personal experience; "virtual projects are composed of team members dispersed geographically and working in different organizations. The current author can relate his current professional experience with Binder's definitions. Binder (2007) also specifies how the project manager's role broadens and entails new challenges when working in a virtual team environment. "Project managers may face specific challenges on virtual projects as they need to balance different interests, company cultures and working practices and most communication occur over a distance"(Binder 2007). Thus, capitalizing on the above references and incorporating it with a very unique and different project management definition: "Project managers who get people to want to do what they want by sharing their purpose, vision, and values also establish emotional and intellectual ties that result in sustained commitment to a cause"(Laszlo 1999) . For a global project manager, this entails managing and reflecting inhibiting these qualities and influence on people situated in different geographic locations.

"To work, in other words, virtually, as members of teams involved in interdependent tasks, but who are not sharing the same space or even the same time zone. Virtual teams, also known as distributed, dispersed or global teams, can be separated by continents and hemispheres."7(Drouin, N., Bourgault, M. and Gervais, C. 2010). The degree of geographic separation is also an important factor in analysing how global a project is and thus how complex all aspects of global projects are. Team members working separately from a similar region or continent would be more comfortable and more synch with their other virtual team members as opposed to team members spread across different continents. The author himself has observed that with team members in countries situated closer to their Home country, it is easy to communicate and also coordinate on the project due to less language barriers and differences, time zone difference and cultural similarities. Whereas, on projects with team members situated in different continents, it is more challenging to progress on the project. "Global virtual teams are groups that (a) are identified by their organization(s) and members as a team; (b) are responsible for making and/or implementing decisions important to the organization's global strategy; (c) use technology-supported communication substantially more than face to face communication; and (d) work and live in different countries"(Maznevski, Martha L;Chudoba, Katherine M). It is very important on organization level to acknowledge and recognize a global team and communicate clearly to them their expectation from each member and how he/she is contributing to the project. Due to lack of face to face and visual contact, some members of the team could be left isolated or not

acknowledge for their assigned tasks and their ownership. The same would be applicable for recognition of resources involved in a global project.

The reasons for an organization to undertake and start global project can be different. Based on Jean Binder (2007) analysis, he suggests some reasons as to why global projects are initiated. The author will state few of those reasons from Jean Binder's reference that are relevant to this research and also to the author's schema of the study on Global projects subject:

1. Customer Requirements to have an end product made with the collaboration of different teams and organizations that are geographically separated.
2. Customer Requirement to assess the organization details and input for the project from different location; Binder (2007) provides an example of a warehouse management system which requires input from different geographic locations of the customer.
3. In some cases, the organization itself has to engage different employees from its global work force to work on a project. This action could be taken to make use of the geographically separated talent rather than training the employee or hiring new employees in the project location. This point would need to evaluated for pros and cons by the organization to assess the workload, cost and timelines of taking either option and weighing it against the outcomes of the project.

There are several other reasons also indicating as to why a global project has to be initiated which could range from government programs, environmental studies and research, cross cultural research and study and other social initiatives like the United Nations and similar organizations. However, the context of this research is limited hence, all areas of global project initiatives cannot be included.

2.2 Differentiating between a Project and a Global Project :

Analyzing from Project Management Role Perspective

"Much has been said and written in the past ten years about globalisation and how to deal with it. Consequently, the whole question of global leadership and running multicultural teams has also come to the forefront of management thinking, and with it the emergence of a new type of global leader, equipped with all the talents and skills to be effective while operating in the world's markets"(Evans 2006). A project manager role swiftly changes and challenges increase when involved in a global project due to change and increase in dimensions that project manager should look after whilst delivering a project. "Managing

across cultures, therefore, imposes new realities and a longer timeframe on its practitioners" (Joseph W. Ford). Below, there are key points that have been taken from different sources on account of characteristics and major differentials between a normal project and a global project. They are the core indicators that could immediately provide an assessment to the organization of whether the project is to be classified as a global project. The author would also include his personal experience and ensure that his engagement in projects is global :

1. **Number of distant locations:** This is a very clear and initial point to be assessed on whether to declare a project as global or not. All the issues prevailing in global projects have the same root cause; more than 1 location involved. The key point that Binder (2007) had made is the proximity between the project members to have face to face and frequent meetings. Having stakeholders and team members spread across different locations does create hurdles in having frequent face to face meetings. The author's work environment comprised of email commitments as the most frequent and practical source of agreement between stakeholders. Since, getting everyone in a meeting at the same time was not always possible due to issues external to the project manager i.e, time zone, language, working hours, other commitments. Communication skills and strategies need to be adopted by project manager to overcome this issue. Also having a customer in different country can have different effects on the project. Requirements of solutions and products would vary accordingly and also the expectation set by the customer would different from region to region. "Assessing and communicating project status is quite difficult when the project team is dispersed around the globe" (Gezo et al). A project manager needs to ensure that all parties understand the code of communication when project update, project progress and/or project dependencies are being communicated. Project manager really has to shape a culture for the project where he/she has to showcase the importance and the requirement of timelines and commitments to ensure that any national or organizational culture does not hold more power. Hence, a project culture has to be introduced; this could be added to the project Methodology and shared across with all stakeholders at the initial project kick off meeting or project management workshop. "Virtual teams must find new ways to adapt or replace traditional approaches to coordinate work"(Drouin et al 2010).
2. **Number of different organizations** :This point is also very significant in determining how globally complex the project is. Binder(2007) has mentioned some very important and analytical points here. The major point of complexity is the

policies and the regulations that every organization has. A project manager needs to carefully study the policies of the organizations involved in the project and deal accordingly. Unlike a normal project where a project manager only needs to be concerned with the policies and procedures of the organization that he is working for. Binder also states that “Traditional management of continuing efforts requires only minimal active co-ordination of interrelated organisations since the management hierarchy and the descriptions of jobs provide functional organisations with specific continuing charters and decision-making routes. Project management requires special efforts to co-ordinate many interrelated organisations whose relationships may change continually during the life cycle of the project.” In global projects, third party and sub contractors are also assigned certain tasks of the project. In some cases, there is an obligation to hire a local partner and in some instances, it is feasible for the organization to outsource some functions of the project for cost benefit. While referring to Jeannet and Hennessey(1995), Honeycutt and Ford(1996) also state that "To reduce the unknown factor of making these decisions in a global market, a number of firms have entered joint ventures".

3. **Country cultures**: beyond the organizational rules and policies, the culture and the regulatory framework of the foreign country also needs to be examined. The contracts and the commercial agreement framework need to be designed keeping in consideration the host country's rules and laws. Referring to multinational organizations requirement, Barham (1993) suggests that "More than ever they will need managers who are skilled at working with people from other countries”. "We can also point to some "soft" skill areas such as communication, leadership, motivation, decision making, team building and negotiation where research indicates national cultural differences can have important effects."(Barham 1993)

4. **Different Languages** : Even though English is quite widely spoken and the author did not have the need to learn any other foreign language in managing his teams and projects. However, in some parts of the world, a lot of important organizational members would not be very fluent in English. And hence, alternate modes to conduct communication with them needs to be figured out. Also, sometimes message is lost in this translation and a project manager needs to ensure effective strategy is in place to keep different language team members in synch with other members.

5. **Time zone** : this is the most common problem associated with global projects. As a global standard, most multinational organizations have work hours from 9 am to 6 pm. With huge variance in time zones between two locations, organizing combined and joint sessions with teams in both locations can be challenging and in some cases not possible. A lot of times what has been seen amongst organizations is to have flexible work hours at one location to have the joint sessions with the other location. The author's employer has arranged a similar strategy. The development office is in France and most customers are in Africa which are both in the same time zone; hence the Middle east office has relaxed work hours. However, since the former have dominant function and role in the organization; the Middle East office team members have to adjust to their schedule, if and when required.

2.3 Dimension

Jean Binder (2007) provided a very useful tool for companies to analyse the severity of a global project and has provided a charter to differentiate between a normal project and a global project. Binder (2007) states that culture, language, geography, organization(s) and time are all dimensions that can convert a project into a global project. Each of the dimensions can be controlled if the organization is willing to make the investment of time and, in some cases, money, needed to manage virtual teams. While referring to global projects, Holtbrugge et al (2011) state that "They bring with them a variety of intercultural management issues such as lack of face-to-face communication, different time zones and communication styles, language barriers and lack of common mechanisms to establish and develop trust". If an organization can excel in managing and executing global projects; then its horizon and room for growth definitely increases. "When cultural differences are recognized, valued and used to the organisation's advantage, then greater synergies can result for managing projects"."(Lee and& MA 2011). Project manager really has to shape a culture for the project where he/she has to showcase the importance and the requirement of timelines/commitments to ensure that any national or organizational culture does not hold more power. Hence, a project culture has to be introduced; this could be added to the project Methodology and shared across with all stakeholders at the initial project kick off meeting or project management workshop.

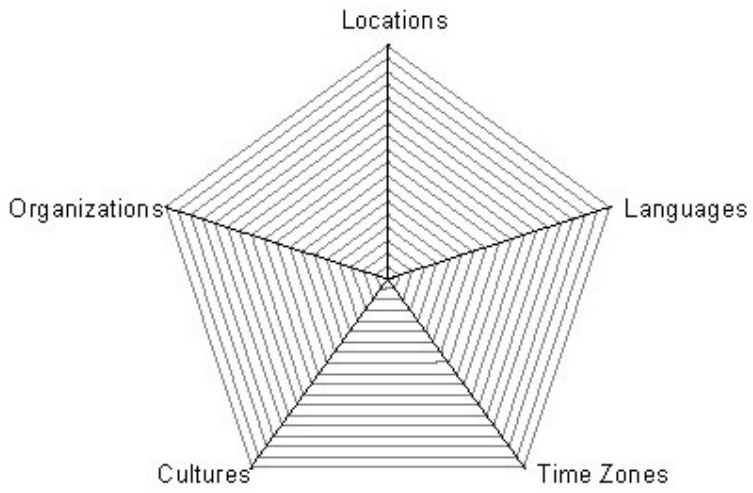

Figure 2 :Dimensions of global projects © Jean Binder 2007

As depicted in the above diagram; Binder (2007) has identified 5 dimensions of projects that would provide the degree of global-ness. From a project management perspective; I have devised the following changes required in Project Management process based on how the above dimensions increase:

Location: Location could be one office, two office or multiple offices in a single location, multiple locations or spread across the globe. The more spread out the offices; the more communication strategy has to be devised. Since sitting in diverse locations, it will not be easy to have regular face to face meeting. The organization would need to implement communication strategy that used technology to reduce the effects that could arise due to lack of face to face meeting. In the author's personal opinion, even the most advanced communication technology cannot eliminate the need and benefit of face to face meeting. Hence, a trend of frequent face to face meetings should be enacted by the organization to ensure the team can build a relationship and put a face to the name. The frequency of these face to face meetings would need to be aligned and planned according to the project costs and budget.

Languages/Culture: Different location would also mean difference languages and different national culture. From project management perspective, project managers would have to take into account the local components of language and culture in project management perspective. "Project managers in different countries run projects of similar nature, but in different ways. Differences may derive from cultural

distinctions, as well as unequal importance given by project managers and their customers, to the various success measures of the project."(Zwikael et al 2005). One of the key challenges with global projects is conducting communication since project stake holders are geographically dispersed and also situated in different time zones and have different languages. "Assessing and communicating project status is quite difficult when the project team is dispersed around the globe" (Gezo, Oliverson and Zick 1996). A project manager needs to ensure that all parties understand the code of communication when project update, project progress and/or project dependencies are being communicated. Depending on the nature and industry of the organization, each project would have some technical terminology or code that is used internally. It is very important that the geographically dispersed teams are all on the same page in term of communication since national culture can sometimes have an impact and influence on the communication context.

Some organizations also take the initiative to train their employees on language skills. The need and selection of the language chosen for training the employees would differ from organization to organization. Some companies would ensure that all its employees in offices around the globe can speak the language of the home country of the organization. The author's employer originating from Monaco also made an effort to train its employees in other countries on French language skills. This program really helped the overall organization to be more understanding and made the communication more effective.

Time zone: Weekends have different days in different parts of the world. In Middle East; it is common to see Thursday and Friday as holidays where in the west; Saturday and Sunday is usually the official weekend. Resource planning and providing timelines in global projects has to take this into serious consideration, since inter team working is only limited to 3 days in a week, in middle east for example (Monday, Tuesday, Wednesday). "The projects are more distributed in countries with different cultures and with big time zone differences, these projects are more challenging"(Nordio et al 2011). The time zone difference and its implications will increase as the locations in a given project increase. "If the projects take place with a bigger time zone difference, we expect to have bigger delays in reply time than in projects with smaller time zone difference"(Nordio et al 2011)

Cleland and Gareis (2006) provide a list of areas with major concerns for project

management. The author has analyzed these points from a global project perspective and advised how they become more complex when faced in global projects.

1. **Changing requirements owing to changing customer or customer expectations :**

   There are a few points that pertain to this point. During the initial stages of the project, there could be some requirements specific to a country that could be missed out. In the author's personal experience, a lot times standard components of the project are not looked into which are to be performed in a totally different way in other countries. "Scope changes or creeping functionality--are the results of ineffective management of requirements" (Executive Brief). During the course of the project, especially in case of Software projects, changes are inevitable. Due to the overall flexibility and cost implications in software projects, as compared to construction, it is highly unlikely that any project would execute without a Change request. "Rarely does anything in life work according to plan and software projects are no exception. Simply put, changes are bound to happen and how you deal with them will determine how successful the project is" (Rajith's Column). In global projects, managing the Change requests can be challenging and lot of times the scope of the change can remain unclear and lead to other potential problems during the project execution stage

2. **Managing Global Contract For Multiple Nations :**

   Law and regulatory framework is different in each country. From project management perspective, a due diligence would be required to ensure the project delivery terms and condition of the host country are clearly reflected and translated into the country of operation. Effects on cost, schedule and quality needs to be accounted for when engaging sub contractors in a project and that too global where most of the quality and schedule related negotiations will be need to conducted and followed up remotely.

3. **Maintaining A Virtual Workplace For Project Teams**

   A lot of project activities happen in the virtual space in global project setup. Face to face meetings are replaced by conference calls and emails. In complex projects it becomes very challenging to organize communication and keep everyone informed. In global projects, this becomes even more challenging due to language, time zone, cultural differences as well as lack of face to face interaction with the project team members and stake holders. "The greatest impact reported was two-fold, comprising the time difference and the lack of face-to-face contact"(Oertig and Buergi 2006).

"The problem of perceived discrimination arises when a certain group feels that they have been unfairly discriminated against, which leads to a sense of rejection towards the group that was perceived as having unjustifiable benefits, which could lead to an increase in conflicts."(Alserhan et al 2009). It is a very common issue that is faced by project managers in global setup. Since the project managers would be close or in the same location with some project team members who would have more opportunity and chance to discuss their issues with the project manager rather then the ones situated in different geographic locations. Language barriers would also impact the flow on information and the effectiveness of the communication between the team members.

4. **Managing Total Risk For Global Operations**

"One of the most significant risks we identify is a globally disparate (geographically separated) team"(Beckman 2010).In the author's opinion through past experience, the risk plan is easy to device for a project or a global project. The issue with risk management in global project is communicating the risk and devising a strategy to combat the risk. Since, people from different countries are involved, the perception towards the risk can be varying and sometimes be the opposite. a certain risk could be perceived by one member of the team as high whereas the other team member might completely disagree with that notion. "Risk management procedures need also to be adapted to a project environment and specific project characteristics"(Aaltonen et al 2009). "In general, unexpected events occur in projects and may result in either positive or negative outcomes that are a deviation from the project plan. Positive outcomes are opportunities while negative outcomes generate a loss"(Ahmed et al 2007)

2.4 Global Project Environment in the UAE

"Working in a globally distributed project for instance involves overhead for planning and managing people and suffers from language, psychological and cultural barriers. It often translates into knowledge needs which are not satisfied in due time due to these obstacles"(Ebert et al 2008). For this dissertation, the project managers and the project team members that are being interviewed are working in the Unites Arab Emirates. I would like to showcase Geert Hofstede' Cultural dimensions on national culture differences to provide analysis and foundation on the sample of people that have been chosen for the research data

collection. United Arab Emirates is a very unique example since its a country comprised of 80% expatriates population which have always influenced the local culture and also adopted the national culture to certain extent. "According to the most recent Labour Report released by the UAE Ministry of Labour, expatriate labour in UAE makes up more than 90% of the private sector's labour force"(AME INFO 2008) .Let's first take a look at the 5 factors of these cultural dimensions before they are assessed for United Arab emirates. A lot of authors and researchers have critiques Hofstede's work on cultural dimensions and also questions as to how it would help understanding a certain country or market. "But, even if these dimensions were valid for all time, do they actually help marketers? So what I am suggesting is that Hofstede's great work is, as far as marketers are concerned, of limited worth."(Holden 2004). From global project management perspective, I will showcase each of those and how they could impact the effectiveness and the functionality/performance of global teams.

1. **Power Distance** : "Power distance refers to the degree that a culture accepts the importance of position that separates people socially, addressing how acceptable unequal levels of power are"(Macnab and Worthly 2007). Jean Binder (2007) provides a more detailed definition on this point suggesting "This dimension classifies countries according to the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above". While studying UAE as a country on this dimension, Hofstede states "Arab Emirates scores high on this dimension (score of 90) which means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat"(online Source). From global project management perspective, a project manager managing his role from Dubai with team members in Europe will face lot of difficulty since the same dimension in, for instance, France scores 68 where the power control and authority is less.
2. **Individualism and collectivism :** "Individualism is typical of loose-knit social frameworks in which people are expected to watch out for themselves and where in-group/out-group distinctions are less of a focus. On the other hand, collective societies are organized by tight social frameworks with high degrees of loyalty and greater in-group/out-group distinction"(Macnab and Worthly 2007). While studying the UAE as a country on this dimension, Hofstede states "Arab Emirates, with a score of 25 is

considered a collectivistic society. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies offence leads to shame and loss of face, employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion decisions take account of the employee's in-group, management is the management of groups." When the same dimension is assessed in France, Hofstede assigns 71 score with high individualism where there is more autonomy and individual accountability for individuals members/employees of the organization. This dimension measures the degree to which individuals are integrated into groups. "On individualist societies the ties between individuals are loose: everyone is expected to look after their selves and their immediate families. People from more collectivist societies tend to be integrated into strong and cohesive groups, often extended families and good friends that continue protecting them in exchange for unquestioning loyalty"(Geert Hofstede website). "Training is also a big issue for recruiting a replacement of departing employees which includes cost of new training time, materials, cost of new employee productivity (about 24 weeks to be fully productive), supervisor time in training and other staff time. "Also, costs includes loss of revenue, slow customer service, less production, inability to take on more business, inability to deliver projects on time, dealing with penalties, lost business relationships and contacts"(AME INFO 2008).

3. **Masculinity and Femininity :** "The extent of roles division between sexes to which people in a society put different emphasis on work goals and assertiveness as opposed to personal goals and nurturance"(Pheng and Yuquan 2002). This dimension is not directly relevant to the subject of this study since the study is not going very deep into the research to explore these areas. "This dimension classifies countries according to the distribution of roles between the genders. In the more masculine countries the degree of gender differentiation is high. Individuals tend to associate men with control, power and material ambition, and women with modesty, tenderness and focus on quality of life. The ideals are economic growth, progress, material success and performance. In the more feminine societies, the level of discrimination and the differentiation between genders tends to be low. Individuals are likely to treat men and women equally, and value the quality of life, human contact and caring for others."(ITIM n.d.).
4. **Uncertainty avoidance** : "Uncertainty avoidance refers to the degree that a culture has acclimated to the acceptance of ambiguity. High power distance societies prefer to

operate with formalized rules and regulations and prefer that business be conducted with little left to interpretation"(Macnab and Worthly 2007). "Uncertainty avoidance is often, in organizations, related to the importance of following rules and procedures."(Macnab and Worthly 2007). "This dimension reflects the resistance to change and the attitude to taking risks of individuals from different countries. As most projects are elements of change and involve risks, the stakeholder analysis and management activities can certainly be more complete and effective when the national differences are taken into account. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the possibility of novel and unstructured situations by strict policies and rules, tending to be more emotional. The opposite type, uncertainty accepting cultures, are more tolerant of opinions different from what they are used to; they try to have as few rules as possible, and tend to be more contemplative, rarely expressing their emotions"(Jean Binder 2007). On this dimension, UAE and France both score almost same with 80. However, there is a key difference on how uncertainty is avoided and tackled in both societies. France is more structured and governed by rules and procedures whereas in the UAE, this avoidance is more practiced and visible through individual's own sense of urge and need to keep the employer satisfied. Please note that UAE as a country has 80% expatriate population that is comprised of a large work force coming from developing countries in Asia and Africa. Their residence to the country are directly linked with their Employment status and hence they have a high preference for uncertainty avoidance since any sign of their involvement in an event resulting in uncertain circumstances could lead them into problems with very low room for clarification and justification.

5. **Long-term orientation :** "Hofstede based his fifth dimension on Confucius, and identified that people from long-term oriented cultures tend to give high importance to values such as persistence towards slow results, thrift, savings and having a sense of shame. Individuals from short-term oriented cultures may aim to achieve quick results and give more attention to personal stability, protecting their reputation and respect for tradition."(Binder 2007). This point is very critical to UAE. At one end, the majority work force in the country is expatriates who cannot have a long term vision in the country due to residency issues and non availability of any roadway for naturalization. "the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view"(ITIM n.d.).

Hence, majority of the expatriate population is here on short term basis to earn a livelihood and move to better prospects - sometimes within the same country or elsewhere. Whereas in country like France, majority of work force is comprised of French citizen who have strong bond and ties with the country and also have medical coverage, life insurance and other similar variables attached. "expatriates are by law to remain expatriates for an indefinite period of time since they reside in the GCC on renewable three-year visas and are discouraged to be permanent residents (i.e. can never be naturalized)"(Forstenlechner 2010). "Much of the management development activity that is delivered by organizations is targeted at nationals. Many organizations are reluctant to invest in training and development for expatriate employees because they are expected to come already qualified and experienced in the first place, and because of higher rates of labour turnover in the region it is often felt that such investment is not cost-effective"(Wilkins 2001).It has been noticed that employee turnover rate is quite high in Dubai and the region as compared to European economies."Employee recruitment and retention in the Middle East will continue to pose challenges for both public and private organisations amid the global economic crisis, resulting in additional operating costs"(Gulf News 2008). However, situation is now changing and especially in case of Dubai, compared to other Middle Eastern countries, expatriates population is now looking for ways to gain permanent and long term residency status in the country. "where family has actually become a motivation to remain expatriated rather than to return “home”, showing that in terms of quality of life GCC countries have made huge progress over the past decades"(Forstenlechner 2010). However, this discussion is not the scope of this research. “It is too often assumed that management standardization can be seamlessly applied among these member nations or culture types” (Macnab and Worthley 2007).

2.3 Project Global-ness Analysis

To further develop and differentiate the understanding of global project management, the following global project analysis model has been derived taking into account different sources of literature review. The idea is to showcase and explain how different level of details will be required on a global project to ensure a fit-for-purpose plan is applied on the project. There are three key indicators that are required in order to assess a global project and its project managerial role requirement.

The next step in the model will assist in understanding how project manager's competency defines project's success based on its global-ness. The more global a project, the higher competences will be required for the project manager. The last indicator of the model is a post project review activity that will assist the organization in scoring the project manager's success. The project's global score criterion is reflecting the Global Project dimensions of Jean Binder (2007). All the dimensions described in the three key indicators are relevant to each other in order of and would complement their corresponding value when scoring model is applied.

1. **Project Global Score :** First step is to analyse the project as a whole and look for opportunities in defining it as a global project.
   - Number of Organizations
   - Number of Cultures
   - Number of Languages
   - Number of time zones
   - Number of Locations
2. **Project Manager's Competency Score :** Once the project has been identified on the degree of global-ness, project manager's capabilities need to be investigated.
   - Tools that the project manager has equipped himself to keep all organizations synch with each other
   - Credentials for People management skills
   - Experience of working with different cultures/countries
   - Flexibility in management style
   - Flexibility of working with and understanding multicultural teams
3. **Project Manager's Success Score:** This is a post-project completion activity to analyse how well the project management division is handling projects according to their global-ness.
   - Project Stakeholders usage of tools/methodology implemented by PM
   - Feedback from project Team
     - Feedback from virtual project Team
   - Trust issues amongst team members
     - Trust issues amongst team members (virtual)
   - Project Alignment to Project Plan/ Any delays incurred
   - Discipline in following Process/Methodology and commanding it"

- Feedback from Project Stakeholder.

Project Global Score	**Project Manager's Competency Score**	**Project Manager's Success Score**
• Number of Organizations	• Tools that the project manager has equipped himself to keep all organizations synch with each other	• Project Stakeholders usage of tools/methodology implemented by PM
• Number of Cultures	• Credentials for People management skills	• Feedback from project Team • Feedback from virtual project Team
• Number of Languages	• Experience of working with different cultures/countries	• Trust issues amongst team members • Trust issues amongst team members(virtual)
• Number of time zones	• Flexibility in management style	•Project Alignment to Project Plan • Discipline in following Process/Methodology and commanding it
• Number of Locations	• Flexibility of working with and understanding multicultural teams	• Feedback from Project Stakeholders

Figure 3 : Project Global-ness Matrix

2.4 Transition and Steering of a Project to a Global Project

[1]For a project team to take on-board a global project, a lot of inward efforts would be required to adapt to the new mechanism of the global project and also to follow Project leader's directions. "Any attempt to evaluate and change organisational culture must begin first with a clear management understanding of and commitment to such a process"(Tourish and Hargie 1998). Initiating a global project could result is bringing a huge change to the existing working conditions and style of the project team. In Organizational Behaviour, Robbins and Judge have identified two sources of resistance to change. The first source is the individual sources which are employees of the organization. Most of the resistance from the employees arises due to natural traits and human behaviour where social attachment to the existing condition has created a comfort zone. The second source of resistance to change is the organizational sources. As stated in Organization Behaviour, "Organizational sources reside in the structural makeup of the organizations themselves". "Like music, organizational change moves through time, building and releasing tension in organizational members"(Mantere et al 2007). Today, Organizations spend lot of time in planning and organizing themselves prior to implementing any change in the organizations, still most organizations do not find it easy to cope up with the change and execute all process as per the new process. "Studies have shown that approximately 70 percent of planned organizational change initiatives fail."(Judge & Douglas 2009).The smoothness, effectiveness and the benefit of change is all dependent on the leadership of the organization. From the beginning, an organization has to ensure that the leadership is equipped with the right skills and training to implement change. "Although many companies include supervisory training as part of their transition plan, this component of the change process is often introduced or drastically upgraded only after the company "discovers" that supervisors are failing to change their behavior"(Mohrman & Lawler 1988).

"The level of decision-making authority within the organization has also been found to impact on attitudes and orientations. Specifically, individuals tend to exhibit higher job satisfaction and lower turnover intentions as their level of decision making authority rises (Sorensen, 1967; Schroeder and Imdieke, 1977; Norris and Niebuhr, 1983; Aranya and Ferris, 1984; Harrell et al., 1986)."(Dole and Schroeder 2001)

During the past 15-20 years, the world has changed in how business is operating

[1] Excerpts for this section have been taken from Organization Assignment

across the globe. There is innovation and new technologies being released on regular basis where any organization, to be competent and successful, has to adapt to the regular changes and be prepared to adopt them. In today's modern and fast growing environment, the whole competition within the industry is based on how quick and smoothly an organization can adapt to a change and get back on its feet. The age of technology has brought lot of innovations and new technology releases very frequently. The author works in telecom industry which is one of the most dynamic and fast growing sectors in terms of innovation and evolving at a fast pace. Even organizations in sectors who are not evolving at a faster pace still have to implement change and adapt to new habits that are initiated by the chance. One thing to note here is that when an organization which has different functions working towards the organization goals with lot of people and their careers on board, this concept seems to be far from simple. In organization behaviour, Robbins and Judge provide us with a list of six major forces to change which are provided below:

1. **Nature of workforce:** This is an evolving concept and one which no organization can neglect. There are various factors why there will always be movement within the workforce such as age, health issues, migrations, or better opportunities elsewhere. While Referring to international projects, Shore and Cross (2005) stress that "projects are more complex because they often require cooperation from organizations or groups whose managers come from countries where management processes and decision-making behaviour are very different". "In other words: to what extent is the development of global business strategy aligned to the development of the capabilities of the human resources needed to implement this strategy".(Bucker and Poutsma 2010). It is very important for the workforce that is deployed on global projects to be equipped with the necessary tools to enable them to perform their job efficiently. During the data collection process of this research, it is found that a lot of project team members responding to the questionnaire survey suggested they would like to be involved in the project planning stage and provide their input on how things should be conducted. Most project team members stated that they are involved only during project execution stage where they have to obey the decisions implemented by the management and follow the process which had no input from them. This situation leads to an unsatisfactory state of the employee and also less efficiency. "The job satisfaction argument is based on the belief that employees are more likely to value outcomes if they can influence decisions that impact on them (Black and Gregersen, 1997;

Denton and Zeytinoglu, 1993)"(Ladd and Marshall 2004)

2. **Technology:** Technology has been evolving and updating at a very high rate during the past 20 years. Organizations have to adapt to new technological changes in order to reduce costs, increase speed and utilize time and resources more efficiently. This is again something which an organization with growth ambitions cannot ignore. "Move forward step by step. When companies strive to restructure or gain greater efficiency, experts warn that moving too quickly or failing to carefully implement changes can be detrimental to the process and ultimate result"(Stanleigh 2007). . "Organizational members, who are not only potential change-makers, but also recipients of organizational change, are likely to be more questioning about the value of change"(Saka 2003). To work effectively employees need to understand and value the tasks they perform.(Ladd and Marshall 2006). "Successful executives often must deal with daily operational problems, and drill down into details in order to be around for the future. Thismeans that successful executives and managers must maintain an appropriate balance between strategic and operational concerns, as they conduct the affairs of their organizations"(Czuchry and Yasin 2003).
3. **Economic shocks:** During the past 20 years itself, we have witnessed several economic disasters which had changed the whole market. The recent financial crunch had a negative impact on several products where organization either had to change their strategy or come up with a new product line to survive.
4. **Competition:** Globalization has changed the nature of business across the globe. Due to difference in cost of living, wages and other material sources, a lot of products could be manufactured or produced at a fraction of cost when compared to home country. Thus, an organization would have to change its strategy from being cost effective to capturing another niche area of the market or lose it market share. Quality variance and product differentiation are also key aspects to this force. "Failure to meet cost budgets may adversely impact future resource allocation and failure to meet time considerations may hamper the firm's competitive posture"(Wang et al 2008).
5. **Social Trends:** a very common trend in the fashion business. Five years back, cargo pants were a huge hit and were usually out of stock at major retailers. However, now the same pair of pants could be sitting on the shelf for its whole life and not be sold. Due to increasing consumerism, social trends have a very

large impact on the overall market. Consumer demand is the backbone of any business. Thus, an organization has to ensure its research wing is active in the market and the organization is committed to change whenever required.

6. **World Politics:** Wars, Import duties, new markets opening up are all forces that an organization has no control over. Incidents such as rise in export duties or ban on certain imports can diminish the requirements of a product or a service despite the organization providing good service and low costs. A very key factor that needs to be considered in the initial stages of the project. During project planning, a project manager has to ensure political situation of all countries involved is assessed and risks are factored in.

It is also needful to state that the project manager should be well aware and familiarized with the national culture of the countries where project team members and stake holders are situated (Yasin et al 2008). To summarize the above points and to give some more support from Project management perspective to the above points, I would like to showcase a cultural impact matrix depicted by Yasin el al(1993). In their research, a comparison of project managers in Arab and American culture was conducted. Based on the results of their research, the following results were gathered and summarized. These results would also be relevant to this research since the research is being conducted in the Middle East with a company head quartered in Europe :

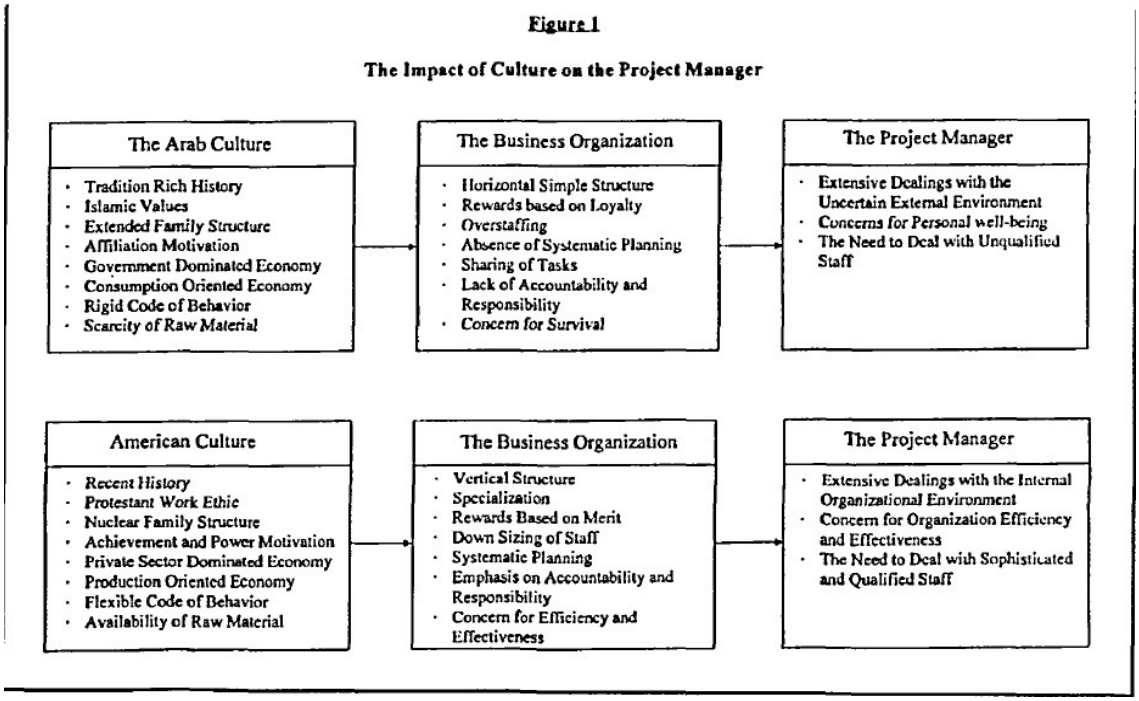

Figure 4 : Impact of Culture on Project Manager. Yasin et al (1993)

Referring to the budget, schedule and design conformation as the triplet success factor of any Project, Young et al (2008) quoting Hackman(1987) also adds that " this triple measure set of hard outcomes is now considered too simplistic, since it ignores important soft outcomes, such as the satisfaction of the client or intended user, and employee development and satisfaction. In global projects, the employee development part is very important. An organization involved in global projects provides an opportunity and framework for its employee to be engaged in a challenging endeavour where the employees get high exposure and great learning experience. In order to further enhance and make use of this human asset, organizations need to ensure that employee development area is being looked into carefully and effective measures are taken to keep it progressing.

"Project teams differ from other teams in that they perform a one-off, non-routine task, they are temporary rather than permanent, they are usually heterogeneous and cross functional" (Young et al 2008). Based on Young et al(2008) research, a model has been developed which showcases and validates the effect of Project Team related factors that impact the three key components of project success ; schedule, cost & Project operability(The outcome of the Project). Using Young et al (2008) model, I will analyse each section of the model to assess how Global Project is affected heavily by these factors and what measures could contribute to reducing the risks on these factors.

Author's Comments

- With Stakeholders situated in different regions, this step is missed out or in most cases left incomplete. This step needs to be clearly monitored and supported by the Senior management. Project Manager should ensure this task is complete in project planning stage before starting the Implementation. COMMUNICATION is very key component here.

- Team Experience should be a key factor to be analyzed before Project Team is setup.
- Communication channels between the offices should be explored : IM(Instant Messaging), Webex, Video Conferencing Facilitiy
- Co-Location would not always be possible due to multiple locations but frequent face to face meeting should be setup.

- Project Manager's overall Scope of Work would increase since all activities pertaining to aligning all the project team and coordination/ correspondence activities will consume lot of time.
- Travelling Also needs to be factored into Project Manager's Work Scope

- Special Resource Scheduling & Tracking Tools should be deployed.
- Interaction between the team members should be increased through different forums and technology

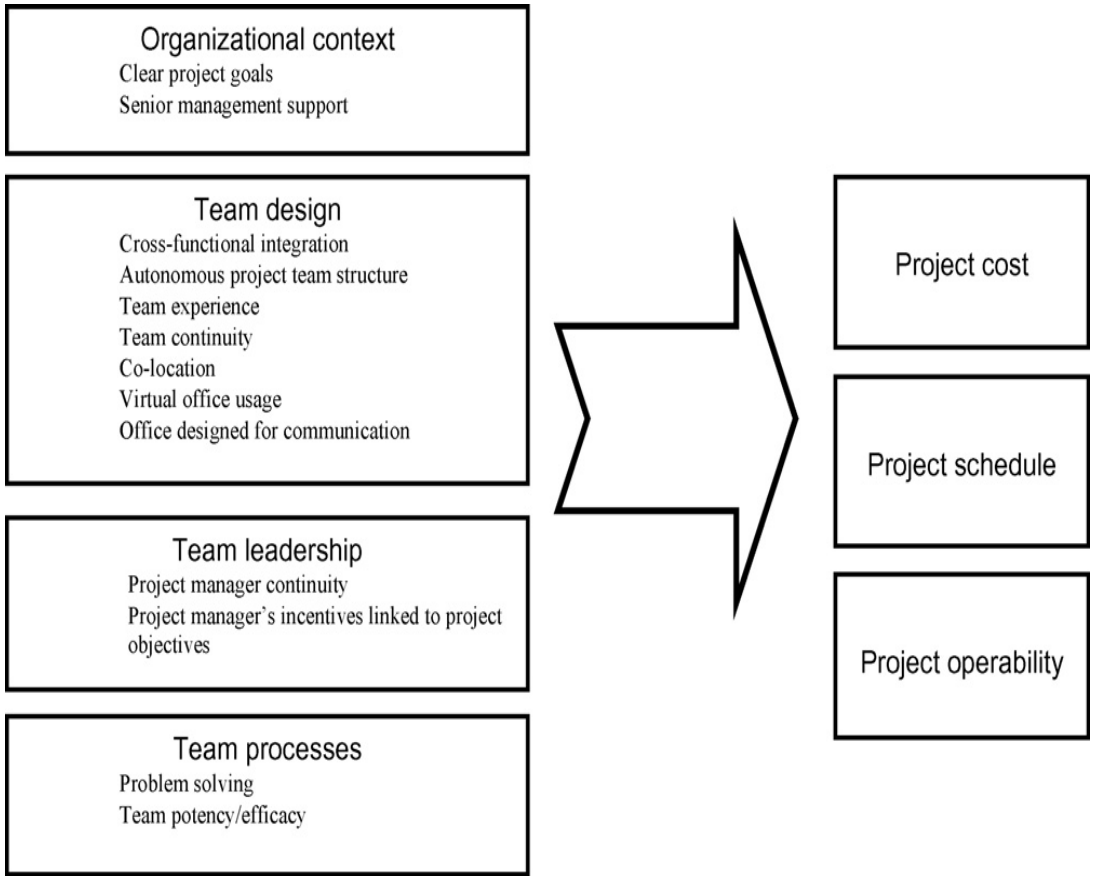

Figure 5 : Analysis of Young et al(2008)

4. Methodology

The methodology section of the dissertation provides a sense of direction and narrows the research scope. While referring to Methodology explanation, Lehaney and Vinten (1994) suggests that "A sufficient number of cases have been cited to show that it has different meanings, at different times, to different people. Lehaney and Vinten(1994) also advice the authors to clarify what they imply by methodology in their particular case."We define a methodology as a set of procedures that can be followed for achieving an objective"(Montano et al 2001). The aim of this research is to develop an understanding of current framework of Global Projects in the UAE. From project management perspective, the Research aims to identify and investigate through the critical elements of global projects - definition, differentiation and dimension. Based on the current understanding and Framework gathered through Literature review and data collection, derive conclusions and recommendation. The foundation of the answers to the research questions is the methodology section. Motivation for the study and research on global project management for this dissertation comes from the author's personal involvement in global projects and also his quest to assess global projects and look for ways to enhance their execution as discussed in the Introduction Section.

Basis of Research questions:

The research has been conducted in order to fulfil the objectives and provide answers to the research objectives mentioned in (Section 1.4). The answers and evidence to the research objectives and research points could be reflected in most of the literature review and author's experience and comments on the literature review. The author has also developed a strategy to add weight to the research and opted for a human interactive approach. The author has prepared a two dimensioned approach to maximize input for this research. The data finding strategy is divided into two Sets :

i. Set 1 : Interview questions with Project Managers

The responses to the interviews questions will be analysed using qualitative method. The author has developed interview questionnaire that would be conducted with project managers and team members. The interview questions that will be conducted with Project Managers will be open ended and will be analysed using qualitative methods. The interview questions conducted with project team members will be close ended questions analysed using qualitative methods."Qualitative methodologies have a long history and tradition within organization and management research."(Cassell & Symon 200). The nature of this

dissertation is quite new and unusual due to which the author had chosen qualitative methods as the most effective method in analysing the interview results and also showcasing them in the findings section. While providing one of the benefits of using qualitative methods, Bryman (2008) suggests “the tendency for qualitative research to be regarded as producing interesting insightful findings”. "Initially one might assume that qualitative research is simply defined as research that does not use numbers or statistical procedures; however defining qualitative research is not as straightforward as it might seem." AS suggested in Section 1 of the dissertation, the two motives behind conducting the research was due to author’s personal engagement in global and secondly, the lack of research available in the field of global project management. "Qualitative Research is ideal for earlier phases of research projects while for the latter part of the research project, Quantitative Research is highly recommended"(Experiment-Resources.com (2009)). Since global project management itself is not a very widely researched area and also a first step for the author to explore the subject, qualitative research method has been deployed for the Interview part of the data collection."The strength of qualitative research is its ability to provide complex textual descriptions of how people experience a given research issue."

In an effort to research deeply into the subject, the author found it very difficult to find data pertaining to individual's experience of managing or working in global projects.“Qualitative research is an inductive approach, and its goal is to gain a deeper understanding of a person's or group's experience.”

ii. Set 2 : Questionnaire Survey with Project team member

“A survey is a research method for collecting information from a selected group of people using standardized questionnaires or interviews”. A survey had to be conducted since the information that is being asked in the survey questionnaire is not widely available in the literature. The research’s motive also requires the author to assemble the research case with live examples and experience of people involved in global projects. In the research paper published by Penn State University for Innovation Insights, it suggests to “Consider first whether the data are available from other data sources or collection methods”. The responses to the survey questionnaire will be assessed using qualitative method. The responses to the survey questionnaires will be assessed using graphical illustration and the responses will be validated by the author and supported by the literature review. Another important tool to be used for analysing the data collected through survey is “Comparison within a survey”. As the article by Penn State university suggests, the author looks for “response pattern” to suggest relevant areas of Global project management from 3D perspective.

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iii. Devising the questions for Data collection

The research questions to be conducted for both interviews and questionnaire survey were initially drafted during the beginning of this research however; they have been tailored and suited according to the research that has been conducted in the Literature review section. The reason behind this exercise was to analyze the answers of the respondents more closely and assess them with the available text in this research. A pilot of the questions draft was released to get feedback and validation of the questions from respondent's point of view since it's a new topic and the questions were all crafted from scratch. "A pretest of the questionnaire and field procedures is the only way of finding out if everything " works "—especially if a survey employs new techniques or a new set of questions"(American statistical association 1997).Both the interview questions and the questionnaires were piloted with the Academic Supervisor of the author and immediate reporting manager of the author. The Reporting manager had assisted in conceptualizing and putting the questions in right context since he could himself envisage the questions and think of the answers since he has been involved in global projects also. The Dissertation supervisor was able to identify and rectify questions that were going off-track from the main theme of this dissertation.

Responses for both the project managers' interviews and project team members' questionnaires were recorded in July 2012. All the respondents for both interviews and questionnaire survey were chosen from Medium to Large size organizations with total employee work force of at least 100 up to 1,000. All the target organizations are multinational and have been in presence for 10+ years. Before the interview starts and also as a note for respondent to read before he/she fills out the survey form, the author will provide a basic understanding of global project and a normal project. This is to ensure that the respondent is aware of the questions and their context. The reason behind this exercise is to analyze the answers of the respondents more closely and assess them with the available text in this research.

SET 1: Interviews with Project Managers

For Set 1, the author has developed interview questionnaire based on the results of the literature review that would be conducted with project managers. The interview questions that will be conducted with Project Managers will be open ended and will be analysed using qualitative methods. "The aim of any interview is to collect valid information reliably in a

socially reactive situation"(Goldie and Pritchard 1993). 5 10project managers would make a sample to conduct the Interview questionnaire were identified to conduct the interviews. These 5 10 project managers would be have been working in Dubai but nationals from different countries. This scenario is very ideal and relevant to this research since Dubai as a location usually requires geographically dispersed team to work in a project. Most of the work force population in Dubai is comprised of expatriates who will again add weight to the research since for these 5 10 project managers Dubai itself is a new work environment. The qualitative research will happen in a one-on-one basis. Questions around the first 2Ds - Definition and Differentiation- of Global Project Management would be conducted with these 5 project managers. . The questions will be conducted with Project Managers in telecom, construction and Entertainment industry. 4 9of the project managers are based in Dubai whereas 1 Project Manager is based in Europe but also heads works for Dubai Project management office of his employed organization. All of these project managers are working in a global project characteristics environment however, complete details of their situation will be analysed at the beginning of the questionnaire. Each of the project manager will first answer a set of questions to determine the global-ness of the project that he is involved in. The Figure-1(dimensions of project) will also be analysed and assessed for each Project manager to determine the level of global-ness of their projects.

The interviews are all semi structures questions based. All 10 project managers were chosen and identified based on their involvement in global projects. "While offering opportunities, globalization also poses significant challenges for project managers especially when different cultures are involved as a team" (Lee and MA 2011).The author had conducted an initial survey of the organization and also gauged through a pre-interview discussion the involvement of the project manager interviewee in global projects. Each interview lasted 30-45 minutes depending on the further discussion/deviation from the main topic. The interviews were all held over telephone calls. Transcripts of the interviews are available in APPENDIX A. The questions are cantered around the 3D idea of the topic where initial questions propel the interviewee to exhibit his understanding of global projects. The second sections of the questions identify interviewee's ability and understanding on the differentiating factors of global project to normal projects. The last section of the interview questions would search for dimensions that are identifiable by the interview exclusive to global projects. Responses came from all ten project managers from the following industries in Dubai; Oil & GAS (2), Telecommunications (3), Auto(1), Finance(3), Consumer Products/FMCG(1). Below is a pie chart to show the Industry distribution of the respondents:

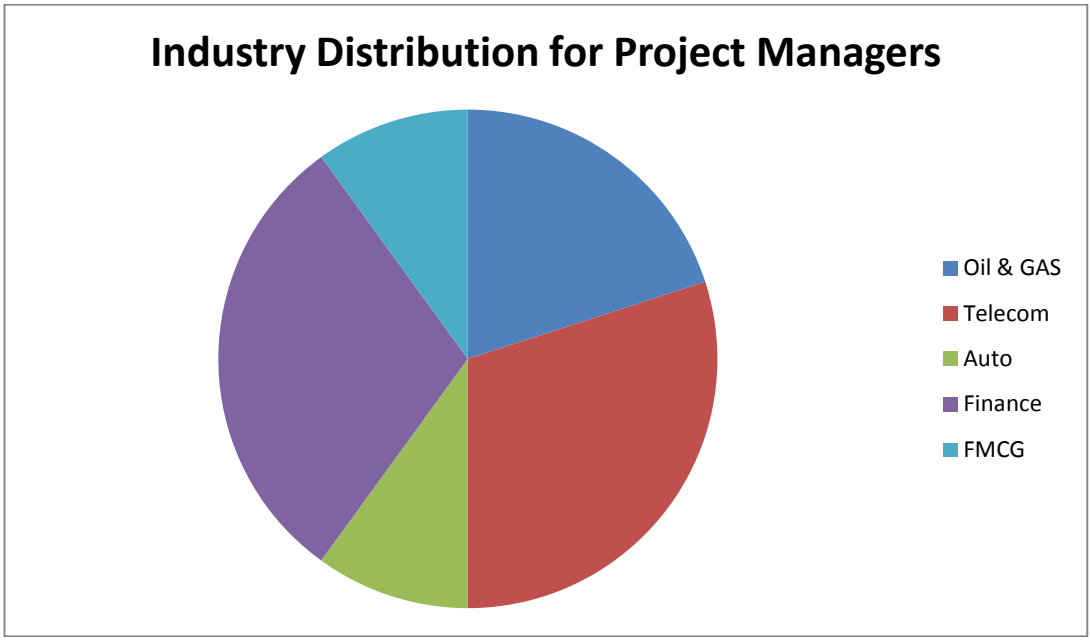


Figure 6 : Industry distribution of project Managers - Interviews

Administration of the Interviews

The interviews were conducted over phone. Elements such as cost, timeline and the accessibility issues lead to conducting these interviews over phone. "No visual clues are presented over the telephone such as facial expressions, gestures, bodily position and movements of hands, feet and head"(Goldie and Pritchard 1993). The author also agreed to this notion and realized during the telephone interviews that face to face interviews are the best tool for this kind of research however due to the limitations, interview were conducted over telephone and all efforts were in place to make it as close to a face to face interview as possible. There are some expressions and body language movements which could only be analysed and more investigated during a face to face interview. However, as stated by Carpenter (1993), "Response levels are generally good and survey timescales can be short" when conducting telephone interviews.

SET 2 :Questionnaire Survey with Project Team members

The questionnaire survey conducted with project team members was comprised of close ended questions and analysed using a mix qualitative and quantitative method. Another set of The Interview questionnaire survey will be was conducted with 30 project team members working in a global project setup in Dubai, Saudi Arabia, Pakistan, France & USA.

Some of the respondents for the questionnaire survey coming come from the same organizations where I had conducted the Project Manager interviews. The author has also used his colleagues in different geographic territories as one-fifth of the project Team members interviews. The questions and the results would support/comment/argue the final D-Dimension of the research questions. Detailed analysis of the data gathered through both research methods will be shared in the appendix section of the thesis. Analysis of the data collected will be conducted using models and research conducted by other writers in qualitative method. The analysis of the data would form the basis for conclusion and recommendations.

The questionnaire was issued to 50 project management staff active within organizations that are engaged in global projects. A thorough research of the organizations was conducted to ensure that the data that would be received is coherent with the research and would form a solid foundation for analysis and reflection of the dissertation topic. In fact, 75% of the questionnaires were sent out to Project team members working for the same organization where the project managers were interviewed. The project managers were asked to share the SET 2 questionnaire with their project team. This helped in achieving the target audience and the target people who are directly involved in the subject of the dissertation. This link also helped in understanding some differences in the understanding and perceptions of project team members within an organization. Exact link and match could not be made since both the project team members and project members are anonymous and so are their organizations. The response rate of the questionnaire was 60% where telecom sector dominated the incoming responses due to Author's affiliation with the industry and his network. Thirty Responses came from the following industries in different countries; Oil &GAS(2), IT & Telecommunications(15), Auto(3), Finance(5), Consumer Products/FMCG(3), Construction(2). Below is a pie chart to show the Industry distribution of the respondents :

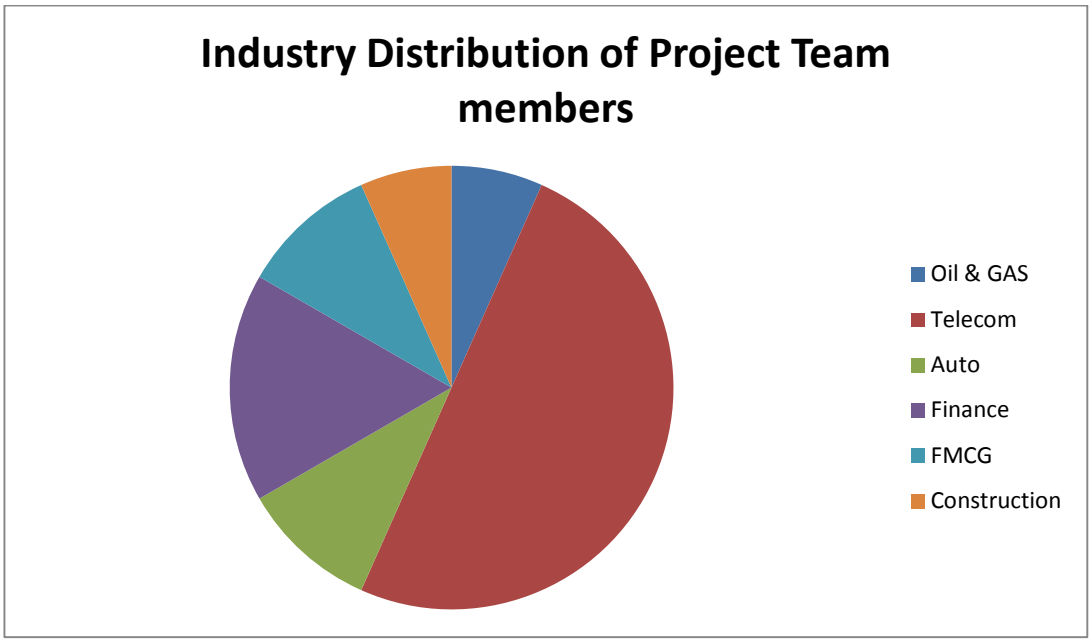


Figure 7 : Industry distribution of Project team members – Survey questionnaire

Administering the survey questionnaire:

The questionnaire survey was conducted over Email. "Such surveys are also relatively slow to conduct, requiring long timescales sufficient to allow response and, where necessary, the issuing of reminders"(Carpenter 1993). Again keeping in mind the cost, timeline and accessibility constraints, email questionnaires were sent out to target respondents. Another strategy that the author initially thought to make this whole session interactive was to conduct the interviews in a group/Conference session. "A group situation is not always suitable for achieving free and open discussion on certain topics" (Goldie and Pritchard 1993). Also, due to the nature of the work and the current business environment, confidentially and propriety issues had to be taken into consideration. A lot of ideas and questions asked in the questionnaire could have led to some competitors' information leak. In addition to these, a lot of people would also hesitate in responding to each and every question in a group environment. Also gathering everyone for the same schedule for the group interview can be challenging. The one to one email questionnaires were conducted to provide the respondent will full autonomy of expression. This will be reflected in the Data Analysis section.

Security & Confidentiality:

At the beginning of the questionnaires and the interview, anonymity of the respondents was confirmed by the author. The appendix section of the dissertation would

only provide the transcript and the responses of the questionnaire without any names and organization details. Since global project management is not a very widely researched topic area, Individual perspective and conclusions reflecting these opinions and facts will be very supportive to the topic.

"A further limitation was that the use of tape recordings could not be included in the personal interviews since some respondents were worried early on in the research interviews about confidentiality and their inclusion would then have compromised the flow of information from the respondents"(Wright 1996). The author had also faced similar restraints with the interview, hence only written transcript of the interviews are available in Appendix A.

5. Data Analysis

Set 1 : Interviews with Project Managers

Before starting the interviews, the author had provided some background of global project management to the interviewees. Most of them are already involved in a global project and were able to understand and relate to the topic and agenda of the interview immediately. The first question was devised to get some more details on their current engagement in global project. The idea was to understand the interviewee's understanding and perception of global project. The responses portray that their understanding of global project was correct and in line with the author's vision for this research. Transcripts of full responses that were recorded during the interview are available in Appendix A. The below matrix will provide the variables that were discussed during the interviews and the responses associated to each variable. All the responses have been compiled in the matrix to provide a brief overview for the reader.

VARIABLES	Responses
MAJOR CHALLENGES	1. Miscommunication and misunderstanding between team members 2. Travelling - time and cost 3. Task delays due to Time difference and Communication Issues 4. Natural hazards in one location may cause stoppages in the other location and halt the overall progress of the project. 5. Disturbances in the Information systems may cause delays. 6. Communication delays due to time zone and week schedule differences 7. Sticking to Deadlines 8. Maintaining Quality and its management 9. Government regulation and differences in laws – Tax, red tape etc.
MEASURES THAT ARE TAKEN TO MANAGE GLOBAL PROJECTS	1. Scheduling of communication and of work products is always done with all time zones in mind 2. A Better team of people was put together to effectively carry the project and meet deadlines. 3. Travelling to different destinations for business was scheduled properly with sufficient amount of duration in each trip to complete the necessary objectives. 4. Outsourced some activities to ease the process. 5. Increasing team's connectivity and availability through different technology tools - Blackberry, social networking. 6. Effective Information system 7. Quality manpower, that can meet the challenges of Global Projects 8. Hiring local partners and local staff to overcome the language, cultural issues
MOST EFFECTED PM STAGE IN A GLOBAL PROJECT	1. Project Control was responded by most number of interviewees followed by project Execution.
PROJECT CONSTRAINT MOST EFFECTED IN GLOBAL PROJECT	1. Major responses suggest Schedule followed by cost and then quality

MOST EFFECTIVE TOOL TO MANAGE GLOBAL PROJECTS	1. The right people running things. 2. The phone. Talking directly with team members around the globe is vital - it's efficient, and helps clear up any misunderstandings. 3. Effective Information systems. 4. Technology and its usability. 5. Training and enforcement of using communication tools.
HOW TO BUILD TRUST IN DISPERSED TEAM MEMBERS	1. Digital collaborative workspaces and use of internal social networks within the project management platform. 2. Focus on team building, trust building, conflict resolution, and coaching. 3. More frequent face to face meeting. 4. Bi-weekly conference call with all team members for project review and status report. 5. Bi-yearly events are held to bring all team members close. 6. Motivation through rewards, frequent training and extracurricular sessions, communicating the culture and mission of the organization.
AREAS OF IMPROVEMENT?	1. High quality Personnel required. 2. Effective Cost and recovery Planning 3. Digital collaborative workspaces and use of internal social networks within the project management platform. 4. Team building, trust building, and conflict resolution coaching. 5. Language Skills. 6. Forming Partnership and alliances with Local partners 7. Focus on hiring more local staff to overcome language and cultural barriers with the customers and suppliers

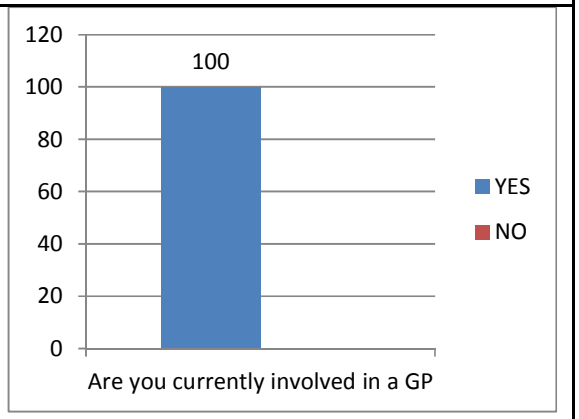
Figure 8 : SET 1 (Interview) Response Matrix

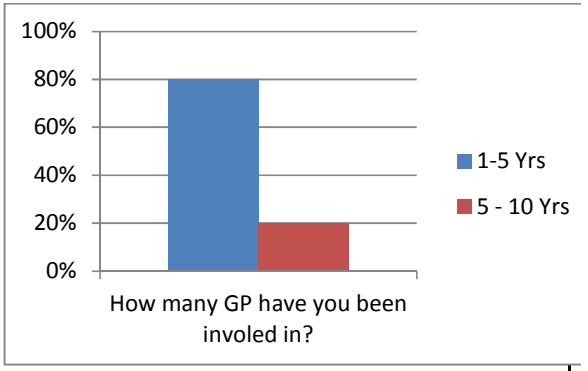
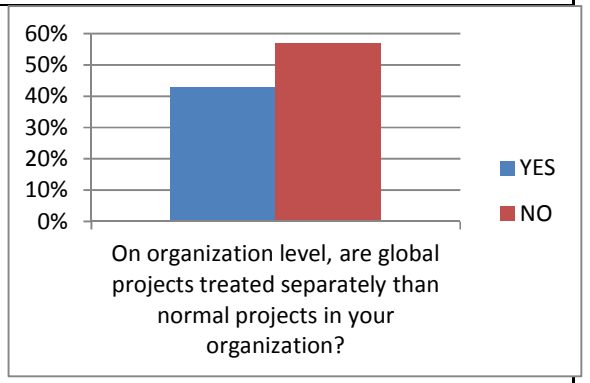
The last question of the interview asks the interviewee to advice if he would like to be involved in further projects that are global in nature. Despite the issues and challenges, all respondents are still excited and looking forward to executing global projects. The following reasons were provided:

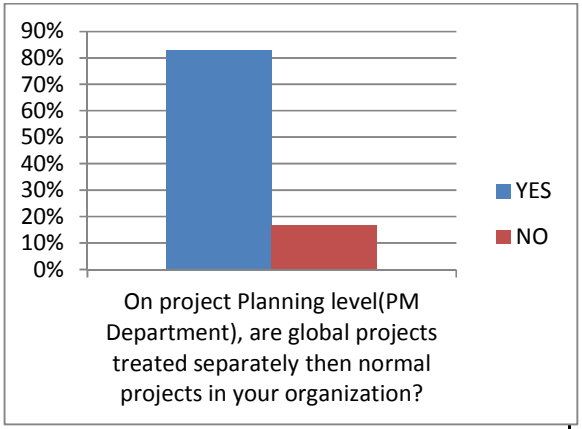
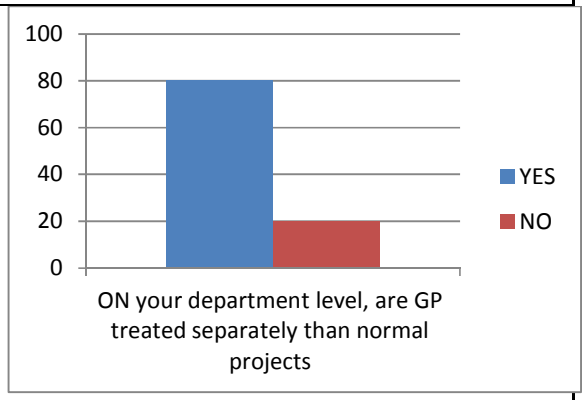
The learning opportunities in a Global project are vast. The global dynamics have changed in the last 5 years or so and knowledge and industry benchmarks are now being made globally not just being concentrated mainly in the West. When you work in a global team which has a diversified cultural background and market exposure it helps you engage with best practices that can come from anywhere.

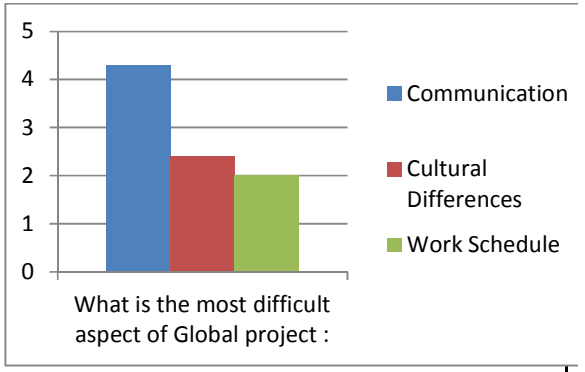
- Global projects are a great medium to Enhance multi-tasking skills
- Provides an opportunity to Assimilate with varied environments and people
- Provides Networking opportunities in different countries
- Enhance the experience
- Increase project management skills since global projects are challenging
- The opportunity to travel to different and learn new cultures.
- Along with learning new country cultures, some project managers also indicated an opportunity to learn new corporate cultures while working in a global project. Project managers who value this experience and learning will love to be involved in a global project and could actually also help in progressing on the project by building strong relationship and stay motivated since they are doing what they like.
- A couple of respondents also mentioned that weekday and time zone difference gives them some isolated time to perform their internal reporting and other tasks. This is a valid point however, in the long run, it would imply adhering to work hours/days of both Home Company (employer) and the customer. In the long run, this can be very damaging to the work-life balance of a project manager.

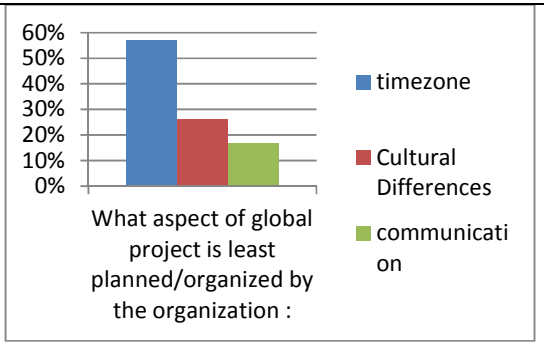
Set 2: Questionnaire Survey with Project team members

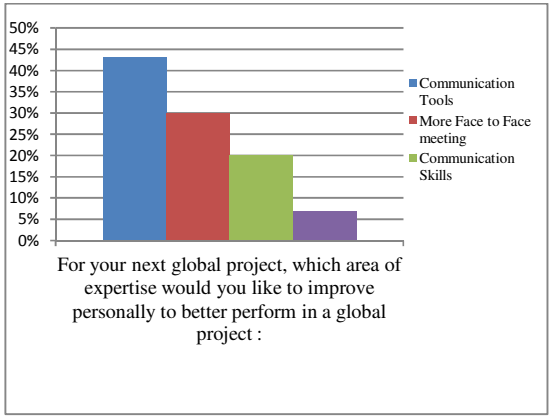
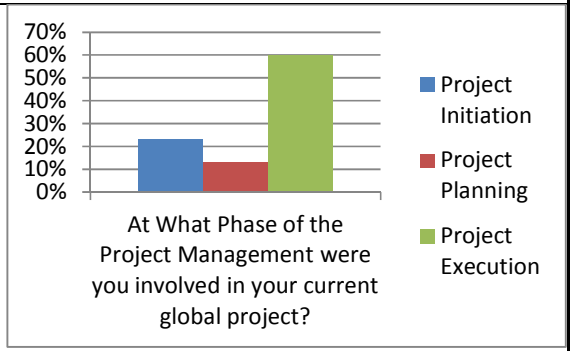
Questions	Response Analysis	Response Statistics for 30 Total Responses
Are you currently involved in a global project – working with team/project stakeholders dispersed in different geographical locations?	Shows that all respondents are currently engaged in a global project and will be effective and realistic in providing answers to the remainder questions in the survey	
In past or present, Have you been involved in a normal project (Non-Global) with your current organization?	Majority of participant have also worked in a non-global project. This will ensure that major responses would take into account differences between global and non-global project. While providing input on the issues, they will eliminate the possibility of that issue in a normal project and only respond based on their experience on a global project,	

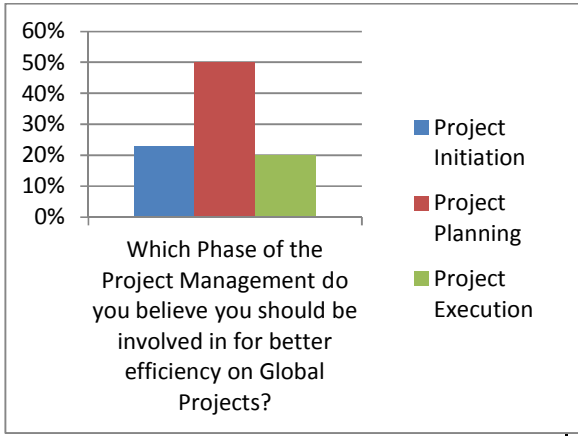
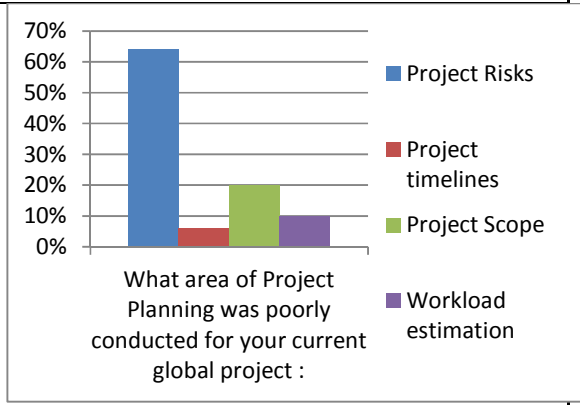
How many global projects have you been involved in throughout your career in past _?_ years? (PLEASE INDICATE THE NUMBER OF YEARS)	Majority of the respondents have been involved in global projects within the time frame of past 1-5 years. Please note that some of the respondents have been working for more time then they have been involved in a global project(this is visible through responses in the next questions)	
On organization level, are global projects treated separately than normal projects in your organization?	There is a good debate on this point. AS per the responses, 56% of the organizations do not treat global projects differently then regular projects. This is quite alarming.	

On project Planning level(PM Department), are global projects treated separately then normal projects in your organization?	Majority of the organizations have their departments and units treating global projects differently then normal projects.	
On your individual/department level(Engineering/Support/Sales/HR?), are global projects treated separately than normal projects in your organization? (PLEASE IDENTIFY YOUR DEPARTMENT BY UNDERLINING THE RELEVANT)	Majority of the organizations have their departments and units treating projects differently. The response to this question and the last two questions suggest that departments treat global projects differently since they understand the complexities. However, organizations are still not paying very high attention to global projects and their management.	

What is the most difficult aspect of Global project	70% of the respondents suggest that communication is the most difficult aspect of Global projects. The next aspect that is effecting global project is cultural differences. Cultural differences also affect the communication structure of the organization.	
Are there any tools available from your organization for global projects?	53% of organizations use tools to execute global projects. But there is still large group of organizations that do not employ any tool to manage their global projects. This is quite alarming	

What aspect of global project is most planned/organized by your organization :	60% of the respondents show that most looked into aspect for global projects from organization is communications. Despite these efforts, project team members also complain that communication is the most difficult aspect of global project , perhaps training is needed on the tools that are deployed by the organizations.	
What aspect of global project is least planned/organized by the organization :	The responses show that project teams are exhausted due to the time zone differences and the organizations are putting in very less efforts to combat and bridge this difference.	

For your next global project, which area of expertise would you like to improve personally to better perform in a global project :	Communication tools and their usage.	
At What Phase of the Project Management were you involved in your current global project?	Majority of responses show that project team members are only involved during project execution stage.	

Which Phase of the Project Management do you believe you should be involved in for better efficiency on Global Projects?	Major responses suggest that Project team members would want to be involved during project planning Stages. Upon discussion with few of the project team members from the questionnaire and author's own employer, they have identified two reasons for their involvement in the project planning stage: 1. To understand the overall context and requirements of the project and; 2. To give their input and suggestions on how to perform and plan some activities differently(based on their past experience).	
What area of Project Planning was poorly conducted for your current global project :	Projects Risk was responded by 65% of the survey respondents.	

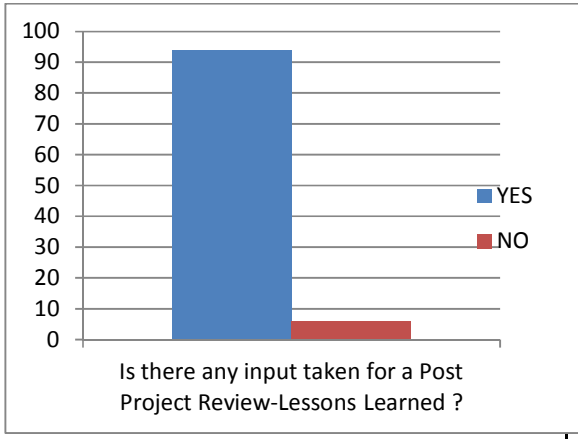
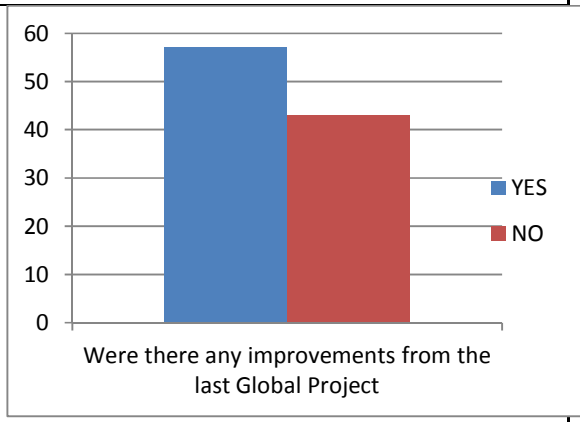
Is there any input taken for a Post Project Review-Lessons Learned ?	94% of the respondents suggest there is improvement in organizational process from the last global project. This shows a good sign and portrays that organizations are investing more resources and paying attention to global projects. However, the question remains as to how much efforts are being put and how much results are they bringing? *Please see the next question analysis for more reflection on this point.*	
Were there any improvements from the last Global Project	57% of the respondents suggest there is improvement from the previous global projects. However, with the experience with global projects, it seems the growth rate of improvement in global projects delivery is quite low. The following areas have been identified for more improvement: 1. Communication tools and their training to the staff 2. Involvement of project team members in Project planning stage. 3. Strategy to improve the cultural and time zone difference between geographically separated team members.	

Figure 9 : Set 2 (Survey questionnaires) Response matrix

a. Communication & Location Perspective

"The communication tools have a particular role to play but all has to be integrated in a complete communication strategy"(Goczol and Scoubeau 2003).Communication is very critical component of any project success. Even in normal projects, communication is key to moving positively on the project. In global projects, conducting this communication is even more challenging. Since in normal projects, the team meet or at least sees each other on daily basis and can raise issues during casual discussions. In global projects, if communication is not organized, major issues on the project can remain unnoticed and unattended. "Low budgets restrain them from travelling to the project locations and suddenly they spend a large portion of their days with a headset, making telephone calls and organising audio conferences. A typical day finishes after hundreds of e-mail exchanges and with at least a handful of unread e-mails for the next morning"(Jean Binder 2007). This view is shared by the author and by the respondents also. A very clear and precise communication plan should be devised in the initial stages of the project where the chain of information flow should be agreed and internal deadlines for individual team member should be set. "Once the structure is defined, the team must be put in place, through international recruitment and selection of global program and project managers, project coordinators and team members, building project teams with the right skill set and an optimal disposition of resources. Global project offices can be created to support these global initiatives, helping to set up the project teams, and supplying program and project management services worldwide"(Jean Binder 2007). Mobilizing the project team based on their experience and credentials of global projects delivery is also very useful. As evident by the responses, most project team members suggested that they would like to be involved during project planning stage to understand clearly the scope of the project and also to provide their input based on their experience. "In projects the initial phases are extremely important because the need for pre-contractual communication is crucial and so is the need for early risk analysis, implying that much communication takes place before an actual contract is drawn up" (Sandhu and Ajmal 2011).

Secondly, conducting the communication from project management perspective is also challenging. "Implementing communication systems, into any organization, that are efficient, effective and timely is challenging"(Davis 2004). Keep in mind issues like time zone and cultural differences, bringing everyone on board at one time slot can be challenging. "There are many barriers to impede communication, ranging from language-barriers to lack of understanding of the context" (Sandhu and Ajmal 2011). The responses seems to showcase that communication tools are being provided and are being improved but they are still not at

satisfactory level. As highlighted in Section 2 analysis, the issue might not always be with the tool or mode of communication but how it is organized and enforced. “Sophisticated software programs are available and procured, but many are left on the hard disk without being used by the senior managers who commissioned the software”(Sandhu and Ajmal 2011). Training is also vital to ensure the communication tools deployed are being utilized efficiently. Some respondents also answered stating that use of technologically high communication solutions added value to their own portfolio. Some communication tools are very sophisticated and require dedicated time to get hands-on with the tool. Training of the tool itself adds value to the portfolio of a project manager and the project team members. As a part of their strategy to manage global projects and maintain relationship with global partners and affiliates, A lot of companies now put it as mandatory to be able to use such tools.

b. COMMUNICATION PLAN

Bob Stewart in his interview to Sarah Powell states “Personality clashes always pose a risk”(Bob Stewart 2004). Bob stresses the importance of mixing and matching the teams based on their personalities. Bob also stresses the importance of Leader's involvement into day to day operations and activities of the team. “This sort of thing seems to work and it's a style that pays dividends"(Bob Stewart 2004). "People who believe that their boss or someone at work cares about them as a person are more likely to say, have more engaged relationships with customers, be more productive, and produce more profitability" (Barry Conchie 2009). One of the points that the author has also witnessed during his projects, due to the unfamiliarity with the team and lack of face to face contact with team members in geographically dispersed locations, is the personal characteristics of the individuals. For example, there could be huge variance between the age of project team members. “As a Junior member of a group, team or organization, a major roadblock to your success is gaining credibility with the more experienced people you work with"(Daniel Kieffer 2009). Communication is one of the most important factors which would contribute to increased effectiveness between the younger and older members of the team. Social activities through online forums and portals could also enhance the inter-connectivity amongst the team members and find common interests amongst them. Kieffer (2009) also stresses the importance of education that is vital in enhancing the influence and position of the junior leader. "Those with more experience will be inclined to comply with your ideas because of the specific knowledge you have compiled" (DanielKieffer 2009)

"All academic studies and text books agree on this point: Global teams require collaborative tools, in order to work effectively over a distance"(Binder 2007). There are a lot of tools available in the market that could help global teams avoid the geographic separation issues. However, organizations need to enforce the usage of these tools and also train their employees on the functionality and effective use of these tools. Good and effective communication tools should be in place and accessible by all members on-board a global project. A lot times, companies would make heavy investments in deploying communication tools but would not spend any efforts in training their teams on the tools functionality. As Jean Binder(2007) indicates that "a good set of documentation and procedures must be in place to increase the adoption level of the new technologies". One of the key issues with global projects is to understand the current status of the project and producing progress reports. "Collaborative project management software can also help to satisfy the organisational governance requirements, by providing program managers, portfolio managers, project managers and executive stakeholders with summarised project performance measurements and consolidated metrics, simplifying the reporting preparation and information distribution activities"(Binder 2007).

c. Project Planning and Team involvement in Global Projects

"In most cases, actual execution tends to deviate from the plan, due to a variety of factors, both internal to the project team (unforeseen difficulties, poor productivity, unexpected dependencies, etc.)and external (supplier-induced delays, price and availability variations, customer requests, etc.)"(Raz and Erel 2000).As indicated and evident by the questionnaire survey, most project team members have indicated that they would like to be involved during project planning stage. Their involvement would produce two positive factors; their input during the project planning stage would be valuable reflecting their experience; and being engaged from project planning stage, they would also be on-board with all the technicalities of the project. A lot of internal delays could be contained through this exercise since first-hand reviews and analysis of the project team could be viewed during project planning stage and the risk areas could be identified and planned accordingly.

"Some of the key issues involved in designing project control procedures are how much control should be exercised, and how often" (Raz and Erel2000). It would be a great idea to organize internal and external project kick – off meetings where the project manager can walk through all the stakeholders on the project management methodology emphasizing the reporting mechanism – the level of details it would provide and the frequency of how

often it would be provided. The internal meeting can also communicate to the project team of what is expected from them in contributing to the project Progress report. “In this revolutionizing context, the human resources leader must make a mind shift in his/her ways of thinking about human resources and work such that s/he educates, enables and equips — i.e.,empowers — co-workers”(Foulkes 1993).

“Proactive project managers actively seek for risk information from previous projects and from other sources and use the information actively to prevent risks from happening in their own project” (Aaltonen 2009). Due to the lack of research and industrialized tools for global project management, project managers involved in global projects should take a note of their experiences and issues faced during the delivery. Post projects review exercises would also be very useful to share the experience with all stakeholders and ensure that actions can be taken to overcome the limitations that were faced in the previous global project.

6. Global Project Execution Model

"In essence, this "global manager" is a manager of complexity. It is now axiomatic to say that complexity increases as diversity increases"(Foulkes 1993).During the project initiation stage, the management should ideally conduct a due diligence of the situation, assessed the market requirements and selected the team on that criterion. "To move to a new state, leaders must first unfreeze the system, move it to a new position, and then apply appropriate forces to stabilize it. Sometimes an entirely new business model is needed"(Allio 2009).This statement seems to be very strong but is they key to success in any project that is working in a different and innovative model. Instead of selecting the team randomly, there should be criteria to select team based on their prior experience of working in a global-like project. An initial assessment of the project team prior to project kick-off would ensure integrity and capability of the team as well as provide the team with a relevant direction based on their experience and expertise. "Employees' belief that they have a future with their employer is a leading driver of employee commitment, which is a recognized precursor to engagement" (Devi 2009). In a services industry firm, Human resources are the biggest asset and to retain employees is one of the hardest task for an organization.

"Project managers who get people to want to do what they want by sharing their purpose, vision, and values also establish emotional and intellectual ties that result in sustained commitment to a cause"(Laszlo 1999). "In addition to applicable academic knowledge, certain skills have to be developed by the project manager, such as the ability to make clear written and verbal summaries of project progress towards objectives for different interested parties" (Man 1993). This is a very commonly reported issue by Stakeholders involved in a global project. According to author's personal experience, it has been seen that each stakeholder would requires an update on the project with different frequency of these reports submission. Each stakeholder would need to be provided with different level of details and also the language has to be modified. For example, the technical lead on the Customer side would require detailed technical information on the status of the project. Whereas, the project owner from customer side would only need to know if the project is on-track and what are the outstanding pending issues.

Here the Author would like to represent his self-made methodology that is in place to manage projects. The author would go into details of each section and also showcase how each section is effected when the project becomes Global.

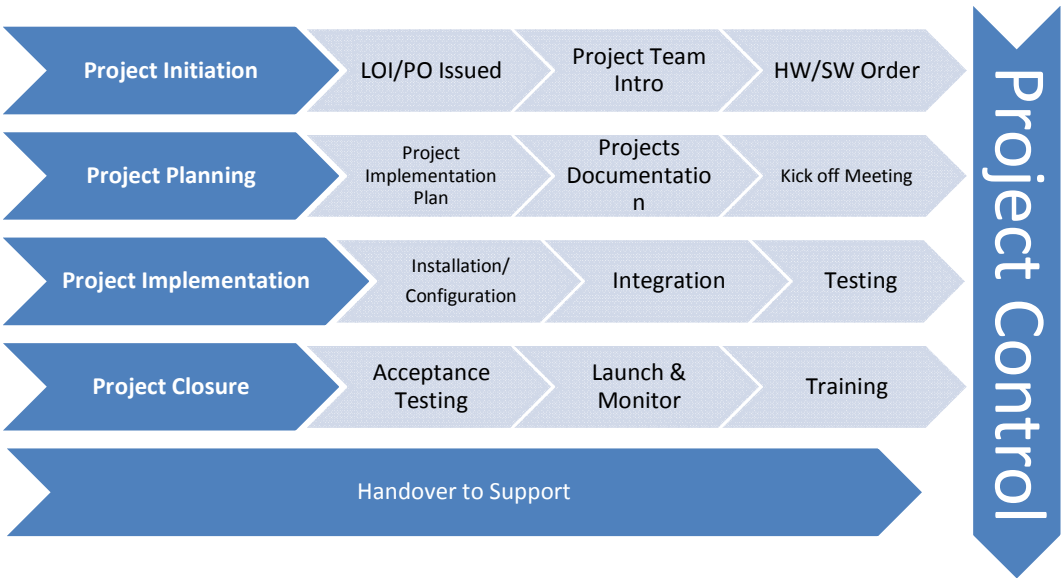


Figure 10 : Project Management Methodology

Project Initiation:

This is the most critical stage and the starting block for any project. Project Management process and methodology will differ across industries and companies; however, project initiation stage would encompass very similar activities. This is the step where the business would appoint a project manager and hand over the details for the customer and the RFP Response documents. Some brief details over each block of Project Initiation stage will be defined below:

1. Project Team Setup: A Project Manager is appointed from both sides (The customer and the vendor). Project manager would assess the Technical requirements of the project and create a resource plan to build the project team.
2. An introduction call is held with the customer site to discuss the Deliverables and set directions and expectation for the Scope of Work, Project Timelines and Responsibility Matrix.
3. HW/SW Order: This is the stage where HW and all 3rd party software are procured. Depending on the customer location, Hardware delivery including shipping and custom clearance can take up to 6 weeks to reach customer site.

Project Planning

1. A **Project Plan** is submitted to the customer indicating key dates for all project activities and major project milestones. “Constructing the project plan

can be complicated by the diversity of inputs and unique constraints resulting from operating in a global environment" (Gezo et al). Each activity is also assigned an owner to clarify the dependency and also to help project managers on both sides to prepare resource allocation sheet accordingly. Keeping in mind different team members situated in different geographic locations would be required at different point in time, it is a great idea to share and communicate the project plan at the beginning with all project members. Payment Milestones are clearly marked in the Project Plan..

2. **Scope of Work** : Based on the Customer requirements and the sales proposals, a Scope of Work is devised. This Scope of work would act as a reference for the project which the project manager has to get internal confirmation and adherence to. The Customer on the other hand, after accepting the Scope of Work, will also confirm and look forward to the deliverables as stated in the scope of work.
3. Another set of **Key documents** are to be shared with the customer. These documents would include :
    a. Site Readiness Plan : This is a checklist document to be validated by the customer to ensure adequate space and other requirements are fulfilled for the Hardware to be setup in the customer's premises.{External}
    b. Customer Network Information: This document would include all technical details for the solution to be integrated into the customer network. This document shall be maintained by both the customer and the vendor throughout the project delivery to ensure all parameters and details are up to date.
    c. Acceptance Test Plan : This document would incorporate all the test cases that reflect the Scope of Work Deliverables. After the Scope of Work, this is a very key document and would enable exit from the project delivery and final confirmation of the customer.{External}
    d. Resource Plan : Based on the project plan timelines and commitments, resource plan would be devised with the type and number of resource(s) that would be allocated on this particular project. The plan would take into account the different skills set required for the project delivery.{Internal}

e. Risk Plan/Register : This document would act as a log to capture all foreseeable project risks. The Risk Log would have a description of the risk and a contingency plan to reduce the risk impact and provide a resolution before the formal acceptance of the Project.

4. **Kick-off Meeting** : A kick off meeting with the customer is organized at customer site. The main agenda for the kick off meeting is to discuss and agree on the Scope of Work and also discuss and close the other documentation that have been submitted. The conclusion of kick off meeting is usually a sign-off on the Scope of Work and a forum to discuss and agree on all other project matters.
5. **Additional Global Project Planning :** Cleland and Gareis(2006) have identified some very basic but useful and important points that should be considered before starting out an international project. Issues such as sleeping, eating, accommodation, temperature check political situation, local laws and regulations framework, economic situation, national holidays. These issues can negatively impact the project team and also adversely affects the cost/schedule aspects of the project.

Project Implementation

This is the phase where the actual implementation starts and all the activities conducted in the project planning stage now start forming a picture. A series of project management processes are undertaken to monitor and control the progress of the overall project delivery. Those points will be further discussed in Project Control Stage.

The activities described in the above Methodology chart are quite standard to telecom solutions deliveries. The activities are highlighted in the Project Plan with timelines and dependencies clearly identified. A Sample project Plan is available in Appendix C.

Project Closure

This is the main element and success/failure point for any project. First step in closing the project is to declare the project deliverables ready for acceptance by the Customer. Internal testing and analysis will lead to declaring the deliverables ready for acceptance based on a Test Plan that has been submitted in the project planning stages. Successful execution of the test plan will lead to the customer in signing off the Test Plan document releasing the

payment milestones achieved. The Acceptance test plan also ensures and provides validation from the customer that all deliverables mentioned in the Scope of work have been delivered by the vendor.

From here on, the project delivery team will start working on the exit plan to handover the project to Support team and claim their success. A conference call/meeting is called between the customer and the Support team to introduce the support manager and advice on how further issues pertaining to the project will be managed and overseen by the Support team. During the initial days, depending on the nature of project, the project delivery team will closely work with Support team and smoothly exit out of the loop providing all the keys and critical information to the Support team. Major documentation is prepared and shared with the support team providing details of the platform and access details.

A Post Project Review Report is prepared by the Project Manager with inputs from the project Delivery. The key highlight of this report is the Lessons learned section. There are other areas that the project manager would also outline in this report such as schedule and the budget over-runs on the project and why they occurred.

Project Control

Project Control does not come at a specific stage of the project but forms a layer over all the stages. Major tools of Project Control activities are devised during the Planning stage and assessed based on the nature of project. “A high frequency of control, besides the associated direct cost, is time consuming and diverts resources from the main activities. On the other hand, a low frequency does not allow an early warning necessary to appropriately intervene. Generally, the main factors affecting frequency decisions are cost of monitoring, urgency of the project, exposure to delays, average time span of the tasks involved”(Falco & Macchiaroli 1997). The project control activities would start from the planning stage and are conducted until the closure of the whole project. However, the requirement and efforts on Project Control activities would oscillate differently across the Project life cycle. “”Continued monitoring, reporting and forecasting must take place during project implementation, and the forecasts compared to the plan”(Wideman 1989).Once the Project Implementation starts, the following documents are devised and shared/updated on weekly basis (the level of details and the number of documentation would be selected based on the magnitude of the project). Conducting Project Control activities internally could be sometimes challenging. “Face-to-face contact, mentioned above, was a key to developing trust and this was initiated by a formal team building sessions with a facilitator to “agree to the relationship” and define the

rules as to how the team was going to work."(Oertig & Buergi 2006). A very common issue faced by the project manager in managing global projects is the lack of comfort with the project team due to lack of face to face contact. As Oertig and Buergi (2006) highlight that "Knowing each other was reported to lead to higher efficiency. Problems were easier to solve if they knew that person on the other side of the line".

1. Weekly Internal & External Meetings :

   "A question perplexing top managements of the world's leading corporations is how to identify and develop global leadership competences for the future direction of their businesses"(May 1997).People are the most important asset of any organization. If the organization can keep the people motivated to do their jobs, the success ladder will be easier to climb for the organization. A highly motivated team is an important part of any leader's success (Alan A. Andolsen 2008). Alan has talked about different techniques to increase motivation for the employees to perform better. Weekly and monthly Meetings turned out to be a very positive motivation contributing factor especially when the performance of the overall team and the individuals was appraised. It is also a good opportunity to keep the physically dispersed team in close contact and also a good tool to ensure everyone on the project board is at the same page. "When people feel connected to their work and leader, feel free to express concerns and ideas, and receive feedback, they have a positive outlook" (Heather R. keller 2009). It has been noticed that due to geographically different locations, a lot of times team members are not recognized/appraised for their hard work and dedication. Usually, in a generic local project, day to day contact and interaction eliminates the requirement of formal recognition and appraisal to some extent.

2. Weekly Project Update Report {external & Internal};
   a. Highlights the progress of the overall project against the timelines
   b. Identified any foreseen risks and Delays on the project
   c. Next Steps
   d. Visit the Issues register to ensure all pending issues have been resolved
3. Project Issues Register {External};
   a. Maintain all the issues that have arose during the project delivery
   b. For each issue, an owner and a due date of closure is assigned

c. During the weekly review meeting, the issues register is visited to mark close all closed items and devise new due dates

   A sample Issues Register is available in Appendix D.

4. Updated Project Plan with completed tasks marked {External}
5. Updated Risks Register {Internal} ;
   a. To monitor the initially logged risks and trace progress
6. Change Management (if required)
   a. A Change control Management process is in place to take into account any changes to the initial Scope of Work and the agreed Project timelines is encountered.
7. Project Cost Schedule {internal}
   a. A review of the actual financial expenditures on the project against the budgeted figures.
8. Quality Plan : "For many US industries and individual firms the challenge of the 1970-80s was to survive the onslaught of foreign products" (Tillery and Rutledge 1991). To be able to work in a global environment and sustain the competition stemming from global peers, quality has to be maintained and also constantly improved. Recognising and reinforcing the quality-strategy connection and understanding how to use the quality-management connection will enable firms to meet better the continuing challenges of domestic as well as foreign competition(Tillery and Rutledge 1991)
9. Communication Plan : "One of the difficulties is that the available communication methods are not easy to use or are deemed unnecessary in project-based organizations. One of the difficulties is that the available communication methods are not easy to use or are deemed unnecessary in project-based organizations"(Sandhu and Ajmal 2011). A communication plan is setup enlisting roles and responsibility area of each team member and modes of communication. In critical and time-sensitive projects, a timeline is also crafted for the expected responses from the individuals.
10. Risk Register/Plan : Referring to risk Management, Hollman and Forest (1991) suggest that the way unforeseen risks and loss exposures are discovered, analysed, measured and treated. Hollman and Forest also suggest that risk management is a logical and continuous process. In the initial stages of the project, a risk register is drafted enlisting all current risks and possible

risks that could be anticipated on the project. For the current risks, all the details are shared by the stakeholders and an owner assigned to overcome the risk. For the risks that are anticipated to occur in future, a mitigation strategy is also devised that would be used in case the risk does occur. A sample Risk Register is available in Appendix E

7. Conclusion & Recommendation

"The implication is that a PM not only manages their team, but leads the team: leading by example, by gaining the trust and respect from their team through motivating, co-ordinating and maintaining morale" (Sommerville et al 2010). This whole idea becomes even more difficult to achieve for a project manager and the team in a global setup. "While projects are typically characterized as being a "transient endeavour", as noted above, they can also take the form of a management problem or objective that requires a remedy or solution to bring about a desired outcome that has longer term implications" (Maddalena 2012).It would be useful for organization to develop unit overlooking the global projects and looking for ways to improve their deliveries. This unit could enact post projects reviewed upon execution of each global project and ensure the lessons learned are applied on the next global project. "Competence-based management development provides an opportunity to identify and develop people with respect to competencies required for job performance."(Song and Gale 2008). The Global project management unit can also identify and recognize individuals that have performed and contributed positively to the global project execution. Similarly, the unit will also look for areas of improvement for the project team to better manage and execute global projects.

With the help of available literature and the data collection methods deployed by the researcher, the critical elements of global projects have been carefully studied and evaluated. The definition of the Global projects and its management are quite clear from academic and practical point of view. The differentiation of Global Projects seems to be quite evident also from both Literature and practical point of view, however, the efforts organizations are putting are not necessarily producing the results that are required. For instance, it is realized by organizations that communication tools and technology should be deployed to overcome the physical separation of teams. Organizations are also investing in acquiring and deploying new technologies but there is a lack of support and training in enforcing the effective use and taking benefits from them. This is one area where the author personally believes, as per his experience and data analysis, a huge gap is present where organizations can overcome.

The literature review and the findings from analysis of the data collected provides input to the critical elements of Global projects and also validate the impact of these critical elements in understanding and execution of global projects. The research provides a ground foundation for organizations to understand the complexities of global project and also provides a basis for future research in this area. Despite being a growing phenomena, there is scarcity of research in the area of global project from academic perspective and also from

organizational perspective, there seems to be less acknowledgement and less efforts being put in place for management of global projects. The various dimensions of global projects that would need to be assessed for a global project can be varying from project to project depending on the factors contributing to global-ness of the project. A Pre-initiation of Project global-ness analysis could help the organization and the project manager in deploying the right strategy for global projects delivery.

This research paper has outlined the definition and major differences and dimensions of global projects. Below is a summary of the results that have been extracted from the literature review and the data collected:

- The global projects dimensions would differ based on the global-ness of the project.
- The issues faced by the project managers and project team members are highlighted in the data analysis section with people directly involved in a global project.
- There is a high level of realization by the project managers and there are steps being taken by project managers to execute global projects. However, two issues were noticed; Lack of organizational assistance and attention to the global projects and lack of project management skills and experience of executing global projects
- Awareness and understanding of global project is quite high amongst the project team members. However, only people involved in global projects in the past are able to identify the key dimensions of global projects. The available Project management methodologies in most organizations do not provide a very effective process.
- There is a very strong understanding of global projects amongst most project managers and project team members. In fact a lot of project team members involved in global projects in the past would like to be involved in project planning and initiation stages to provide their input
- Different sources of information have been used to identify the differences between normal and global projects.
- There are global project management tools being deployed by organizations however, there is a big questions mark as to how effective and contributing they are in global projects delivery. There is a need for a training and

enforcement of the tools that are deployed by the organization to ensure their usage is producing effective results in global projects delivery.

- From organizational process point of view, there is improvement in global project delivery but not to the pace at which global projects are going and also becoming challenging for project teams to delivery.
- All stages of project Management Lifecycle are affected and need to be processed differently when in a global project.
- The Location is the most important dimension of global project that requires more planning and more efforts in global projects. The research has also indicated other key dimensions of global projects. The dimensions vary and their criticality also depends on the nature and global-ness of the project.
- Project Control Activities are the most aspect of project management that is faced by project managers in global projects.
- All aspects of project constraints are effected by global projects but cost and schedule overruns are inevitable in global projects.
- Positive aspects of global projects have been indicated from project team's perspectives.

Recommendation

The research scope is limited to the United Arab Emirates. Similar research could be conducted in other parts of the world to gain more insight into global project and its critical elements. The data collection method of the research is only targeted towards projects managers and project team members. Similar research could be conducted with other stakeholders of the project to get their view on the topic also. From the author's perspective, there are other people also involved in the global project however, their involvement is limited. But their point of view will also add weight to the subject and provide different dimensions.

THE END

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Appendix A : Interview Responses (SET 1)

Interview Questions:

1. Please provide some details on why the nature of your last/current project is GLOBAL?
2. Please list down the major challenges that are faced because of the nature of project being global?
3. Please list down any measures that are taken to manage global projects?
4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?
    a. Project Initiation
    b. Project Planning
    c. Project Implementation/Kick off
    d. Project Control
    e. Project Execution/Closure
5. Considering above points, how would that change when conducting a Normal project?
6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?
7. Does your organization have special set of procedures/ pre requisite's for global projects?
8. What is the most effective tool to manage global projects?
9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?
10. Please describe your last global project. Please highlight the following points :

    a. What made the project Global

    b. What challenges were faced
    c. How were the challenges addressed
11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

12. Areas of Improvement in Global Project Management model in your organization
13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global

project?

14. What area is the most improved from the last global project to the next one in your organization?
15. Would you like to be involved in another Global Project? Please explain your answer

Response 1 :

1. Please provide some details on why the nature of your last/current project is GLOBAL?

The last project would be considered global because the operations that took place were in different countries, and the teams working for making the project into a success were skilled labors from different nations collaborating from geographically diverse locations.

2. Please list down the major challenges that are faced because of the nature of project being global?

When handling a project that is global in nature the main challenges that pop up are : delays in completing tasks on time. Management of departments which are located outside your country. Miscommunication or and misunderstanding of certain instructions and timelines by other parties involved. Travelling becomes a hassle and red tapes.

3. Please list down any measures that are taken to manage global projects?

Clear communication was enforced to break language barriers.

A Better team of people was put together to effectively carry the project and meet deadlines.

Travelling to different destinations for business was scheduled properly with sufficient amount of duration in each trip to complete the necessary objectives.

Outsourced some activities to ease the process.

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

b. Project Planning

c. Project Implementation/Kick off

a. Project Initiation

d. Project Control

e. Project Execution/Closure

5. Considering above points, how would that change when conducting a Normal project?

A normal project is much easier to accomplish as the scale of activities and diversity in the complexity of tasks is reduced substantially and the drive of getting from point a to b and management of people/tasks is far more in grip. Also keeping in mind the governmental aspects are dealt with locally.

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Workforce , cultural differences, and governmental laws and red tapes.

7. Does your organization have special set of procedures/ pre requisite's for global projects?

No

8. What is the most effective tool to manage global projects?

The right people running things.

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Responsibility through freedom. Giving them the right and authority to some extent to carry decisions and complete pending tasks rather than waiting and procrastinating until the management arrives. A lack of trust among team members can hamper even straightforward tasks. At times among team members, assumptions about race and culture can act as roadblocks to getting things done. The best thing to do as team leaders is to designate resources throughout a project to focus on team building, trust building, conflict resolution, and coaching.

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global

       Interaction and work coordination with people in other countries

    b. What challenges were faced

       Lack of trust and costs.

    c. How were the challenges addressed

       Meeting face to face more often

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

Teams are more closer and there is better synergy. We have the ability to mobilize and deploy a team with our best employees from our offices around the world that can work together

12. Areas of Improvement in Global Project Management model in your organization

Software and communication tools.

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

Teams have come closer. It was identified in the post projects review that there is lack of trust and understanding amongst the team members.

14. What area is the most improved from the last global project to the next one in your organization ?

Team coordination and communications

15. Would you like to be involved in another Global Project? Please explain your answer

Yes. To learn new cultures and meet people in different countries and see how they work.

Response 2 :

1. Please provide some details on why the nature of your last/current project is GLOBAL?

My last project was a due diligence of a merger between two companies, each based in two different locations. It was a global project since some of our colleagues were working from the country of the Acquirer, some of the Target and most of the review process was carried out on-line in a third location.

2. Please list down the major challenges that are faced because of the nature of project being global?

Natural hazards in one locations may cause stoppages in one location.

Disturbances in the Information systems may cause delays.

Global Projects are subject to greater cost.

Quality of the project may impair

3. Please list down any measures that are taken to manage global projects?

Efficient Communication measures

Effective Information system

Quality manpower, that can meet the challenges of Global Projects

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

d. Project Control

e. Project Execution/Closure

b. Project Planning

c. Project Implementation/Kick off

a. Project Initiation

5. Considering above points, how would that change when conducting a normal project?

Project Planning

Project Execution

Project Control

Project initiation

Project Implementation

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

No Answer

7. Does your organization have special set of procedures/ pre requisite's for global projects?

Yes

8. What is the most effective tool to manage global projects?

effective information systems

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Appropriate Disturbance and Transport allowances

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global Answer: **Explained in Question 1**
    b. What challenges were faced : **Slightly higher cost and time delay due to one of our key colleague had to take off for personal reasons.**
    c. How were the challenges addressed **Deployed a new staff member on the vacant end who had another project on board and had to travel back and forth frequently.**
11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

We have been able to secure more international projects which has enhanced our market capitalization in the region.

12. Areas of Improvement in Global Project Management model in your organization

High quality Personnel required.

Effective Cost and recovery Planning

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

Lack of time and cost planning has been identified in the post project review. In the following projects we have estimated realistic deadlines and provided for natural losses in monetary terms.

14. What area is the most improved from the last global project to the next one in your organization ?

Planning and Control

15. Would you like to be involved in another Global Project? Please explain your answer

Yes I would certainly like to get involved in another global project for the following reasons:

- **Enhance my multi-tasking skills**

- **Assimilate with varied environments and people**
- **Networking opportunities**
- **Enhance my experience horizon**
- **Learn how to manage complex global projects**

Response 3

1. Please provide some details on why the nature of your last/current project is GLOBAL?

Project implementation is in Pakistan, but project team members are in San Francisco, Singapore, Norway, and Pakistan.

2. Please list down the major challenges that are faced because of the nature of project being global?

-Challenges are due to the time difference:

-Communication: because of time difference, it is often difficult to schedule conference calls at everyone's convenience. There is also a delay in email correspondence because of the time difference.

-Work products: because of the time difference, schedule of completion of work products is not always according to the Project Manager's requirements.

-Given the same ethnicity of the team, and global use of English, language is actually not a challenge.

3. Please list down any measures that are taken to manage global projects?

Scheduling of communication and of work products is always done with all time zones in mind

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

e. Project Execution/Closure

d. Project Control

c. Project Implementation/Kick off

b. Project Planning

a. Project Initiation

5. Considering above points, how would that change when conducting a Normal project?

Much easier to manage and control teams when you can work with them in person. You can communicate real time, develop more personal relationships, and use that relationship to motivate people to drive projects home.

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Schedule is most affected, followed by cost.

7. Does your organization have special set of procedures/ pre requisite's for global projects?

No.

8. What is the most effective tool to manage global projects?

The phone. Talking directly with team members around the globe is vital - it's efficient, and helps clear up any misunderstandings.

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Again, speaking on the phone as much as possible.

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global
       4 team members based in 4 different countries.
    b. What challenges were faced
       see response to question 2.
    c. How were the challenges addressed
       see response to question 3.
11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

it's a great feeling knowing that you are managing people and having an impact around the world.

12. Areas of Improvement in Global Project Management model in your organization

Sticking to deadlines. this is not necessarily related to the project being global, but it's true that if the project was local, one could develop relationships and use that to motivate people to stick to deadlines.

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

project lost momentum after nearing completion. people became complacent. solution is still not perfect, but tried to explain ramifications of delays to the team members so they realize the responsibility that they have.

14. What area is the most improved from the last global project to the next one in your organization ?

Project execution is more efficient and although there are still delays, they have been reduced significantly.

15. Would you like to be involved in another Global Project? Please explain your answer

Yes. I enjoy the challenge of managing people globally, and enjoy the feeling of having an impact around the world.

Response 4 :

1. Please provide some details on why the nature of your last/current project is GLOBAL?

Our project is being planned, executed, tested and marketed in 4 different countries. This makes it quite global in its nature.

2. Please list down the major challenges that are faced because of the nature of project being global?

Communication due to time zone differences.

3. Please list down any measures that are taken to manage global projects?

We use technology to overcome communication barriers. Almost everyone in the team has to at times go out of their comfort and be present at that odd timed meeting. By using technology and having an internal social network/project management platform we make sure that team members are as connected as possible.

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

c Project Initiation

e. Project Planning

a Project Implementation/Kick off

b. Project Control

d Project Execution/Closure

5. Considering above points, how would that change when conducting a Normal project?

a Project Implementation/Kick off

d Project Execution/Closure

c. Project Initiation

b. Project Control

e. Project Planning

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Schedule

7. Does your organization have special set of procedures/ pre requisite's for global projects?

We manage resource working hours to ensure as many overlapping hours as possible. Regular video conferencing and use of other tech based collaborative tools helps our productivity.

8. What is the most effective tool to manage global projects?

Technology

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Digital collaborative workspaces and use of internal social networks within the project management platform.

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global

       We had development work done in Pakistan, The front-end was being developed by an agency based in UK, the planning team was based out of US and the product was to be marketed in China.

    b. What challenges were faced

       Communication due to different time zones, lack of physical interaction, cultural differences.

    c. How were the challenges addressed

       Use of digital collaborative workspaces, social interactions

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

Leadership is the main factor. One good leader and direct teams across to the globe to a mutual goal and all processes and systems are automatically developed as everyone marches towards one project goal. Global projects allow companies to combine the best of every market and deliver global competitiveness.

12. Areas of Improvement in Global Project Management model in your organization

Physical interaction. More physical visits from one team to the other. We usually keep that to a minimum to keep the cost in control.

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

We identified that all teams need to be involved in the planning part of project. When executers are not involved in planners the planners usually end up setting up targets based on assumptions which are not practically true.

14. What area is the most improved from the last global project to the next one in your organization ?

Delivery timelines – planning and also adherence to them.

15. Would you like to be involved in another Global Project? Please explain your answer

Yes. I would not want to work in any project environment which is not global. The learning opportunities in a Global project are vast. The global dynamics have changed in the last 5 years or so and knowledge and industry benchmarks are now being made globally not just being concentrated mainly in the West. When you work in a global team which has a diversified cultural background and market exposure it helps you engage with best practices that can come from anywhere.

For an effective global project management all projects must be free of preset stereo types and must be done with a belief that 'Any idea can come from anywhere' and that is when your project is truly global.

Response 5

1. Please provide some details on why the nature of your last/current project is GLOBAL?

We have a factory based in South America, Regional Sales Head office in Saudi Arabia and customer around the middle east and Africa. There is lot of interaction between the teams and frequent flying amongst these destinations.

2. Please list down the major challenges that are faced because of the nature of project being global?

Travelling

Time zone difference

communication

3. Please list down any measures that are taken to manage global projects?

Frequent meetings.

Communication tools such as in-house skype alike software

corporate blackberry accounts for all employees

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

d. Project Control

e. Project Execution/Closure

c. Project Implementation/Kick off

a. Project Initiation

b. Project Planning

During Project Initiation and Project planning, things are quick and people respond. However, as soon as the project actually starts, things start getting challenging

5. Considering above points, how would that change when conducting a Normal project?

In a normal project, it would remain the original.

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Schedule and then Cost

7. Does your organization have special set of procedures/ pre requisite's for global projects?

Yes. There is an internal kick off meeting before each global project is undertaken. There are few other processes that are in place and enforced by the organization for global projects.

8. What is the most effective tool to manage global projects?

Increasing integrity between the seperated teams

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

More frequent face to face meeting.

10. Please describe your last global project. Please highlight the following points :

   a. What made the project Global :

   Answer 1

   b. What challenges were faced :

   Lack of knowledge about team members, time zone difference, communication.

   c. How were the challenges addressed :

   more face to face meeting, communication tools.

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

Flexibility of team members. the work hours are not very strict and most of the team members work from home.

12. Areas of Improvement in Global Project Management model in your organization

Communication and Better work-life balance. The time zone difference coupled with frequent travelling disturbs the work life balance and also leads to low productivity.

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

We dont have such activity.

14. What area is the most improved from the last global project to the next one in your organization ?

Team building

15. Would you like to be involved in another Global Project? Please explain your answer

No, it effect the work-life balance. Work hours are out of control and there is lot of travelling.

Response 6

1. Please provide some details on why the nature of your last/current project is GLOBAL?

A Greenfield project was undertaken in Southeast Asia by our organization – based out of the Middle East. Before this undertaking, the organization had no footstep or presence in that country. The management team was distributed in Dubai and Kuwait and lot of ground staff were hired from India and China.

2. Please list down the major challenges that are faced because of the nature of project being global?

Cultural Issues, Language barriers, Government regulation conformity, Resource Skill set availability.

3. Please list down any measures that are taken to manage global projects?

Hire and use maximum local resources in the country where the project is undertaken to the language and cultural issues are better managed.

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

d. Project Control
e. Project Execution/Closure
c. Project Implementation/Kick off
a. Project Initiation
b. Project Planning

5. Considering above points, how would that change when conducting a Normal project?

In a normal project, it would remain the original.

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Cost and then schedule.

7. Does your organization have special set of procedures/ pre requisite's for global projects?

The organization looks for local partners who help with logistics and local know-how in the country

8. What is the most effective tool to manage global projects?

Effective communication plan which enlists people responsible for the level of communication and the escalation points and people.

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Bi-weekly conference call with all team members for project review and status report.
Bi-yearly events are held to bring all team members close.
Important people and higher management on the project are brought together to meet face to face and understand the situation on both ends. The management then passes on the message to their teams.

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global :

       Answer 1

    b. What challenges were faced :

       Language, Cultural and Government regulatory issues

    c. How were the challenges addressed:

       Hiring local people and local partners to assist is settling in the country where the project is undertaken.

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

Global projects expands our territory of business and increases awareness.

12. Areas of Improvement in Global Project Management model in your organization

Customer needs need to be understood and managed in a more effective way-> Scope Clarity and Customer requirements understanding.
Risk Management needs to be improved based on the country the project is being undertaken.

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

No, because this project was something completely difference then previous project endeavours.

14. What area is the most improved from the last global project to the next one in your organization ?

Recognizing the importance of having local people on board to reduce the challenges arising from language and cultural barriers

15. Would you like to be involved in another Global Project? Please explain your answer

Yes, it is a great learning opportunity and provides a competitive edge in the job market.

Response 7

1. Please provide some details on why the nature of your last/current project is GLOBAL?

International institutions being the major shareholder for financing the project.

2. Please list down the major challenges that are faced because of the nature of project being global?

Effective communication.

Time zone differences.

Agreement on achievable targets.

3. Please list down any measures that are taken to manage global projects?

Documenting the scope, responsibilities and targets of the project.

Establishing milestones.

Continuous monitoring

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

b. Project Planning

a. Project Initiation

c. Project Implementation/Kick off

e. Project Execution/Closure

d. Project Control

5. Considering above points, how would that change when conducting a Normal project?

No Change

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Quality and cost

7. Does your organization have special set of procedures/ pre requisite's for global projects?

NO

8. What is the most effective tool to manage global projects?

Decision Tree

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Regular communication and weekly reports.

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global

       Foreign Investors

    b. What challenges were faced

       Realistic targets and deadlines

    c. How were the challenges addressed

       Evolving within the framework.

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

High level of expertise by senior officials and effective practical training to junior and mid level executives.

12. Areas of Improvement in Global Project Management model in your organization

Evaluation of the project: Mix of financial as well as non financial performance indicators

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

Team selection process intensified which in turn increased the level of expertise on the table.

14. What area is the most improved from the last global project to the next one in your organization?

Delegation of duties and setting of a realistic deadline.

15. Would you like to be involved in another Global Project? Please explain your answer

Yes, I would like to lead the negotiation and planning of a global project.

Response 8 :

1. Please provide some details on why the nature of your last/current project is GLOBAL?

International budgeting and performance management

2. Please list down the major challenges that are faced because of the nature of project being global?

Language barriers

Legal and commercial challenges

Timelines

Delivery of home based goals

3. Please list down any measures that are taken to manage global projects?

Pre defined reporting templates

Ad hoc performance management

Legal interventions

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

d Project Execution/Closure

e. Project Planning

a Project Implementation/Kick off

c Project Initiation

b. Project Control

5. Considering above points, how would that change when conducting a Normal project?

a Project Implementation/Kick off

d Project Execution/Closure

c Project Initiation

b. Project Control

e. Project Planning

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

cost and schedule

7. Does your organization have special set of procedures/ pre requisite's for global projects?

No

8. What is the most effective tool to manage global projects?

Performance metrics

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Communication groups

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global

       International consolidation and reporting and procurement

    b. What challenges were faced

       Delivery of targets

    c. How were the challenges addressed

       via benchmarking management

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

Economies of scale

12. Areas of Improvement in Global Project Management model in your organization

Communication and static performance targets

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

Not applicable

14. What area is the most improved from the last global project to the next one in your organization ?

Not Applicable

15. Would you like to be involved in another Global Project? Please explain your answer

Yes, i would like to design my own delivery structure which caters to the above challenges

Response 9

1. Please provide some details on why the nature of your last/current project is GLOBAL?

Labour, contractors, employees and other resources employed on foreign soil to achieve the mission of the project.

2. Please list down the major challenges that are faced because of the nature of project being global?

Cultural differences.

Government Interventions.

Local Infrastructure.

Taxation

Other legal requirements

3. Please list down any measures that are taken to manage global projects?

Memorandum of Understanding & Articles of Association.

Validation of operational and financial performance management.

Executive meetings.

Legal representation.

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

    b. Project Planning

    a. Project Initiation

    c. Project Implementation/Kick off

    d. Project Control

    e. Project Execution/Closure

5. Considering above points, how would that change when conducting a Normal project?

Project Execution/Closure would be the 4th and project control being the 5th Stage.

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Quality and then cost

7. Does your organization have special set of procedures/ pre requisite's for global projects?

Yes

8. What is the most effective tool to manage global projects?

Workshops

Financial Management models

Performance Management models

Decision Trees

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Motivation through rewards, frequent training and extracurricular sessions, communicating the culture and mission of the organization.

10. Please describe your last global project. Please highlight the following points :
    a. What made the project Global

    Catering foreign market.

    b. What challenges were faced

    Environmental, legal and political challenges.

    c. How were the challenges addressed

    Evolving within the framework.

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

Ability to yield quality management of complex issues, development of young executives, brand image enhancement and increased intellectual capital.

12. Areas of Improvement in Global Project Management model in your organization

Human resource recruitment specialized training sessions, focus on beyond budgeting approach and mix of financial as well as non financial performance indicators.

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

No reviewing committee...

14. What area is the most improved from the last global project to the next one in your organization?

Working on a long term project.

15. Would you like to be involved in another Global Project? Please explain your answer

Yes, It provides opportunities to explore global dimensions and exploit foreign markets in an effort to integrate the entire globe.

Response 10 :

1. Please provide some details on why the nature of your last/current project is GLOBAL?

Joint venture

2. Please list down the major challenges that are faced because of the nature of project being global?

- **Different work processes.**
- **Governance structure.**
- **Stakeholder involvement.**
- **Organizational structure.**

3. Please list down any measures that are taken to manage global projects?

- **Output measures.**
- **Outcome measures.**
- **Dependent variables**
- **Independent variables.**

4. Please arrange the following stages of Project Management life cycle in the order starting from the most effected by global projects to the least?

a. Project Initiation

b. Project Planning

c. Project Implementation/Kick off

d. Project Execution/Closure

e. Project Control

5. Considering above points, how would that change when conducting a Normal project?

Same for every project

6. What aspect of Project constraints are most effected by global projects ; cost, schedule, quality, any other?

Quality and schedule

7. Does your organization have special set of procedures/ pre requisite's for global projects?

No

8. What is the most effective tool to manage global projects?

Project management software.

Regression analysis tools

Decision Trees

9. What tools and measures are taken to build trust and coherence amongst the physically dispersed team members?

Motivation.

Telecommuting.

Tightly integrated workflow and processes.

10. Please describe your last global project. Please highlight the following points :

    a. What made the project Global

    Joint venture

    b. What challenges were faced

    Organizational, structural and cultural differences

    c. How were the challenges addressed

    Brainstorming solutions

11. Success factors of Global Project Management Model in your organization/ Some positive sides of global project?

- **Cross cultural collaboration**
- **Global communication techniques**
- **Global project structures**
- **Global communication strategy.**

- **Conflict resolution**

12. Areas of Improvement in Global Project Management model in your organization

- **Relook the Project plan again in terms of do able timelines, resources and budgeting**
- **Resource allocation and resource utilization which normally is found to be either over usage or below par**
- **Setting up multiple and manageable milestones internally.**

13. What has been identified in the Post Project Review of your last Global project and how has it improved the situation on the next global project?

- **Project stage or phase, key milestone names**
- **Document identification number**
- **Significant evaluations or assessments made during the group discussion.**
- **Detailed list of each problem area/obstacle identified**

14. What area is the most improved from the last global project to the next one in your organization?

Not applicable

15. Would you like to be involved in another Global Project? Please explain your answer

Yes, it is the future of modern businesses and an excellent integration platform.

Appendix B : Survey Questionnaire Responses (SET 2)

Survey Questions :

1. Are you currently involved in a global project – working with team/project stakeholders dispersed in different geographical locations?
    a. YES
    b. NO

2. In past or present, Have you been involved in a normal project (Non-Global) with your current organization?
    a. YES
    b. NO

3. How many global projects have you been involved in throughout your career in past _?_ years? (PLEASE INDICATE THE NUMBER OF YEARS)
    a. 1-5
    b. 5-10

4. On organization level, are global projects treated separately than normal projects in your organization?
    a. YES
    b. NO

5. On project Planning level(PM Department), are global projects treated separately then normal projects in your organization?
    a. YES
    b. NO

6. ON your individual/department level(Engineering/Support/Sales/HR?), are global projects treated separately than normal projects in your organization? (PLEASE IDENTIFY YOUR DEPARTMENT BY UNDERLINING THE RELEVANT)
    a. YES
    b. NO

7. What is the most difficult aspect of Global project :
    a. Communication
    b. Cultural differences
    c. Time zone/Weekday Schedule/National Holidays differences
    d. Less Face to Face contact with project stakeholders

8. Are there any tools available from your organization for global projects?
    a. YES

b. NO

9. What aspect of global project is most planned/organized by your organization :
    a. Communication
    b. Cultural differences
    c. Time zone
    d. Less face to face contact

10. What aspect of global project is least planned/organized by the organization :
    a. Communication
    b. Cultural differences
    c. Time zone
    d. Less face to face contact

11. For your next global project, which area of expertise would you like to improve personally to better perform in a global project :
    a. Communication Skills
    b. Language Skills
    c. Communication/Technology tools
    d. More frequent face to face interaction with stakeholders

12. At What Phase of the Project Management were you involved in your current global project?
    a. Project Initiation
    b. Project Planning
    c. Project Implementation/Kick off
    d. Project Control
    e. Project Execution/Closure

13. Which Phase of the Project Management do you believe you should be involved in for better efficiency on Global Projects?
    a. Project Initiation
    b. Project Planning
    c. Project Implementation/Kick off
    d. Project Control
    e. Project Execution/Closure

14. What area of Project Planning was poorly conducted for your current global project :
    a. Project Timeline
    b. Project Scope Clarity
    c. Project Risks
    d. Workload Estimation

15. Is there any input taken for a Post Project Review-Lessons Learned ?
    a. YES
    b. NO

16. Were there any improvements from the last Global Project
    a. YES
    b. NO

17. What area is the most improved from the last global project to the next one?

    _____

18. Would you like to be involved in another Global Project? Please explain your answer

    _____

Appendix C : Sample Project Plan

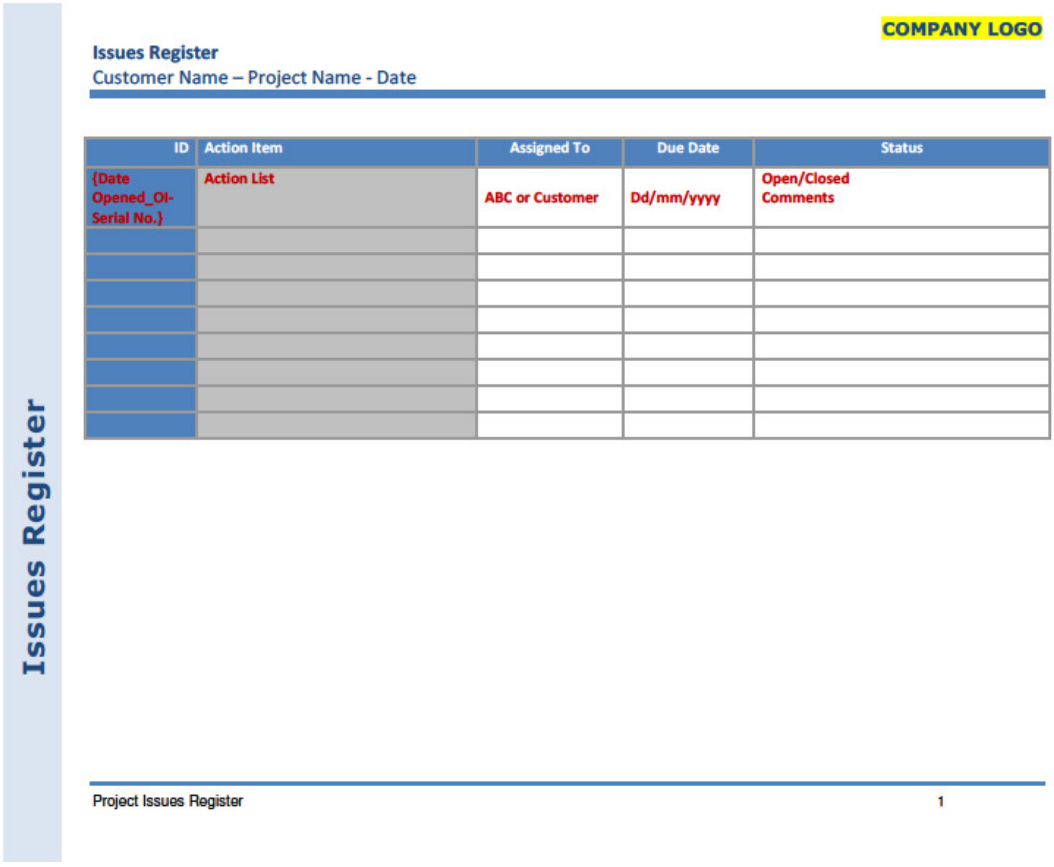
ID	% Complete	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	0%	**Implementation of ABC Solution into the customer Network**	**29.5 days**	**Wed 5/16/12**	**Tue 6/26/12**		
2							
3	0%	**Stage 1: Project Start**	**1 day**	**Wed 5/16/12**	**Wed 5/16/12**		
6							
7	0%	**Stage 2: Hardware Ordering**	**1 day**	**Wed 5/16/12**	**Wed 5/16/12**	3SS	
9							
10	0%	**Stage 3 : Project Planning**	**20 days**	**Mon 5/21/12**	**Fri 6/15/12**	7	
11	0%	Customer Introduction Call	1 day	Mon 5/21/12	Mon 5/21/12		
12	0%	Project Plan Submission	1 day	Mon 5/21/12	Mon 5/21/12	11SS	ABC
13	0%	CNI(Customer Network Info) Document Submission/Discussion	1 day	Mon 5/21/12	Mon 5/21/12	11SS	ABC
14	0%	Preparation & Submission of SOW	1 day	Tue 5/22/12	Tue 5/22/12	13	ABC,Customer
15	0%	Site Preperation Plan Submission	1 day	Wed 5/23/12	Wed 5/23/12	14	ABC
16	0%	Acceptance Test Plan Submission	1 day	Thu 5/24/12	Thu 5/24/12	14FS+1 day	ABC
17	0%	**CNI Feedback**	1 day	Wed 6/13/12	Wed 6/13/12	13	Customer
18	0%	**SOW Finalize**	1 day	Thu 6/14/12	Thu 6/14/12	14	Customer
19	0%	ATP Feedback/Finalize	1 day	Thu 6/14/12	Thu 6/14/12	18SS	Customer
20	0%	DMC application and component version check 1	1 day	Thu 6/14/12	Thu 6/14/12	19SS	ABC
21	0%	Project Kick-off Meeting	1 day	Fri 6/15/12	Fri 6/15/12	20	ABC,Customer
22	0%	Project planning complete	0 days	Thu 6/14/12	Thu 6/14/12	20	ABC,Customer
23							
24	0%	**Stage 4: Hardware Shipment**	**21 days**	**Wed 5/16/12**	**Wed 6/13/12**	7SS	
25	0%	Delivery to Angola Customs	2.6 wks	Fri 5/18/12	Tue 6/5/12	7SS	Customer
26	0%	Customs Clearance	2.5 days	Wed 6/6/12	Fri 6/8/12	25	Customer
27	0%	**Site Readiness - Confirmation as per Site Preparation Plan**	1 day	Wed 6/13/12	Wed 6/13/12		Customer
28	0%	**Delivery to Customer Site**	1 day	Wed 5/16/12	Wed 5/16/12		Customer
29	0%	Delivery complete	0 days	Wed 5/16/12	Wed 5/16/12		
30							
31	0%	**Stage 5: Installation and Commissioning**	**6.5 days**	**Mon 6/18/12**	**Tue 6/26/12**	24,10	
32	0%	Installaton of Hardware on site	0.5 days	Mon 6/18/12	Mon 6/18/12		Customer,ABC
33	0%	OS Installation on HW	0.5 days	Mon 6/18/12	Mon 6/18/12	32	ABC
34	0%	Testing/Verification of Hardware	0.5 days	Mon 6/18/12	Mon 6/18/12	33FF	Customer,ABC
35	0%	RedHat Clustering	1 day	Tue 6/19/12	Tue 6/19/12	34	ABC
36	0%	SS7 Aculab Stack Installation & Configuration	0.5 days	Wed 6/20/12	Wed 6/20/12	35,17	ABC,Customer

Project: Mclel DMC PIP
Date: Fri 8/3/12

Task		External Milestone		Manual Summary Rollup	
Split		Inactive Task		Manual Summary	
Milestone		Inactive Milestone		Start-only	
Summary		Inactive Summary		Finish-only	
Project Summary		Manual Task		Progress	
External Tasks		Duration-only		Deadline	

Page 1

Appendix D : Sample Issues Register



Issues Register

COMPANY LOGO

Issues Register

Customer Name – Project Name - Date

ID	Action Item	Assigned To	Due Date	Status
{Date Opened_OI-Serial No.}	Action List	ABC or Customer	Dd/mm/yyyy	Open/Closed Comments

Project Issues Register 1

Appendix E : Sample Risk Register

Risk Register														
Project Name:				ABC Deployment						DATE : _____				
Project Manager Name:				Ovees Shaikh										
Project Description:				Installation of ABC Solution in Customer Network										
ID	**Date Created**	**Current Status**	**Risk Impact**	**Probability of Occurrence**	**Risk Priority Map**	**Risk Description**	**Risk Impact on Project**	**Risk Area**	**Symptoms**	**Triggers**	**Risk Response Strategy**	**Response Strategy**	**Contingency Plan**	**Current Ownership**