

**The Effect of Heterogeneity in Project Management
on Team Performance**
**A Review of Culture in Heterogeneity Project Teams
and its Role in Successful Project Management**

تأثير عدم التجانس في إدارة المشاريع على أداء الفريق
استعراض للثقافة في فرق المشروع التجانس ودورها في إدارة المشاريع الناجحة

By

EBRAHIM ALI AL ALI
Student ID: 2013203015

**Dissertation submitted in partial fulfillment
of the requirements for the degree of
MSc Project Management**

Dissertation Supervisor
UDECHUKWU OJIAKO

The British University in Dubai

June 2016

ABSTRACT

In projects, culture plays a dominant role and it implies to project management too. While past research has explored how organizational performance is affected by its culture, however, lower focus was made on the importance of projects and how heterogeneity in projects affects project performance and organizational performance. In this research, the importance of project heterogeneity will be evaluated in light of the high cultural diversity found in UAE. The research employed the qualitative research methodology. The research analysed cultural aspects by conducting authentic research and owing to the reason; the research explored the aspects of cultural activities and its influence over the management in the business industry of UAE. In this research the researcher have made an attempt to analyse the impact of organizational culture and national norms and values in the planning, making and execution of projects with the help of semi-structured interviews in two major business organizations of UAE. The responses of interviews have been critically assessed according to the coding principles and beliefs of grounded theory in order to obtain the answers of predefined questions of research. A detailed analysis of the collected data indicates the difference of views of people with respect to behaviour and decision making patterns in the management of projects globally. This is closely linked cultural difference because it has great influence over the decision taking.

ملخص

ي المشاريع، الثقافة تلعب دورا مهيمنا وهذا يعني ضمنا لإدارة المشاريع أيضا. بينما استكشفت أبحاث الماضي كيف يتأثر الأداء التنظيمي من خلال ثقافتها، ومع ذلك، تم التركيز أقل على أهمية المشاريع وكيفية عدم التجانس في مشاريع يؤثر على أداء المشروع والأداء التنظيمي. في هذا البحث، وسيتم تقييم أهمية التجانس المشروع في ضوء التنوع الثقافي عالية وجدت في دولة الإمارات العربية المتحدة. استخدمت الدراسة منهج البحث النوعي. تحليل البحوث الجوانب الثقافية عن طريق إجراء البحوث الأصيلة ونظرا للسبب. استكشاف بحث جوانب الأنشطة الثقافية وتأثيرها على الإدارة في الأعمال التجارية والصناعة في دولة الإمارات العربية المتحدة. في هذا البحث قدمت الباحثة محاولة لتحليل تأثير الثقافة التنظيمية والمعايير الوطنية والقيم في التخطيط وصنع وتنفيذ المشاريع بمساعدة من المقابلات شبه منظمة في منطمتين التجارية الرئيسية في الإمارات العربية المتحدة. وقد تم تقييم ردود المقابلات خطيرة وفقا لمبادئ الترميز ومعتقدات نظرية الارض من أجل الحصول على إجابات للأسئلة محددة مسبقا من البحوث. تحليل مفصل للبيانات التي تم جمعها تشير إلى اختلاف آراء الناس فيما يتعلق أنماط السلوك واتخاذ القرارات في إدارة المشاريع على مستوى العالم. هذا يرتبط ارتباطا وثيقا الاختلاف الثقافي لأنه لديه تأثير كبير على اتخاذ القرارات

Table of Contents

Chapter 1: Introduction	1
1.1 What is a Project?	1
1.2 What is Project Management?	1
1.3 Decisions in Project Management	2
1.4 Project Success and Project Failure	3
1.5 Who Makes Decisions in Projects?.....	3
1.6 The Notion of Heterogeneity in Management	3
1.7 The Notion of Heterogeneity in Project Management	4
1.8 Research Aims/Objectives and the Research Questions	5
Chapter 2: Literature Review	7
2.1 Introduction.....	7
2.2 Evolution of Heterogeneity in Project Management.....	9
2.3 Key Definitions	10
2.3.1 Projects.....	10
2.3.2 Project Management	10
2.3.3 Heterogeneity in Projects	10
2.3.4 Project Outcomes	12
2.3.5 Project Performance.....	13
2.4 Factors Effecting Project Performance	15
2.5 Conceptual Framework of Unanticipated Project Outcomes	18
2.6 Role of Culture in Heterogeneity and its Impact on Project Performance	19
2.7 Impact of Heterogeneity in Project Management	20
2.8 Key Issues in Managing Cultural Heterogeneity in Project Teams	23
2.9 Causes of Project Failure due to Heterogeneity	24
2.10 Importance of Heterogeneity in the Success of Project Teams.....	26
2.11 Knowledge Gaps	29
Chapter 3: Conceptual Framework	32
3.1 Theoretical Perspective	32
3.1.1 Prevalent Theories on Heterogeneity in Project Management.....	34
3.2 Theoretical Framework	38

Chapter 4: Research Design and Methodology.....	40
4.1 Introduction.....	40
4.2 Methodological Approach	40
4.3 Research Design	41
4.4 Data Collection Techniques.....	42
4.4.1 Secondary Data Collection Technique.....	43
4.4.2 Primary Data Collection Technique.....	44
4.5 Data Sampling.....	46
4.6 Data Analysis	46
4.7 Ethical considerations	47
4.8 Summary of the Chapter	47
Chapter 5: Analysis of Data	48
5.1 Introduction.....	48
5.2 Categories of Findings	49
5.3 Findings and Analysis of Interviews.....	50
5.3.1 Organization.....	50
5.3.2 Coordination or Team Agreement	53
5.3.3 Individuality/Communism	54
5.3.4 Communication.....	55
5.3.5 Taking decisions	57
Chapter 6: Results and Discussion	61
6.1 Dimensions for Making Decision	62
6.1.1 Structure of Team for Making Decision	62
6.1.2 Process of Decision Making	63
6.1.3 Team Discussion	63
6.1.4 Autonomy in Decision Making.....	64
6.1.5 Criteria for Making Decision	64
6.1.6 Acceptance of Decision	64
6.2 Suggested Best Practice	65
Chapter 7: Conclusions.....	66
7.1 Conclusion	66
7.2 Theoretical Implications	69

7.3 Managerial Implications	70
7.4 Limitations	71
7.5 Recommendations for Future Research	72
8. References	73
9. Appendix	79
9.1 Questionnaire	79

LIST OF FIGURES

Figure 1: Classification of Organizational Culture	33
Figure 2: Conceptual Framework of the Study	39

Chapter 1: Introduction

1.1 What is a Project?

Defined as a temporary endeavour towards the creation of a unique result, project is characterized by its property to be finite and temporary, and unique in nature (Ramasesh and Browning, 2014). While organizations need to face their concerns on an on-going phase, projects, due to their finite nature, are aimed towards producing a new result or something that is not been identified before (Müller and Turner, 2007). A project is created once, and once it is initiated, it needs to be completed in a set time. It is launched with the aim to build or transform an activity or task, and to be successful, it needs a schedule. Other factors that are associated include budget, quality and agreed functionalities.

Projects, in certain organizations, are managed in a program in order to achieve benefits that cannot be achieved with individual management. They are referred by the term 'programs' and the projects in a program are correlated and achieved using techniques of project management. Organizations benefit when executing programs over individual projects as they are well managed in a group, and have a larger scope. These are allocated with well-defined stages and end dates. Projects are usually associated with three specific terms: Time, Cost and Scope (Bryde, 2003). In these three factors, at least 1 is fixed, but with flexibility in the other two. For example, if the cost of the project changes, then the scope and time involved also changes.

1.2 What is Project Management?

A work place driven by a project emerged during the 90s with the extension of project management discipline to defence, government and non-profits from the construction industries. Today, many firms have adopted an approach that is 'management by project', and even project

management offices to design managing standards for projects. However, project management may fall on a single employee, in case of small firms.

The term project management has been a topic of constant debate, given its varying meaning for different organizations. In general, project management is a process to control a set of activities to achieve a desired outcome (Ramasesh and Browning, 2014). Project management is defined as a process to plan, organize, direct and control the resources of the organization relative to the objectives (short term/long term). Examined by past researchers, project management is recognized as a good practice model (Bryde, 2003; Fisher, 2011)). Some researchers state it to be focussed on a qualitative approach to determine the need for a good practice and the role of participants (Cicmil, 2006). Others state it to be a requirement that allows organizations to understand between what they are today and where they should be (Bredillet, 2005). In simple terms, project management can be stated as an application of knowledge, skills and techniques to achieve the identified requirements in a project (Wysocki, 2011).

1.3 Decisions in Project Management

Project management is a discipline of decision-making, as decisions form the outcomes of the project (Ramasesh and Browning, 2014). If a project manager is unable to enlist the people on act as per his/her instructions with support from the management, the result is ineffective. Project managers are in charge of communication with both the team and the stakeholders on the project goal from conception to completion (Müller and Turner, 2007). From estimating the cost, effort and time to delivering the project, the project managers aim to build cohesive teams through successful project management (Icmeli, Tukul and Rom, 2001).

1.4 Project Success and Project Failure

For projects, the risk of failure is high during the inception, and is decreases as the team involved is able to achieve the set goals and milestones (Papke-Shields, Beise and Quan, 2010). The success of a project may not be achieved with accident, but is dependent on the knowledge of the project manager, the maturity of the team and also, the vision to achieve (Ojiako and Chipulu, 2014). It involves coordinating actions, resolving problems and reacting to uncertain changes, and to achieve the above requires good communication. Also, another factor in project success is the control on cost incurred. Successful projects are achieved through project management, aided with the growth in the requirement for effective project management tools (Müller and Turner, 2010). Projects fail when they are implemented with poor planning, leading to failure to achieve the set goals and objectives (Müller and Turner, 2007). When projects fail, the stakeholders involved may have to face the burden of answering the questions for the failure (Geraldi, 2011).

1.5 Who Makes Decisions in Projects?

Projects are delivered by organization and it not an individual's task or a group alone. It unites people to achieve a common goal, through project management process, thereby harnessing the efforts of all employees towards that common goal (El-Sabaa, 2001). The goal of a project is driven by stakeholder agreement, and developed with clear objectives. Project managers lead projects, however, they need the support of the management in order to make decisions, especially in terms of making decisions, removing obstacles or supplying resources (Müller and Turner, 2007).

1.6 The Notion of Heterogeneity in Management

Heterogeneity is referred to as the differences that may exist between the team members in terms of their demographics, experience, values, or cognitive aspects, which can be classified under

diversity. In a team, heterogeneity can be identifying through aspects such as nationality, gender, age, education, experience in the team, and functional experience (Ojiako et al., 2014). Heterogeneity in management is often linked with the corporate performance, as demographics have an implication on the management behaviour, thereby affecting effective management (Ojiako et al., 2015). In complex environments, heterogeneity in management can be beneficial as differences in the team leads to debate, followed by generation of alternatives to achieve strategic benefit. It has been observed through several researches that diversity within the team creates a positive impact to the overall performance. This is due to the unique cognitive qualities that every member of the team that brings to the table (Horwitz and Horwitz, 2007). According to (Miller, Burke and Glick, 1998), cognitive diversity affects the comprehensiveness of decision making processes and strategic planning extensiveness. It is argued that when there are several disagreements within a cognitively diversified group, the higher management executives are more aware and alert regarding the issues. Such a situation awakens the management, pushes them further to take appropriate steps by analysing the case thoroughly and hiring external consultants and implement corrective actions.

1.7 The Notion of Heterogeneity in Project Management

In project management, projects are affected by various factors, which includes gender and age and the effect cultural perception has on the above two factors. Among the various factors discussed earlier that effect the success and failure of projects is culture. As identified in past literature, team heterogeneity is affected by cultural differences on the fundamental level (Chipulu et al., 2014). However, heterogeneity in teams can be converted into substantial benefit (in performance) through better management. Proper management of heterogeneity project teams

can lead to enhanced performance through effective communication (verbal and non-verbal); however, poor management can lead to poor communication affecting performance.

1.8 Research Aims/Objectives and the Research Questions

In projects, culture plays a dominant role and it implies to project management too. While past research has explored how organizational performance is affected by its culture, however, lower focus was made on the importance of projects and how heterogeneity in projects affects project performance and organizational performance. In this research, the importance of project heterogeneity will be evaluated in light of the high cultural diversity found in UAE.

The aim of this project is:

‘To examine heterogeneity in project management affects its performance with emphasis on culture and its role in successful project management’

The aim can be sub-divided into to the following questions:

1. How do the cultural factors in heterogeneity in projects affect effective project management and firm performance?
2. What is the relationship between team heterogeneity and project management, and the strategies required to achieve effective project management?

The objectives of this research are:

1. To examine how heterogeneity in projects affects effective project management and firm performance?
2. To examine the role of cultural diversity factor in team heterogeneity and it is managed by project decision makers.

3. To propose recommendations on how project managers in UAE can utilize culture as an effective factor to improve project performance and lower factors that lead to project failure.

Chapter 2: Literature Review

2.1 Introduction

In today's competitive business environment, project management is considered to be of utmost importance in the context of economic growth across sectors, businesses and countries (Turner, 2010). It is through projects that organizations are structuring their work (Bakker, 2010). Establishing an effective project management system is considered to be very crucial the development of any organization. There has always been a debate over whether project management is an art or a science. In the modern context, it is dubbed as a combination of art as well as science. Project management comprises of systematically analysed and constructed steps for executing a particular task. In the initial stages, it acts more as an art. A team has to sit together to brain storm creative ideas and way to execute the assigned project proficiently. Creativity is very important in order to accomplish a project successfully.

Every aspect right from gathering the perfect team as per their calibre and qualification, brainstorming to finalize on a particular methodology into order to execute the project without any hassles. But when it comes to execution of the project, project management acts more as a science as project managers have to adopt various practices, metrics or systems for e.g. Six Sigma. Whatever be the case, the success of the project depends on both the methodology as well as the art in executing the project.

Despite the vast changes over the years in the way businesses have performed, the core concepts and models of project management have been almost the same (Koskela and Howell, 2002) which has been dominated since a long time by rationalistic and technocratic perspective(Morris

et al., 2011 and Packendorff, 1995). This process has been criticized as there have been various shortcomings (Koskela and Howell, 2002 and Sahlin-Andersson and Söderholm, 2002).

Many scholars have started to think about projects and project managements because of the poor results being produced from the projects. This thinking has developed into several insights over time. Project management is an important goal for all organizations. There needs to be discipline and innovation behind project management to make it effective. Project management is needed to be looked upon from a different angle. A better understanding of project management will itself make the organization better. Knowledge needs to be upgraded in order to enhance the project management. There has been a new approach towards project management known as “rethinking project management”. Rethinking project management has evolved a lot over the years. The very first literature about RPM goes back to the 1980s.

In the recent times the world has seen a lot of development and changes over a small period of time. There are a lot of activities that are done such as earning revenue and doing simple tasks and they are all based on project management. All of these tasks are project-based processes and can be done gradually. Organizations create a structure for management of projects so the processes can be completed in a coordinated way. There are different types of project management. Project management is mostly done in professional organizations. These professional organizations have different sets of knowledge. These sets of knowledge provide a guideline on how to work in an organization. There are Project Management Institutes which provide the baseline for completing a project. The PMI has half a million certified professionals from all over the world. There have been over 300,000 practitioner level certificates given by the UK’s office of government commerce standard. Organizations and individuals both want to improve their performance which is currently not in a good state. The professional associations

mention ways of improving project management but those ways are not good and the performance of project management is still not on the rise.

2.2 Evolution of Heterogeneity in Project Management

Many service operations are very complex in nature. Managers and stakeholders are the one responsible for making decisions on how to run the service operations. They control the outcome of a project and they can determine if it will be successful or not. Service encounters are known to be extremely critical moments which are driven mainly by emotion and perception. They vary for people of different demographics. There needs to be an understanding of making decisions in the organization, it should define how and when decisions should be made and project requirements should be the priority of the decision maker. An objective should be defined before the start of the project to determine the success of the outcome of the project. There are many complex factors that affect the outcome of a project and those factors must be taken into account. Several problems arise diversity of the project team members and these problems need to be addressed and solved. These operations and decision making are very important for an organization because they make sure the project team is working in a committed way towards understanding a difficult and complex project (Lamberts, 2008).

Team diversity and team performance are directly connected to each other and they facilitate the project team to work smoothly. Individuals in a team have different areas of expertise and everyone thrives in a different environment so a project team's diversity, project roles for each individual should be made clear so there is no confusion among the team members. Many scholars have found out the team diversity can lead to a positive project team performance although other scholars think that diversity is likely to create a conflict within a project team. The conflict within a project team is likely to reduce its performance and its team members may

become hostile towards one another. Harmful categorization can be done by different team members towards each other in that case diversity becomes a negative factor. Some scholars also suggest that managers with better sense of managing a team can bring everyone together with a shared goal. Heterogeneity is based on demographics of the team members and it is directly related to different insights and experiences that every individual of a team provides. Projects are likely to fail if these strengths aren't capitalized.

2.3 Key Definitions

2.3.1 Project

A word "Project" can be defined as a unique and complex effort which involve many different disciplines and tasks which have particular objectives which are related to (1) the of the results which are obtained at the end, (2) when the required results will be obtained and (3) how much resources and money is required to carry out this process.

2.3.2 Project Management

A process of project management can be defined as a systematic, phased approach which enable different organizations to make complex and unique changes outside the contract of their on-going business. The disciplines of project management helps the process of attempting complex and unique changes for which an organization has no established procedures or depth of experience. In the process of project management, an organization clarify the project constraints, assumptions and objectives to avoid any kind of presumptions and unquestioning adoption of the present way of performing different tasks.

2.3.3 Heterogeneity in Projects

Service operations nowadays are performed in the shape of projects which can signify the technique used for planning and controlling service operations. Skilled managers and practitioners who belong to different departments of an organization overtake these projects as they are all focused on achieving a shared goal. Apart from the professional differences there are also many individual differences among the high skilled managers and practitioners who are assigned to complete a project. These differences include religious and cultural differences. There also may be some personal differences among the team members. These differences can become harmful for a project, differences start arising between managers which could lead to poor communication and coordination. These differences can reduce the performance of a project team and these risks arise with a diverse team. Individual differences can also become positive factors for team members (Lamberts, 2008).

The team members need to be motivated towards a mutual goal which can lead to better understanding of the issues. Before these differences can be used for positivity, the managers of the project must look at the differences and figure out how to use them as a positive factor. Some scholars suggest that similarities in a group can make relationships and agreements. Division of labour and risk ownership between stakeholders can be perceived by using similarities of project team on managerial levels. Project teams are often tasked with some specific goals. The managers and practitioners may choose to work on different aspects of the project and they might develop an objective for themselves. It can become a negative factor if the managers and practitioners are only working for the objectives that they set for themselves instead of the one that organization wants to achieve. Hence it is very important to have a managerial heterogeneity

that can control perceptions of different practitioners. Service operations are best done when all the project team members are on the same page.

2.3.4 Project Outcomes

Projects have become an important aspect of today's global business environment. The projects present a mechanism which can be used to achieve different business objectives. Strategy implementation is extremely important in order for the facilitation of project management. Projects have a direct relation with success in an organization.

The project's success or failure is measured by the criteria that are used to find out the outcome of a project. It needs a clear concept of boundaries to determine the success of the project. Stakeholders have different way of measuring success and project outcomes. They look towards the desired outcome from a technical perspective while others focus on business outcomes of the project. Project outcomes needs to be viewed with clear concepts to determine their success. Although it is difficult to approach outcomes with clarity since the outcomes are vague and each individual has different judgments on the outcomes. The outcome of any project is therefore subjective to every individual's expectations and perceptions as they all may hold different perceptions of the project outcomes.

Academic research of several decades has proven that several projects have failed to meet the expectation of the stakeholders. Projects either don't get an expected outcome or are just abandoned as the project keeps resulting in a failure. Nearly 70% of all projects have ended in a failure. Project outcomes are often assessed by the stakeholders who determine the success of the project. The success of the project is therefore directly related to the ability of the stakeholders and it depends on their assessment of the project outcome. These concepts are diverse in nature

and therefore different stakeholders have different views about project outcomes. Success and failure depends upon the expectation of the stakeholders.

2.3.5 Project Performance

Project performance is an important parameter that has been researched by many famous scholars. Many empirical studies have been performed in the past few decades to learn more about how performance can be improved using effective projects by using activities that provide maximum performance. Projects are often complex in nature and require working values that support a certain volatile nature. Projects need superior information processing abilities and the communication needs in different projects can greatly vary from each other. These changing qualities mean that a single standard is very difficult to establish in order to improve project performance in a universal manner. It is important to view project management in view of the operational strategy which is employed at an organization and look at researches that are able to provide a connection between product development and better project performance. Information systems are very important and they are employed to find out project performance factors in many working environments. Project performance factors are explained below in detail.

Project-oriented companies (POCs) are created to deal with the difficult problems that arise during a project. They use several resources and expertise to deal with the sophisticated problems. POCs promote innovation in an organization and this makes it easy for them change the traditional values of an organization and to make it much more effective. Increased technical support is needed in projects as different types of problems arise in a project and rapid response is required so that the client's needs could be fulfilled. POCs are present in many industries and also services. POCs could be used in several different contexts to meet different complex problems in a project. Projects occur on four levels that include organizational units, whole

organizations, networks and organizational fields. These projects are complex and are directly related to the success of a company.

This research particularly revolves around the unit levels of MNCs present in automotive industry. The MNCs are responsible for the bulk of the work done in the organization from product development to research. Research and development department is a vital part of the organization as it ensures new products that are created through advancement in technology. MNCs in this study take the role of POCs as they handle the projects of company and are responsible for transfer of data to the local outlets for producing new products. A project that is designated as a product development project may only be a simple project which makes small upgrades to the previous version of the product. The product development projects are meant to focus on a particular objective of the project and to determine its objectives and its impact in the market. Therefore these projects are used to design a product or to make new markets for those products (Shenhar, et al, 1997).

Project performance can be measured in a very simple in Literature with the use of cost-time-quality triangle which can be set to desired level of the outcome. This method may be simple and easy to use in some cases but it doesn't work great when making critical decisions in the market. Communication with clients and behavioural aspects are vital for the evaluation of project performance. The internal and external stakeholders of the organizations are the main factor which determines the success of a project. Product development revolves around project-to-project moves which make it other criteria for determining the long-term success of a particular project. POCs often use the existing knowledge of a project in another starting project to shorten the time period of that project.

Evaluation and performance of projects are separated in two different categories of long and short run. The short-run projects only focus on the problem at hand and it focuses on the completion of the project. These projects only consider the short term success and the immediate effect of the project. On the other hand long run projects focus on the potential that can be used for future projects. Both of these aspects are very important and are sequential to each other meaning one cannot work with the other being out of the picture. For this reason firms appoint members from the previous projects who can look towards the future potential for the project. Both of these methods are different and have different approaches towards the project performance (Popaitoon and Siengthai, 2014).

2.4 Factors Effecting Project Performance

These days, the presence of newer methods has decreased the use of older project management methods. The traditional methods of managing the products focused to reducing the costs and ensuring that the projects were completed on time. These factors are now not enough in the modern completion and are termed as ineffective in the modern times (Bourne et al., 2000 and Walton and Dawson, 2001). The best approach that is currently used in this regard focuses on devising project targets that attempt to achieve the expectations of the important stakeholders in an organization (Bryde, 2003b, Maylor, 2001 and Tukel and Rom, 2001). This raises a new set of problems as it becomes difficult to find the needs of stakeholders because different stakeholders may hold different sets of desires and a single system is unable to measure them in a uniform manner. Project managers can also face strong resistance when trying to implement modern methods that go well beyond the traditional techniques of achieving commercial success. There is also limited literature that describes the modern factors that should be implemented in order to measure successful elements to be employed in project management.

Total quality management and project management are important approaches that need implementation for achieving constant improvements in an organization. A correlation can be observed between the use of these practices and organizational success. Project management can in fact provide good strategic objectives for an organization where good PM planning can be used to devise overall strategies and have good control of them in the operational phase. Good organizational change depends on controlling and executing superior procedures that are able to bring success in a systematic manner.

The EFQM excellence model provides a great overview for the organization and therefore can process the information on how different methods can be integrated together in order to produce effective working operations. This model can be employed with other tools as well and allows an understanding to officials about organizational success and the methods that are currently employed within the organization. Excellent organizations are those which can maintain an outstanding level of performance for long periods of time ensuring that an organizational long term strategy can be prepared and implemented through different project activities. It is an excellent model that allows organizations to learn strategy making through the use of cause and effect relations between success and work functions (EFQM, 2016).

There are also uncertainties between project performance factors and the risk management which is currently employed within organizations. The perspective of vendors is often not given the due credit although it is important to find out the important factors in performing good project management. A study reveals that a lot of important factors can be researched by looking at a project from the eyes of a product or service provider. Planning activities can directly increase performance and decrease the level of project risks. More research although is needed to find out

how risk management can be better associated with factors that improve project management and turn it into a tool of organizational success.

TQM and PM practices also present a model that is based on EFQM model that is called “Project Management Performance Assessment (PMPA)”. The PMPA model consists of five enablers that included PM leadership, PM staff, PM policy, PM partnerships and resources and at last the strategy. These enablers improve Management and result in high PM performance. PM Key performance indicators measure the achievements and help determine the progress of a project. The PMPA model displayed in the figure below explains how the PMPA model works. Bryde (2003a)

1. PM leadership is based on following points:

Communication is very important to raise awareness among the staff so that everyone is aware of their roles in the project and it helps speed the development of the project. PM system needs to have a two way partnership with customers and also suppliers; it also needs to have a common project language culture in order to support the development of the open partnerships.

2. PM Staff's important duties:

The PM staffs needs to increase its PM capability in order to fully utilize the potential of human resources. PM staff needs to develop a system to reward performances of the employees that are related to PM.

3. PM Policy and Strategy ensure that linkages between the organizations are working well; Policy ensures how the development of PM is to be approached. The organization needs to have a good communication between their departments to ensure that everyone is on the same page.

4. PM partnerships and resources focus on the following points:

They ensure that there are win-win situation for all the stakeholders of the organization.

Partnerships must remain effective and good for the project management team.

5. Project lifecycle Management processes focuses on making processes and planning the whole life cycle of the projects.

6. PM Key performance indicators Ensures the following points:

The KPIs create results for project stakeholders who determine if the project has reached its requirement or not (Mir & Pinnington, 2014). The KPIs are used against the PM system to find out methods to improve performance of the PM team.

2.5 Conceptual Framework of Unanticipated Project Outcomes

There are many theories which can be used to provide an insight into project outcomes that are unanticipated and mostly result due to either new experiences or a set of conditions that was never experienced before. There are two main categories of factors that can produce such project work outcomes. The first category describes all the issues that appear to designing faults in projects and even in regular work. If there is a fault at the designing stage of the project, it remains virtually undetected and produces such unanticipated outcomes for which an organization is not ready for in any respect. The second category of these factors is based around the behaviours of the working force. Odd behaviours and poor strategic steps from project managers can also induce unexpected errors in a project system. There are four main factors in this regard that can produce unanticipated project results. These factors are complicatedness, mindlessness, complexity and organizational pathologies.

The factors of complexity and complicatedness in an organization are projected to be internal factors that occur when projects are not well established and run internally. These factors therefore represent intrinsic performance of the project team's members and can only improve by either changing the members or changing the project procedures which are often employed in a fixed environment during project work activities. The other two factors are directly related with the persons who are taking part in the activity of projects. Mindlessness errors are produced by team members who are ignorant to their cause and commit mistakes without realizing them and therefore also disturb the working style of their fellow workers. On the other hand, if these behaviour problems are stretched to looking from the point of view of project teams and organizations then these events may be termed as producing a pathway for the whole organization to for in a poor manner. The organization of a project could be producing regular errors and therefore may require a change in order to produce quick and efficient results in the project management strategy employed at the company (Ramasesh& Browning, 2014).

2.6 Role of Culture in Heterogeneity and its Impact on Project Performance

Another study uses the cultural dimensions which are discussed by Hofstede's theory and applies them to find their impact on project performance variables. Cultural aspects are important and they are different interpretations can significantly change the way project success is evaluated in different environments. Similarly project failure is a matter of discussion when implementing the same project parameters in different national environments. There are different challenges that are faced in decision making in different cultural aspects and therefore it is important to always put culture in context when looking to find the parameters of having a successful project. Some research also shows that the level of competency judged during a project is entirely different while seen from the perspectives of different cultural entities. National Cultures can predict

project environments which are usually dissimilar even in the same country. Factors such as commitment, internal communication and organizational behaviour have different values when applied in different cultural contexts (Ojiako& Chipulu, 2014).

Cultural diversity is very useful if it is present in a similar group of people that make a project team. Cultural diversity in a group means that it is able to understand more factors of project performance than a project team that has a single culture base (Bednar, et al., 2006). This allows a project team to employ its experiences over a vast array of cultural values which can then be implemented and used to improve the factors that have a significant impact on project performance. Organizational performance can usually be uplifted through the availability of different cultural elements. The successful implementation though requires the use of effective communication between the team members that belong to different cultures (Suda, 2007).

2.7 Impact of Heterogeneity in Project Management

It is evident that until a handover stage is attained the older project practitioners do not make any decision regarding any project at an early stage (Ojiako et al., 2014). This indicates that the older practitioners tend to reserve their decision judgement regarding a project till the end stage of the project lifecycle, after the completion of the majority of the activities. Thus, more experienced and older practitioners along with greater acquaintance to job (organisational) and social learning conditioning, are likely to have more implicit knowledge and avoid to develop early judgement, which might affect their decision making. This gives rise to a longer term and more stable view of any project based on the business consequences compare to the views based on immediate measures of project performance.

The accomplishment of business consequences is hard to see initially in a project. Availability of more information enables the “*more measured*” approach to generate better results and subsequently more efficient decision making. Alternatively, if this approach is applied extensively, it could give rise to continuous failing projects. Hence, it could be mentioned that the older and more experienced project management specialists have a tendency to take decisions based on commercial benefits and businesses rather than outdated factors of project management, for instance: quality, cost and time. Also, there is a chance in which case project managers could make project judgement when it is reached to a certain standard. This indicates that milestones are of utmost importance for the project managers in the context of judgement revision and point of formation. As a result, setting of milestones by the project specialists could be dangerous as the milestone varies and at individual milestones the specialists are likely to evaluate their decisions regarding a project.

Whether it’s positive or negative, decisions at any given milestone could influence the taken decisions by the project managers. Once a project becomes operational, the project managers tend to revise the previous judgements. It sharply contrasts with the project consultants or directors who do not prefer to make judgements during the milestone stage, rather make judgements at the decommissioned or conception stage. This indicates that these are the dominant stages in the project lifecycle while the evaluation of failure or success might be crucial for them. “*Project consultants or directors may not consider any project unless it is a convincing project plan and thus, a project may lose the support from the project consultants. It is also crucial in terms of considering a balance of risk-adjusted portfolio along with a goal of accomplishing business efficiency*” (Ojiako et al., 2014. pp 167-179). The directors’ and

consultants' participation at the conception stage need to be considered vital, as participation enhances stakeholder-ship.

It is highly noticeable that among all the stages of project lifecycle, the operational stage was the only stage in which major differences exist among the project practitioners (by role and age) and their probability to revise their judgements associated with project failure or success. This further indicates that the amount of information available is adequate for the project practitioners only at the operational stage that enable them to develop clear evaluation of any project. This shows whether the projects have met their objectives. This could be compared with the decommissioned stage, which includes fewer differences in review of any vital decisions at the end stage of the project lifecycle. Perhaps, no important amendments typically occur to clarify further revisions between the operational and the decommissioned stages.

The results of Ojiako et al., (2014) have not demonstrated any gender effect. However, it is necessary to mention that role and gender strongly interacts with each other and thereby, role and age. Their research has also revealed that women are under-represented as 'project manager'. Such unequal distributions of men and women in diverse role in project management are also evident in previous researches. It was also mentioned by the researchers that the role and age could be considered realistic, as aged and more experienced practitioners tend to occupy the role of a consultant or director. This study has investigated how demographic differences (gender and age) and project role impacted on the development and review of decision making by the practitioners regarding project lifestyle.

Pinto and Prescott, (1988) studies have revealed relative significance of critical success factors of the projects that have changed considerably over the maturation of a project. The researchers

have also found that the chance of the practitioners of developing and revising decisions regarding a project at any stage throughout the lifecycle was likely to be associated with their age and role, but not with their gender. It has been also derived from the study the possibility of developing or reviewing judgements was similar across the decommissioned and operational stages in the project lifecycle.

Probable outcomes of such findings may be gathered from another research by He and Mittal (2007) that illustrated the effects of project stages and decisions on increasing commitment. The researchers have also found that the required information greatly influence the resource commitment, especially at the initial stages of a project. However, the keenness to complete a project was the major driver at the end stages of a project that influence the resource commitment to the projects. Information has greatest salience during the initial steps of a project. This necessitates high resource allocation during initial stages. Depend on this; the identification of strong resemblances between decommissioned and operational stages of the project lifecycle will reduce the growth of commitment, especially at the juncture of the completion of operational stages and the initiation of decommissioning stages. Such responsiveness would allow the project practitioners to put more focus on the salient features of the projects.

2.8 Key Issues in Managing Cultural Heterogeneity in Project Teams

Projects environments are characterized by uncertainty and level of complexity, which develops difficulties in recognizing project success or failure factors (PSFFs). Ideally, PSFFs could be measured by evaluating how carefully a project accomplished intended results once it undergoes decommissioned stage. The selection and consequently the assessment of PSFFs are crucial. Rubin and Seeling, (1967) stated that the success of a project could be calculated by using easy countable metrics depend on quality, time and cost. However, Thomas and Ferná'ndez, (2008)

stated that the PSFFs need to go beyond this triangle. Shenhar et al., (2001) in this regard have mentioned that the measures should be flexible and dynamic.

Similarly, Fowler and Walsh, (1999) stated that the measures need to implement perspectives of various stakeholders. According to Pereira et al., (2008), perceptions regarding PSFFs tend to subjectively vary between various stakeholders and sometimes could further vary over project lifecycle (Pinto and Prescott, 1988). Therefore, both culturally- and individually-leading perceptions are the key in the evaluation and identification of PSFFs. Nisbett and Miyamoto (2005) have presently explored that individuals perceptions may strongly vary along with the differences in culture, besides the gender and age. PSFFs are dependent on perceptual differences that in turn accountable to the cultural variations, which followed in current projects, characterized by high social configurations (Bendoly et al., 2010). Perceptions regarding PSFFs among the project participants may vary for different reasons, which are researchable via the application of instruments which tap the cultural variations. Organizations try to recruit from diverse talent pool and ensue saving in terms of multi-cultural project teams. In order to achieve success, it is important that the individuals, who take part in the multicultural projects, appreciate cultural differences and the basic indications of those differences.

2.9 Causes of Project Failure due to Heterogeneity

Many factors have been identified as major reasons of project failure and that could be dependent on culture: ineffective communication, cultural readiness, integration of poor team, volatility in team dynamics, incapability to sustain stakeholder's interest and confidence and application of improper team structure (Hobday, 2000; Chen et al., 2009; Gelbard and Carmeli, 2009; Scott-Young and Samson, 2008; Motwani et al., 2002; Jugdev and Müller, 2005). Actually, the effectiveness of diverse culture of individual team members in a project

management team could affect the entire performance quality of the teams (Symkhovych, 2009). This indicates the significance of the frequent demand of culturally competent project managers in various cultural interactions (Chipulu et al., 2012). A present literature review has suggested that culture can have a greater impact in various ways. First, at the initial stage, the differences in culture could increase the team heterogeneity.

The impact of cultural value is immense and has benevolent consequences. If these are properly managed, heterogeneous project teams, in terms of ethnicity, gender and culture could perform considerably better compare to homogenous teams (Miller et al., 2000). For instance, they are more prone towards finding and searching for non-conventional and innovative solutions in challenging or new situations. On the other hand, homogeneity develops communication, especially the non-verbal communication. Therefore, if the culturally-diverse project management teams are no managed in a proper way, it could give rise to poor communication (Loosemore and Lee, 2002). Second, considering the unique features of the projects, success majorly depends on the development and effective learning of the team members of the project management teams. According to Ramburuth and McCormick, (2001), there are plenty of evidences which suggest individuals from various cultures have various preferred styles of learning.

Therefore, project team members from various cultural teams prefer to perceive their environments, learn and identify risk in a contradictory way. Kealey et al., (2005) stated that if cross-cultural trainings fail to sufficiently address the environmental and organizational factors, it significantly impact on the entire success of the international projects. Additionally, Chevrier (2003) mentioned that in case of projects, a critical learning mechanism feedback needs to be provided in a culturally-sensitive manner to be effective. Likewise, culturally diverse team

members respond differently in various work models and different styles of project leadership: some of them prefer directive leadership; few others prefer participatory and collaborative style (Cagliano et al., 2011; Wiengarten et al., 2011; Harris, 2004). Additionally, multicultural project teams might be affected as a consequence of having inconsistent ideas regarding project planning, significance of individuals over groups, preference of “masculine” over “feminine” qualities and variations in perceptions regarding risky outcomes (Zwikael and Ahn, 2011; Varnum et al., 2010; Henderson and Stackman, 2010; Weber and Hsee, 1998). Thus, it could be mentioned that culture plays a major role in projects, especially in operations management (Pagell et al., 2005).

2.10 Importance of Heterogeneity in the Success of Project Teams

Interpersonal skills and team diversity strongly influence the results of the research by affecting the most vital factors of team functioning, for instance: group creativity, problem solving and communication patterns (Bennett et al. 2010; Woolley et al. 2010). Other factors that influence the research results include experience of the team members, cognitive abilities, funding level and physical space (De Long 1970; Sternberg and Wilson 2006; Leahey 2007). Nevertheless, researchers have argued that it is improbable for a project management teams to perform high without fostering diversity, interpersonal skills and careful consideration. Evidences from various disciplines and studies, along with various types of groups represents that the teams with higher social understanding, social sensitivity, high diversity and profound emotional engagement have positive results of the research (Hackett 2012). The researchers further illustrate the characteristic features of the project management teams and their members, along with some strategies for developing and maintaining certain teams and further demands to make teams highly efficient.

The formation of highly performing project management teams necessitates consideration of general group heterogeneity (Stokols et al. 2008b). Diversity increased the productivity of the project management teams as well as the quality of the 'end products' (Guimera et al. 2005; Leung et al. 2008). According to Uriarte et al. (2007), diversity is a multidimensional factor, which comprises ethnicity, gender, career stage, religious beliefs, socioeconomic class, personality, viewpoints, skills, life experiences and also how individuals represent and resolve problems, which means functional diversity and identity (Hong and Page, 2004). The researchers have recognized five significant aspects of diversity, which allow consideration while developing a macrosystem's project management team: career stage, project managers' familiarity and incumbency, their mode of interaction, category of discipline, number of individuals per discipline and their point of views.

Individuals at various career stages carry different skills and perspectives to the ecological teams (Cheruvilil et al., 2014). Nevertheless, while including other members from different career stages, it is necessary to balance the contributions across such stages and to identify opportunities and constraints associated with career-stage (Goring et al. 2014). Project management teams along with the amalgamation of familiarity and freshness have best results applying the traditional measures of the success of the project management teams. Whitfield (2008) found that project management teams with almost 60-70% officials and 50-60% repeat relationships reach to a 'bliss point', in which case the project management teams have the best results.

Studies have demonstrated the significance of considering various ways of interacting with team members during the formation of a team that represents the interaction modes of project managers. Though disciplinary specialization benefit the project managers in the context of

project promotion and productivity for the interdisciplinary project management teams, the capacity to establish a link between approaches a knowledge across the disciplinary boundary (brokering) is crucial (Pennington 2011; Leahey 2007).

According to Panzarasa and Opsahl (2008), “the specialists who worked as brokers, developed the most highly cited papers. However, it is yet to explore how the disciplinary limitations are effectively crossed”. Furthermore, Pentland (2012) stated that having at least a project manager who is ‘externally engaging’ could connect the teams to other teams and thereby, increase the sharing of views and ideas and opportunities of the new project management team membership (Pennington 2011). The standard formation of team while accomplishing high-performing teams may vary by problem and team (figure3). Pennington (2011), in this context, has mentioned that interaction modes are a crucial factor while creating collaboration for the project management teams.

According to (Eigenbrode et al. 2007), “individual team members have different viewpoints and philosophies. These philosophical differences, which come out in a unique way, include variations in methodology, objectivity, values, research motivation and information to support knowledge generation”. Though primarily the challenges are philosophical in nature, majority of the challenges related to cross-disciplinary research have been ignored and could further arise in disciplines, for instance: between experimentalists and modellers; empiricist and theoreticians (Eigenbrode et al. 2007). In this research, disciplinary suppositions are hardly made clear in single-discipline associations and thus are addressed rarely in cross-disciplinary collaborations. As these logical differences are primary to how a project manager operates systematically, these are directly associated with the success of such association. Without clear communication,

sharing and difference appreciation, project management teams strive to seek out common grounds and restricted in productivity.

One strategy of maintaining and developing high-performance associative project management teams is to employ exercises which further improve interpersonal skill among the members throughout the project life cycle. Formal framework of the teams workout that development of interpersonal skills, especially when these changes take place outside the set workplace, for instance: inspiring venues that could also enable the project management teams to develop trusting associations, establish shared goals, which in turn enables originations to standardize behaviours while creating shared vision for project management (Parker and Hackett, 2012). These researches could be helpful as these are effectively used for structuring policies, collection of data, creation of metadata, quality control/assurance protocol and data sharing that are vital matter. All these are effective for measuring high productivity and team functioning.

2.11 Knowledge Gaps

In the research study of Shore and Cross (2005), it has been mentioned that culture plays an important role in the management of an organization. Although, there is a small number of literature available which address the role of culture in decision making and project management of an organization? Moreover, there are fewer evidence which show deep research and knowledge on the role of national culture such as the dimension of culture which can affect the behaviour of an individual in project management (Shore and Cross, 2005).

Similarly, Sousa-Poza (2005) concluded the results, after reviewing more than 800 journals and almost one hundred books that a definite agreement of the meaning of culture and its effect on project administration is lacking in the literature. They additionally declared that the vast

majority of the literature about project administration stresses on performances and tools for the implementation of project management and the cultural aspect is completely ignored in most of the literature and researches. Moreover, they incorporated the way that culture assumes a critical part in producing both negative and positive effect on a project group as every member of the team embrace their own background into their group. Moreover, culture affects the process of making decisions in the group. “There is nevertheless a inadequate experiential study which is put in application in this area” (Henrie and Sousa-Poza, 2005).

The evidence which are indicated by different researches of Muller *et al* (2007) and Shore and Cross (2005) illustrate that “different dimensions of culture could be very valued in clarifying the inclinations which control strategies of decision making and different behaviour of management”.

In a research study of Muller *et al* (2007), he carried a study on cultural variations in the process of decision making in a blended culture project groups which involve two races which include Swedish and German. Nonetheless, the study focuses on the culture of one nation in comparison with the other on the procedure of decision-making in the team project.

When heterogeneity of different cultures in any project management team increases, it expands the complexities of dealing with project team with various cultures. To prevail over these complexities and gap, the purpose of this result is to identify several cultural factors which affect the process of decision making in project management team in two different countries within the same industry. The findings of this research indicate various similarities and many important differences which influence the two cultures from the perspective of decision-making in project management. In the following chapter, there will be a complete discussion about the various

techniques and tools which are used in this research study. The main objective of this research study is to reduce the split between the information on cultural impact on project administration and other untouched areas of cultural impact on the process of decision making in team projects.

It is essential for the project leader to completely comprehend and realize various cultural aspects which can directly influence the project administration in an organization. Culture can also be very useful for providing a complete structure to investigate the complexities of the procedure of administration. “By executing a complete structure in an organization, all the project managers will be able to build up a practical approach of managing and comprehending the ethnic difference which are foreseen in various world-wide projects” (Shore and Cross, 2004).

Chapter 3: Conceptual Framework

This chapter focused on developing the research model and summarizes the literature review from the following perceptions, each of which will be discussed in the sub-sections below:

1. Theoretical Perspective
2. Conceptualizing the Knowledge Gap
3. Theoretical Framework

3.1 Theoretical Perspective

The mutual encoding of minds of people that differentiates them from the members of another organization is called organizational culture. The features of the organizational cultures are defined as universal, influenced historically, and constructed on social basis and fairly unwavering and lax (Hofstede, 2001). The role of organizational culture is significant in the knowledge sharing within the organization while acting as an obstacle in the process at the same time (Almeida et al, 2002). The failure of collaborations is due to the discordancy among the corporate cultures of partners. Organizational culture has its efforts through several to gain the status of strategy or structures in the organization in order to show its significance (Hofstede et al, 1990).

For studying culture closely, organizational culture is divided on the basis of its manifestations in four major categories by the author (Hofstede, 2001). As per Hofstede et al (1990), the classification is prominent in the figure below where categorization is represented from shallow too deep in the form of symbols, heroes, rituals and values. Symbols are used to convey certain messages in the organization through jargons, gestures, terminologies and pictures containing certain meanings. Heroes are the models with unique characteristics. They are dead or alive but

are applied in the behaviour of the organization generally. Rituals refer to all those major events or practise in the association which are essential socially and critical to the organization. These three categories come under the umbrella of practices because practices are the outer covering of the organization which is for people observing it in the outer world but people value them the most. The core of the cultural manifestation is the value, the forth category. Values cannot be discussed and unconscious because they are part of the thinking or psychological pattern, thus represented by behaviours of the people.

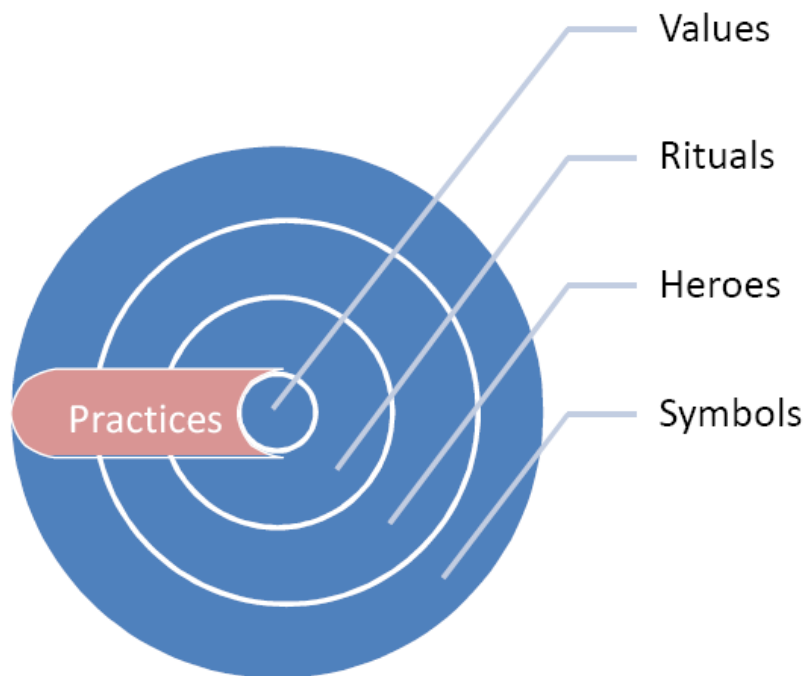


Figure 1:Classification of Organizational Culture

Source:Hofstede (2001)

Dimensions of Organizational Culture

- Process vs. Result Orientation
- Employee vs. Job Orientation

- Parochial vs. Professional Orientation
- Open vs. Closed System Orientation
- Loose vs. Tight Control Orientation
- Normative vs. Pragmatic Orientation

3.1.1 Prevalent Theories on Heterogeneity in Project Management

Where they exist, training programs and courses that are aligned with aspects of multicultural issues have traditionally been placed firmly within the realm of human Resources departments, often labelled as diversity management due to the need to manage equal opportunities compliances. As a result, there has been an emphasis on removing aspects of difference to create fair organizational cultures rather than creating environmental conditions that recognize and compliment difference. There has been recognition of the need to develop multicultural and multinational flexibility to ensure global competitiveness of culturally diverse teams still generally have a focus on improving communication channels through team building activities.

To date most of the theoretical models related to management and leadership of culturally heterogeneous have centred on the creation of teams on occasions specifically advising on selecting team members. Two of the main theoretical models put forward to support the project manager of a culturally diverse team in order to create effective conditions for project success have been carried out by Iles and Hayers and Mitchell and oyle. These models have been derived from feedback form practising project managers either by means of interviews combined with experimental observation and development from other works respectively or derived from other experienced project management consultants. Iles and Hayers theoretical models centre on the team being built from the ground up y top management for optimal performance to ensure that

the culturally diverse team and their manager are able to fully benefit from complementary qualities and expertise. The first stage of their model references what they call a tool kit which takes into account the theories, concepts, skills and models both within the team and externally in terms of what it can access as a team. The idea is that the project manager should access each individual project environment both internally and externally of the team and the project environment. Iles and Ayers argue that treating each individual project in this way will maximise utilization of skills expertise and resources depending upon the needs for each given project manager will be able to select team members used on key strengths they offer.

Within their mode, they correspondingly view diversity as being integral to the successful dynamics of a team and insist that diversification should not only be included in the design and construction of a team but should be identified and specifically cultivated in relation to the needs of the project so as to maximise innovation. For optimisation they suggest operations using principles of network staffing, through the utilization of small core teams surrounded by provisional experts.

These theories are valuable as they consider not only the value and importance of diversity of culture but also stress that teams should be multifunctional and multidisciplinary. Arguably from financial and organizational perspective these ideals make practical sense and may well be striven for where possible but in practice these ideals are not usually possible even within a new project teams possibly due to contractual or political constraints or the duration or nature of the projects. Indeed, the researchers' case study of Raleigh International Management Challenge in 1994 is an example where teams were constructed from participants across Europe in a range of African locations. Although there were several teams building activities built into the two-

week programme participants left feeling unclear about their goals ground rules and ways of working.

From the study, Hies and ayes (1997) deducted that “it is prudent for team managers to value diversity and show an awareness of cultural difference particularly when looking at measurements of success which are quantitative as opposed to qualitative data and whether cultures are task oriented or relationship oriented”. Communicative competence was once again highlighted as a key skill for effectively managing a culturally diverse team as the notion of acknowledging stereotypes. The researchers also advise that the success of a culturally heterogeneous team requires synergy within the group particulate in relation to goals and communicative functions. The suggested method for developing these aspects is by means of experimental team building activities that take into account their multicultural influences.

Mitchell and oyle’s (2008) more recent research again looks into the value of and role played by the project manager of a culturally diverse team and proposes another theoretical model used upon a wide range of historical works. They state that their model reflects two pathways as to how they believe diversity can impact performance: the first is termed the information/ decision making perspective, which holds that diverse groups are more likely to possess a broader range of task relevant knowledge than their homogenous counter parts: the second pathway is termed “the social categorization perspective which holds that similarities and differences between ourselves and others provide the basis for in-group or bout group categorization” (Mitchell & oyle, 2008 p.456)

It is recognized widely that there is a role of culture in management but the literature available on it is very small in project management. It also includes decision making. Besides that, the role of

national culture is not researched in depth and there is no evidence related to it. National culture here means all dimensions of culture that can affect the behaviour of an individual in project management (Shore and Cross, 2005). The literature in project management is missing the clearly defined culture with its consensus and impact on it. This has been proved by 100 books and 800 academic journals (Henie and Sousa-Poza, 2005). Cultural aspects are mostly ignored whereas emphasize is more on the tools and techniques in the published literature of project management (Kloppenburger and Offer, 2000). The role of the culture is critical because the resultant impact is positive and negative, both due to the teams of project management (Shore and Cross, 2005). The people in the teams bring their individual culture which shapes the process of decision making. The research in this area is limited since 1993-2003 (Henie and Souza-Poza, 2005).

Behaviour of management and decision making is guided by those preferences that are explained by valuable cultural dimensions (Shore and Cross, 2005). The research has been conducted in which teams of mixed cultures are selected to analyse the impact of differences of culture in decision making. This consisted of two nations including German and Swedish (Muller, 2007). But the research that compares the impact of both the nationalities on decision making is still missing. Therefore, project managers must have clear understanding of impacts of national cultures on the project management on the whole as the cultural is very important in the provision of frameworks for the exploration of management related complexities.

Shore and Cross (2004) explained that the implementation of these frameworks can help project managers have a more practical approach for the management and comprehension of differences in culture predicted by the international projects. The increase in the heterogeneity of the teams in project widens the gap in the knowledge of other cultures. This also increases the complexities

related to management of blended culture project groups. In order to minimize this difference, this study helps in the identification of those cultural factors that impact the processes of decision making in the same industry of both countries. This study is also helpful in highlighting the similarities and differences more importantly with regards to the impact of 2 cultures on the making of decisions in the perspective of decision making. The upcoming section is going to confer the techniques and tools used in this study that helps in narrowing the gap of existing knowledge and the related yet not explored data on the influence of culture on the decision making process in teams involved in projects.

3.2 Theoretical Framework

Independent Variables

Heterogeneity Organizational Culture

- Seniority
- Relationship
- Team Orientation
- Communication
- Individualism

Moderating Variable(s)

- Decision Making

Dependent Variable(s)

- Team Performance

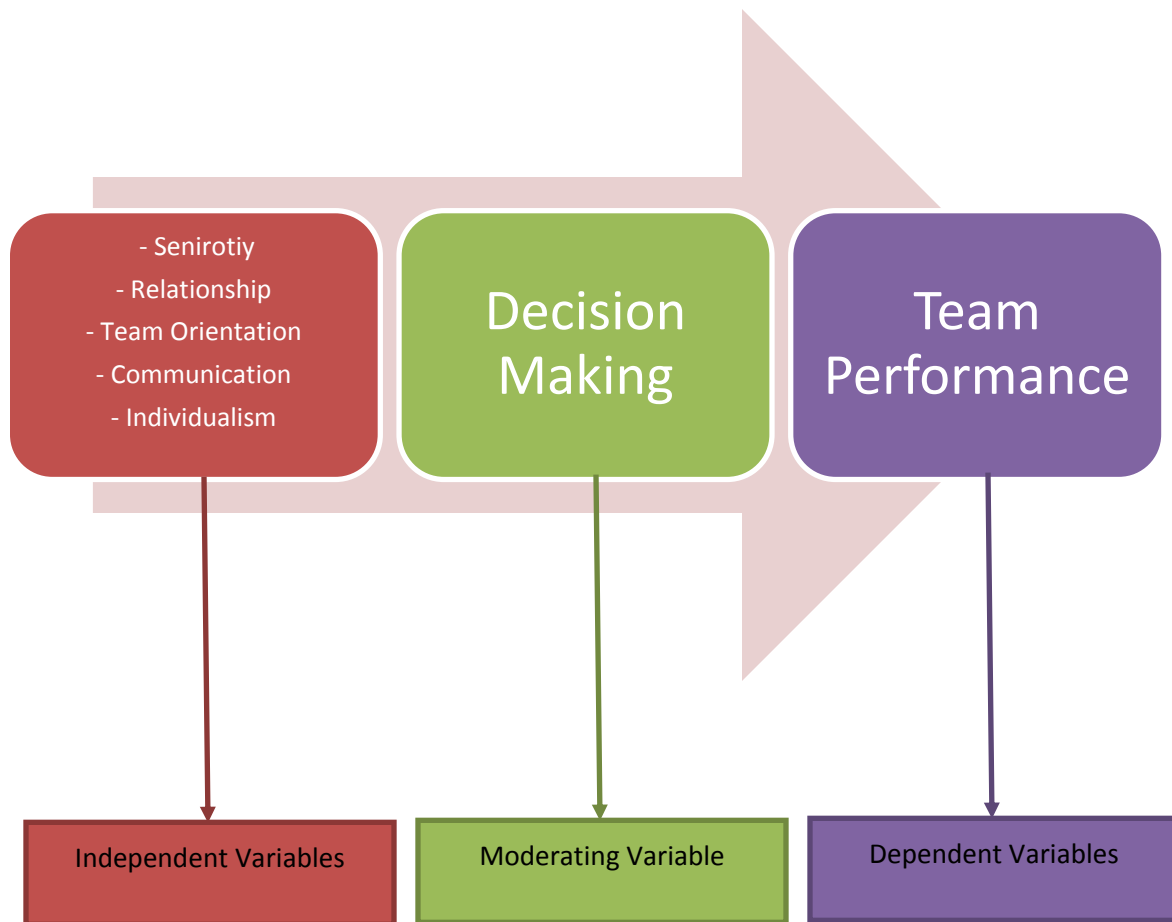


Figure 2: Conceptual Framework of the Study

Source: This Study

Chapter 4: Research Design and Methodology

4.1 Introduction

In this dissertation, the purpose of chapter 4 is to illustrate the complete research methodology of this research study which has been adopted to complete this research successfully. Research methodology can also be defined as a procedure which is used to collect required information and data, in order to obtain the pre-set and required objectives and aims of a research. Moreover, it is also established to prove that appropriate technique of investigation helps the academic to examine the significance and validity of a pre-created premise. This chapter is designed from the examination of a research, that was done by Bailey (2008). According to his study, “research strategies are not more than various formulas, procedures and algorithms, which are used as a part of this exploration” (p. 35). All the methodologies and techniques which are utilized in the researches to manage any academic work are commonly known as “research methodology”. It is essential to consider that all the study approaches are outlined, unbiased and knowledge-based. As indicated by the investigation of ACAPS (2011), different study approaches include various mathematical outlines, hypothetical techniques, analytical procedures and so forth. “Additionally, it has likewise been analysed that these research methodologies help the researchers in collecting data, finding solution and samples for the different research problems” (p. 3). This part is useful in comprehending and evaluating diverse methods for study, which are useful for the researchers to guarantee comprehension of the purpose and goal of the study.

4.2 Methodological Approach

The methodological approach which has been utilized in this research study is built on different research approaches. Due to this reason, a researcher has tried to assess many different non-

primary assets, such as essays, contextual analyses and journals. It has been analysed that all these on-primary assets assume an essential part in the understanding of broad information. Furthermore, a primary research approach has also been utilized by the researcher, in order to draw more reliable and robust outcomes of the research. In order to attain primary data, a researcher has carried out interviews with the project managers working in the UAE industries. It has been established that the adopted methodological approach has imperatively led the researcher towards the acquisition of abundant information, both first hand and second hand information, on the given area of research.

4.3 Research Design

“Research design is recognised as amongst the most fit methods of of guaranteeing the advancement of the investigation study. Simply, one might say that a research design portrays a crucial and unavoidable part in comprehending and evaluating an advance of a research study” (Bailey, 2008, p. 35; Bernard, 2011 p. 89; Creswell and Clark, 2007, p.7; Bryman and Chime, 2015, p. 56;). In accordance with the research study of Hughes and Davies, a research design is known as one of the most efficient means of preparing the research study (2014). “Research design aids in representing and illustrating the practise which is implemented by the researcher for the effective completion of a study” (De Vaus, 2013, p. 12; Gibbert&Ruigrok, 2010, p. 8; Seawright&Gerring, 2008, p. 294). Moreover, research design is also very helpful in demonstrating and designing different techniques for the sampling, collection of data as well as testing of data. Therefore, it could be assumed that research design contributes to the fulfilment of research study. As indicated by the exploration of De Vaus (2013), research practise is considered as a orderly strategy or taking care of any examination issue or achieving prearranged objectives and aims of an investigation study. “Research practice may furthermore be considered

as a science which examine and observe how an investigation study has been done” (p. 12). A method through which a research perform experiments about their work of explaining, describing process and predicting is recognised as research practice. In accordance with the study of ACAPS (2011), “research methodology is resolved as an investigation of techniques which is valuable in getting information” (p.3). One of the most vital motivation behind research methodology is to give a total work plan of a study.

Distinctive methods and techniques for the accumulation of information are otherwise called approaches, which are utilized by an analyst to gather required information or data on the study. As per the research study of Bryman, there are two sorts of methods which are utilized for the gathering of information (2012). “These are essential and also auxiliary methods for the accumulation of information” (p. 5). There are different sampling techniques which are very helpful in selecting the participants or respondents of the research and also to obtain the required objectives of a research study.

This research study is carried out after taking reference from many different journals. Moreover, different case studies are also assessed from this research. One of the most important objective following the evaluation of various case studies is to analyse and understand the effects of heterogeneity in project management on team performance and in terms of organizational culture in heterogeneity project teams and its part in successful project execution in the case of United Arab Emirates.

4.4 Data Collection Techniques

With a goal to gather the necessary data for the current investigation study, two distinctive kinds of methods have been embraced for the accumulation of information. These methods include

secondary and primary data. Consider that the essential information have been gathered by running a survey with the assistance of questionnaires with the directors of various minor and vast organizations. Then again, secondary information has been gathered by getting to various credible auxiliary resources, which incorporates reports and articles. Moreover, different case studies which are related to this research studies have also been analysed. The purpose of analysing these contextual investigations is to secure more reliable, reasonable, integrated and strong outcomes.

4.4.1 Secondary Data Collection

A technique of collection of secondary data is considered as a technique which guides the researcher to use the information or data which is now gathered by some different scientists. As indicated by the investigation study of Denzin and Lincoln (2009), “it has been revealed that strategies for accumulation of non-primary information assume a critical part in bringing convenience and ease for the researcher” (p.35). The method of non-primary data accumulation diminishes the necessity of accumulating information via traveling. According to the research study of Babbie (2015), non-primary information could be achieved or recovered through the information bases. “For this purpose, an internet technology could portray an imperative and indispensable part to assess a wide scope of information, in short interval of time’ (p.12).

According to the research of Bryman (2012), a non-primary information help the investigator to achieve rich quantity of impartial data. “In case of primary data collection such as interviews, questionnaire, etc. there is a risk of inclined and biased information” (p.5). In all these circumstances, it is vital for an analyst to assume a technique of secondary information accumulation which would be useful to gather reliable and impartial data which brings about in

more reliable and incredible ends. “It is critical to study that different techniques for accumulation of non-primary information permits a specialist to spare extra expense and time, which is required in case of collection of primary data” (Denzin & Lincoln; 2009, p. 35; Gill et al, 2008, p. 291). It is a result of the reality, collection of non-primary data does not need any sort of voyager so in this way it is generally less expensive and less tedious. So we can conclude that “techniques for the collection of secondary data are the best approaches to complete whichever study” (Silverman, 2013, p. 3). Within this research study, non-primary information is gathered from different research work, scholastic associations, literature studies and many different academic organizations, in form of journal articles. Moreover, for this research, a researcher has accessed the most latest and recently published data which are connected to the effects of heterogeneity in project management on performance of team and in terms of organizational culture in heterogeneity project teams and also its role in successful management of project. Moreover, many different case studies are also examined to obtain more logical findings to conclude this research.

4.4.2 Primary Data Collection

A system of gathering essential information can be utilized as the approaches, which aids the analysts to obtain prompt and direct data from different members of the study. As per the investigation of Gibbert and Ruigrok (2010) a method of primary information helps in aggregating and assembling the most significant and current data. “There are a few distinct strategies which can be utilized to gather essential data, for example, questionnaires, survey approaches, and so on. In this research study, a researcher has adopted the method of survey” (p.8). One of the most important objective for the selection of this technique is that, a method of survey by interview is considered amongst the most efficient and effective strategies for defining

neutral and unbiased reactions from interviewees. According to the research study of Bryman (2012), “the reactions which are according to the subsequent format of the interview, are assumed by the scholar” (p.5). The most mutual formats of interview involve semi-organized interviews, un-organized interviews and structured interviews. In this study, a researcher has asked the same questions to all the participants of the study in order to obtain the target of this study.

Although there are many advantages of collection of primary data but there are several disadvantages as well which are associated with this method of collection of data. According to the research study of Babbie (2015), “higher cost of method of primary data is one of the most important” (p.12). Gibbert and Ruigrok (2010), supported this approach and stated that “it is highly costed proposition to collect information through the method of primary research as to perform this research, a research is required to design each and every activity as well as he must be included in every single step of the study” (p.8). Because of the detailed and comprehensive kind of work, time, which is required to achieve the study, is observed to be stretched as contrasted to the technique of secondary data. In a nut shell, “the methods of collection of primary data are expensive and tedious when contrasted with the method of gathering secondary data” (Gray, 2013, p. 34; Heaton, 2008, p. 33; Widaman et al, 2011, p. 45). Moreover, it has been perceived that other than unnecessary cost and time, many different assets, which include HR and material are likewise essential in large amounts to carry out the survey and to collect data.

“Another important matter, which is associated with the method of gathering principle information, involves imprecise and inaccurate feedback from the contributors of the study which results to the attainment of incorrect outcomes” (Bernard, 2011, p. 89; Bryman & Bell,

2015, p. 6; Hair et al, 2008, p. 336). In all these conditions, it is important for an academic to thoroughly consider the gathered information and data to decrease the likelihood of incorrect outcomes.

4.5 Data Sampling

“Adequate and effective experimenting assumes an important part obtaining more strong deductions. It is the most important responsibility of a specialist to choose the example size of a study” (Cochran, 2007, p. 34; Creswell & Clark, 2007, p. 6; Myers et al, 2010, p. 34). If a sample size is abruptly small it will limit the researcher to obtain comprehensive and detailed information about the topic of a research. On the other hand, if the sample size is very large it could bring about a few discrepancies for the researcher, in form of analysis of the reliability of the information and interpretation of the information. That is why, it is very essential for the specialist to choose realistic and applicable size of a specimen. The specimen size of a present study is 100. It means that the survey for this research study is carried out with 100 different project managers which are working in different companies of UAE. The selection of participants for the collection of data was done on the basis of two different criteria. These criteria include the time for the involvement of company in assignments and the concentration of specialists in the field of project management.

4.6 Data Analysis

Subsequent to accumulating and gathering rich data, the gathered information is analysed, to find conclusions and decisive outcomes. “Thus, it is a standout amongst the most important responsibility of an investigator to utilize adequate and suitable techniques for the study of data to obtain cohesive and reliable outcomes” (Zikmund et al, 2012, p. 56; Leech & Onwuegbuzie, 2007, p. 557). A qualitative data approach has been adopted to analyse the data in this research.

4.7 Ethical considerations

Research ethics are considered as the most important authoritative aspect which are required to be contemplated whilst completing any research. According to the research study of Bailey (2008), research ethics are basically sorted to three main components. “These components incorporate benevolence, respect, and in addition, justice for a person” (p.35). Throughout this research, the scholar has considered and implemented all these three principle and ensured the anonymity and confidentiality of all the participants. Before taking interviews, the researcher had properly taken an appointment from the interviewees, in order to reduce the possibility of disturbing the respondents or interrupting into their daily (professional and personal) routines. “As a face-to-face meeting was likewise led with the selected participants, the specialist preferred to record the responses of the interviewees on audio recorders, to minimize the possibility of over sighting any important information” (Burns et al, 2008, p. 17; Crano et al, 2014, p. 12). In this regard, a proper consent was taken from the respondents and the audio recordings were edited, in order to assure the anonymity of all participants.

4.8 Summary of the Chapter

This section has in short demonstrated the procedure, which has been embraced for the completion of this research study. It explained the outline of the research design made for the thesis. Also, the information accumulation techniques, obtained in the study, have likewise been negotiated in this section. This section has equally embodied the data sampling method and aggregate specimen size of the examination, while exhibiting the clever representation of the data investigation strategies, which has been selected in the present research. Moreover, concise yet intensive outline of the moral aspect have as well been given in the section.

Chapter 5: Analysis of Data

5.1 Introduction

The framework of Hofstede portrays an important purpose in the identification of the diverse and major cultural aspects in many different countries. These cultural aspects in those countries are going to influence the decision making patterns in a greatest possible manner (Triandis, 1989). The basis of this chapter consisting of data collected is to check the impact of cultural and national aspects on the decision making. It is also going to analyse the resemblances and variations in the manner assessments are taken in ventures oriented in UAE companies. Also these companies are highly diversified on cultural aspects. Consequently, this would leads to expedient information on impact of cultures on decision making for project teams that are single as well mixed cultured. The information in this chapter got the support from the primary research findings and its analysis, interviews. The theoretical arguments embedded in the literature would be paid special attention.

UAE based companies are chosen to conduct the interviews with their project team members. The interviews consisted of questions that analyses the impact of national ethnicity on basic leadership in the assignment teams. The participants are indicated by company name and participant number, for example, C1 (Company A, participant #1) and E2 (Company B, participant #2). So the company A participants were C1, C2, C3, C4, C5, C6 and the company B participants were E1, E2, E3, E4, E5, and E6.

this system is chosen to look at and order the information that answers the exploration address.

5.2 Categories of Findings

Three different coding which are selective, axial and open are advantageous in the exploration of deviation and pattern that shows the resemblances and changes in the project based teams of the companies chosen. For that is the reason, this system is selected to examine and classify the information that answers the exploration question. The literature review framework consists of two main areas of divergence of culture and differences in decision process were analysed. Both of these areas have major categories that are formed by the interview questions before interviews are conducted and resulted from the data gathered (sub-categories are used where suitable):

Section A: The categories of differences in cultures involved are:

1. Organization

- Organizational culture and system
 - Superiority
 - Relationship (Friendship)

2. Team/Agreement

- Coordination

3. Individualism/Collectivism

4. Communication

Section B: The categories of differences in decision process are:

1. Decision making

- Style of decision making

- Decision making power or authority
- Decision making criteria and pattern
- Top project teams' practice

2. Implementation of Decision

- Acceptance of decision in teams
- Changes accepted
- Implementation of decision and commitment
- Strong responsibility

5.3 Findings and Analysis of Interviews

Semi-structured interviews were conducted in the industry of UAE as part of primary research. Six out of twelve were steered to each of the two UAE companies. The focus of the interview is the influence of cultural differences on decision making in assignment oriented groups. The aims of this sector of the research is to report the impact of culture related differences in the decision making of the team of project that are part of different s cultures in UAE.

Section A: Cultural Differences

5.3.1 Organizational culture and structure

- Seniority

The role of seniority is very important in the organizational culture as per the company A project managers because the company has the stern philosophy of valuing seniority. The allocation new responsibilities and roles in the project administration due to which the seniority has an impact still but not that much in the organization on the whole. Five members' from the

six apprehended that the role of seniority still exists in the project team. As per sixth member, which is C2 opposed by saying that the clear definition of the roles in the project team made seniority no more part of the project. On the other hand, its role is important in the organization. As per C1 the seniority has a less impact if the project members are expert and skilful in their area. The dependence is on the extent of expertise of the members of the project. C1, C2 and C3 say that all the team members of the project hardly opposed what is suggested by superiors and listen and pay more than desired attention. C2 also says that manager of the project feel hesitated opposing the experienced and high position members of the organization. There is a high influence of seniors and hierarchy of the organizations on all the processes of the projects in terms of making decisions in project teams as per C1 and C2. But also C2 stated that my greater confidence on whatever I am doing would lead me to the definite decision irrespective of the superiority and seniority.

The viewpoints of company B respondents were different about the seniority in organizations. As per E1 and E2 project management in organizations is less influenced by the seniority generally as well as in decision making. E1 claimed that the decision making capability is not the result of seniority in position but the knowledge with experience of the specific area leads to better decision making. However, E2 says that their culture does not instruct anything about asking questions from seniors. These results in the discouragement of juniors to get significant information from their seniors which leaves the decision making to the seniors automatically. E2 is hopeful in seeing the changing trend in some years of full confidence whatever is decided by seniors. E1 also says that seniors also like to take decisions by exercising authority themselves regardless of what their cultures asks them too. Due to all this team members get dissatisfied and

unreasonable expectations by managers. Employees get dissatisfied too because of this and so the higher attrition in the company as per E1.

At times, promotions in the project teams result from the factors and not seniority. E1 was promoted to the position of project manager of her team right after 1 year she completed as intern in the company. She as exalted because of much time she worked on the project and grasp almost many of the technical aspects.

Only two of all the respondents, E4 and E5 assigned the importance of culture as the essential characteristic of country culture. E6 has a belief that the origin of respect for seniority is the culture of organization and not the country culture in her organization. All the other respondents have provided the proof of little difference among the juniors and seniors in their companies.

- Relation or Friendship among Team members

As per C1, C2 and C3 (respondents in Company A) there is an elevated effect of relationship of group associates on the decision making of the project. C2 says that advantages and disadvantages associated with other substitute options are ignored because of friendship among project team members. C3 says that friendship has the impact in predicting the option which is agreed or opposed by the team members. Because of this, member from the team can persuade other team members of the strategy he prepared by changing the direction and making them believe him or her. According to C4, C5 and C6, the relationships of the project team members have an impact on decision making to some extent contingent upon the personalities of the team members (C4). When the decision is 50-50 votes, the impact gets great and high influencing o the decision making. C6 says that people support and go for the opinion of their friends but the analysis of the process is in the progress and the realistic choice is the end. The major reason

behind the friendship or relationship is not the impact on decision making but precede the team to move smoothly that leads to low arguments and conflicts. The all project managers responded the whole team works as a family in complete accord so that more flexibility comes as a result with reduce argument.

Except E2 and E4 all other people from company responded that relationship do not have any impact on decision making in project teams. As per E2, relationships has its role in shaping team dynamics, impact decision making, pattern of work in teams and reactions to team members. E1 has a belief that the role of personal relationships is very critical to decision making. E4 said relationship have no impact t only in the case when members consult other members for their problems with whom they have close friendship or informal kind of relation, whereas E3 has a neutral point of view. As per him, relationships have an impact in some teams but not others. As per E5, decision making is also hindered by interpersonal relationships in some cases particularly when professionalism is absent in the team working and client interface is very little.

5.3.2 Coordination or Team Agreement

When respondents of the company A (C1, C2, C5, C6) were asked about the consensus of the team, they first answered about the sense of belonging of the team and then about the consensus. According to C3, they constantly go for group exercise for the sense of belonging and team building. Therefore, there is a strong implications that consensus of the team and team orientation are given high importance y the members of the project team. The response of C3 was that the team building and sense of belonging always exercised in the groups of organization. Phase gate process is used between projects teams commonly if the consensus is absent in the organization. The discussions of the group were treated and kept as secret and valued being the most important information as per C4 and C6. As per C1 and C5, when there is

no agreement in the decision of the team, majority option gets finalized by votes. The commitment of the team and sense of belonging should be highly valued in the teams in the situation when there is no consensus in the decision. All members responded that there should be proper communication in the group related to planning everything and decisions should be made by all the members not only one.

All Company B members responded that they worked in the teams since now in which team consensus is always gets significance at the time of decision making within the teams. E1 said that decisions related to financial matters do not take into account the consultation from team members. As per E2, time availability is an important factor for team consensus and as per E1, team consensus needs to have context of the project and welcoming attitude of the manager. As per E3 all other members except him work in a single for the project after that team is disbanded. E3 works in a single team in the organization in all his employment period. E2 and E4 say some team members have to work in multiple teams for a single project. Discussions and interactions were formal and limited in the teams residing at different locations however. Therefore, the assumption is that before the sense of belonging is developed between the members, they move to another different project leaving their team. E6 responded the concern and sense of belonging for the team in which he is working. Due to this concern he changed the appraisal system because it was biased and unfair for this team

5.3.3 Individuality/Communism

The perception about the company A respondents after the six interviews were piloted was that they more likely do things as a team or group. C2 says that all issues were solved after discussion in the meeting and they are resolved under the leadership or facilitation of project manager. The lack of confidence makes the employees unable to take decisions or definite in order to take it as

per C1. Therefore, for getting the best solution they go for consultation and help from others members of the team as per the belief that more people are better than people working alone. C3 says that the first priority is to set goals or objectives of the group prior to individual team members. Keeping in mind the most important thing is project team performance. The team should not have personal issues and other matters as per C4.

All company B people responded that the opinions and interest of all the team members should be considered while making decisions. E3 says that satisfaction of employees is in the interest of the company. On the other hand, individuals' first try to tackle the situation themselves before it is taken in the meeting in problem solving situations.

5.3.4 Communication

As per company A respondents the discussion among team members in the meeting are very informal and open-minded. All team members are encouraged to get creative in the brainstorming session of ideas and other alternatives as per C1, C2 and C3. When the brainstorming ends the discussion is taken place in an analytical manner keeping in view the pros and cons of all the options while minimizing the risk associated with the variation of tools used in decision making as per C6.

The project manager (C2) says that there are two different ways in which atmosphere of the discussion in teams is handled. The environment gets informal, creative and open with the increased familiarity among the team members. But the pressure is generated when the leading manager or managers are associated with the group. Therefore, the atmosphere of dialog gets more formal and analytical.

Company B respondents say that the discussions of teams are open-forums in which members of the teams are asked for opinions and teams while discussing topics. The process of discussions is always logical and analytical. Everyone is asked to approve the decision even after it gets finalized as per E1.

As per E3, the work is assigned fairly among team members after division in locks prior to the discussion. The feasibility of the team members is focused in discussion process by encouraging them to suggest solutions, ask questions and give decision alternatives. This enhances the discussion process as well. Besides this some people end up not saying anything because their team dynamics is poor as per E3. No discussions take place in the large groups of more than one hundred individuals. Decisions are taken by supervisors themselves.

The respondents of company A have declared that the communication and discussion was done informally.

All the respondents of company A have declared that the discussion, as well as, the communication, was done informally. Most of the respondents said that it is because of the fact that most of the UAE like to put an effort as a group with the involvement of acquaintances. They do not merely communicate casually (C1), they also carry out another process of work in a relaxing way (C2, C3, and C4), and they do not put pressure on a project team (C5, C6).

The informal type of communication is important for those people who belong to different cultures and work together as a project team. If anyone wants to give any negative opinion or any objection, during the meeting, it will be done very carefully. If it is possible to communicate, they will communicate with each other about the objection before the meeting will start, so that particular person will not be surprised or he will not feel embarrassed and offensive (C6) and it

will also help to maintain a perfect relationship with everyone at workplace or in a project team (C3).

Two respondents from company B (E1, E2) have admitted the scene of informality in working with the project team. In team E3, some of the discussions among members are highly informal. All these conferences could be arranged once free time is available. Some conferences are considered as formal/semi-formal where extensive debates are done within 5-10 minutes of private talk to moderate the mood. Yet, high levels of professionalism are required whenever a team is working with clients directly.

For the respondents of the E3 project team, there is a formal set of principles which all the employees are required to follow strictly. Without notification of agenda and time, meetings cannot be held. Only those issues can be discussed in the meeting which is already mentioned in the agenda. These fundamental codes of behavior are legitimized by the operations of an organization and the requirement to uniform different procedures.

Section B: Differences in the decision making process

5.3.5 Taking decisions

- Style of Decision making

The style of decision making is not significantly different in project teams as per majority of the project managers of company A. full authority is exercised by the project team in all aspect and decision making too as per C2, C3 and C4. C1 and C5 say that manager of the project generally takes the decision for the whole team. As per respondent 2, decision executive in the team is the person making the decision in the organization. The team as a whole has a greater role in recommendation as well as information. Team members of the project does not need to consult

the senior managers or superiors But only when they are unable to take decisions or need guidance. C6 says that senior management must be informed of the decisions if the team takes it. As per all respondents, superiors and elders are seemed to be obeyed y people and friendship is also valued which leads to less importance of the people low in seniority in decision making. C1 says that people at higher position are supported in decision making and so the superiors are more willing to take decisions and give feedback. C2 says that there is a variation in decision making styles depending upon the level of familiarity of team members with the project and other team members, so two styles of decision making are observed. As per first style, individual or leader/manager of the project takes the decision and in the second style due to the familiarity with one another, decision is taken by the group or team on the whole.

E1 says that style of decision making in his country is contingent upon the type of manager. E2 and E1 say that decisions are taken by some managers and in others, whole team is involved in the process. E1 says that big teams containing up to 200 members have the managers taking decisions themselves because all the members cannot be involved. Module leader communicates the opinions, suggestions and complaints to the project managers so that they make effective decisions on those issues.

Teams are involved in different ways. E2 says that where the system of votes exists in which every vote has the same weight, manager of the team is the leader in discussion and decision is taken by team consensus. The decision than finalized by the manager is communicated to all the members for resolution of all the doubts or problems associated with it.

E3 says that individual decision making suggest different the individual can get help from other members. He can ask for the help to check the appropriateness of the decision he took already.

The peer view is the simplest way to discuss the problem with another member to have his opinion. If still the problem is same and needs to be resolved, it could be brought up in the group assessment. In this every member could add to it through their suggestions. Another way is to go in the office of any member out of the team to ask for his opinion on the problem at hand. In addition, the problems can also be registered in the internal tools for seeking solutions to them. The solution provided by the tool is according to the project type and complexities of it. In the company of E4, there is a support team of specialists in the particular specialized areas. This facility of support team helps to have a work-around if there is no solution.

- **Change Recognition**

As per majority of company A members (C1, C2, C3 and C4) it is a fact that time is consumed much By the members in acceptance of the complex decisions which leads to change in the routine activities. This is because they need to understand the problems and issues and the reasons behind that may arise after implementation as per C2 and C3. They spend the time to perform the assessment for measuring risk as well as the identification of pros and cons related to the decision as per C3, C4 and C5. The acceptance of the decision gets more challenging and difficult if it has a greater impact on the members according to C5. Rejection of the decision by members is because they are not known to situations and so cannot deal them. Therefore, they prefer their normal working routine. C3 has the same opinion as C5. Though they accept the change if they are ensured that it has a positive effect on the overall performance of the project (C3). If the decision changes the project routine activities to a greater extent, senior managers should be informed of them as per C1.

All people except E1 responded that the difference of accepting complex decisions to simpler decisions is not highly significant. The more the team takes the time accepting such decision, the more they would miss the time of implementing those decisions as per E2, although it is not difficult to accept the decisions. E3 says that if the decisions change the routine activities, adequate training is given to avoid any hesitation in the later stages. E4 says that some members do not accept the decisions that change their routine activities because they are not confident while others do as they are enough confident. The people feeling hesitation in accepting the change know that they would be helped by others in the case they fail to understand as per E5.

Chapter 6: Results and Discussion

A discussion given below is displayed in a set of two different outlines of organizational cultural and different dimension of a group for making a decision. It has been revealed by the analysis of empirical data. From the previous chapter, it has been analysed that there are two important findings of this study: differences in culture of employees who belong to diversified cultures in UAE, in different organizations, with important aspects of teamwork; and various dimension of decision making by the teams which are emphasized by the study of two companies. The organizational cultures of both organizations are different and they have distinct influences on the dimensions of decision making among the employees. All these influences will be studied in this research study by using an axial coding technique in order to identify relationships between cultural aspects and decision making dimensions of both these companies.

According to the research of McCracken (1986), “tradition uses the representation of social learning as a focal point which hues the different impression of people about items which are present in the surroundings”. Between various other factors, national culture assumes an essential part in the process of decision making in a group as it directly affects the conduct of other people in a group (Doney *et al.*, 1998).

Over the past few years, numerous studies in marketing have concluded that culture significantly impacts the customer’s choice (Tse *et al.*, 1988; Radford *et al.*, 1991). Generally, it is considered that culture directly impacts the likelihood of an individual to incline towards any specific states of affairs over the others. This gives enough evidence that the cultural influence the behavior of the consumer and also influences the process of decision making in team projects.

According to research study (Tse *et al.*, 1988), cultural influence is considered significantly high when the situation is a bit risky and when the selected choice must be fulfilled by the validation of decision (Briley, Morris and Simonson, 2002). In according with the research study of Tse, ethnic and national cultures and ethnic cultures are different with respect to the degree which regulates attitude, values and behaviors. “There are many differences which are perceived in the process of decision making among non-western and western cultures and are assigned to the collectivistic and individualistic inclinations” (Moore 1967; Radford *et al.* 1991; Tse *et al.*, 1988 and Chan 1986).

6.1 Dimensions for Making Decision

From the analysis of Part B, it has been revealed that following are the important some important differences in the process of the decision making along with the dimensions of both companies A and B.

6.1.1 Structure of Team for Making Decision

The team of company B consists of three different hierarchical levels: at the top is a project manager, on the middle level is technical leads/ module and on the bottom level are software professionals. All the projects are divided into different modules and a module lead with a team of software professionals is allocated to each. The team A company has a straightforward structure. A project leader is managing the whole group with no intermediate or bottom level managers.

A team A likes to work in the form of a group as a family. A team B on the other hand, break down assignment work to different units and it is directing every employee distantly with little interaction and the rest of the group indicate the requirement of team B for individualism. Most

of the people demonstrate an inclination for casualness in discussions and communications, hence, the hierarchy level is held less deliberately.

6.1.2 Process of Decision Making

In the case of company A, any expert member or a project manager of a team takes any important choice and all the remaining individuals of a company give their valuable data regarding that choice. On the other hand, in company B, team discussions are always driven by a project director yet different judgements are looked from all members. After finding the views of the each member, a decision is made.

The differences in the process of decision making could be recognised due to the variances in the level of respect which is provided to seniors in both of these companies, on the other hand company B, people show moderate respect for their seniors but they also consider opinions on the base of knowledge and merit.

6.1.3 Team Discussion

Although both these companies A and B, follow a logical and analytical order for making decision. The discussions of company A are considered as flexible and informal. The informality in decision making indicate the pace of the procedure of discussion. The ease is absorbed in negotiations by a team in an organizational culture. Group members collectively function together as a family and they do not just communicate with each other but they also plan certain processes in a complete relaxed environment. A complete relaxed environment and high flexibility in discussion can reduce the level of stress in a team and it will also help to avoid different conflicts among the workers.

6.1.4 Autonomy in Decision Making

With respect to the technical aspects of the project, there is a complete authority of decision making to both teams. The member of company B is authorized to make independent decisions without consulting other members. In case of company A, the culture of organization is more individualistic. All the members of team A are given significant autonomy in decision making regarding work.

6.1.5 Criteria for Making Decision

A team of company A give importance to different criteria such as responsibility and logic, risk management and availability of information. A team of company B give importance to meet specifications of customers and time saving and it is considered as one of the most important criteria in company A.

The people of company A had a strong score on the uncertainty avoidance index. These people replace choices which have indeterminate result with the choices which have more determinate results and they deliver various strategies for risk management to escape unusual situations.

6.1.6 Acceptance of Decision

Both teams of company A and B do not take a long time to accept the decision which is accepted by most of the members. Some members in company A spend a long time to accept the critical decision which involves changes in their routine activities. Whereas in company B it take long to accept some new decisions when their suggestions are not considered, however, these behaviours are not common with the people in company A.

The workers of company A find it very difficult to accept very critical decisions due to avoidance of uncertainty. They regard the significant decisions of their friends and seniors.

Consequently, most of the complex decisions which are approved by a majority of the people are accepted by most of the people of company A, no matter if they take a long time to implement.

6.2 Suggested Best Practice

People in company A prefer to involve different parties which include the senior management, fund faculty and customers in the process of decision making. All the delegates from each party are urged to partake in the procedure but the core project team makes the final decision. The main focus should be on the management of international projects instead of cultural aspects which are concerned with the team working. On the other hand, a company B suggest that the aim of the process of decision making should be to expect team members to all the possible extent. All these processes require a project leader to inspire other group members to express their suggestions and opinions and to consider all the opinions.

Chapter 7: Conclusions

7.1 Conclusion

In a nutshell, the ever increasing interdependence and trade dealings among the Asian countries have led the start of cross-cultural activities and projects. However, the research studies related to project management stress a little on the aspect of cultural activities (Henrie and Sousa-Poza, 2005). A few research studies conducted on this topic have revealed that “no responsibility have been taken at the end of national/local bodies regarding cultural impact on project management but modern researchers have accepted the fact that cultural aspects are critical in the success of projects” (Shore and Cross, 2005) and the behaviour of project managers influence the execution of projects (Müller et al 2007).

The next conclusions are made around how different societies impact the process of decision making which is depends on the findings and results of experimental studies which are directed in a wide range of societies, such as Japan, China, Australia and North America “to witness impact on the process of decision making between various classes of subjects which include marketing professionals, students and consumers” (Pascale, 1978; Briley *et al.*, 2002; Radford *et al.*, 1991). Various social standards impact operating procedures, defining problems and agendas for processing data. Emotions and feelings assume an imperative part in the course of decision making in some of the cultures. Some of the cultures emphasize on the consensus and involvement of all subordinates and team members, on the other hand, other cultures expect that subordinated obey decisions which are made by superiors. Differences in culture in various blended social business connections also impact the process of decision making in initial stages; these influences steadily wear away when an organization takes decisions in long-term

relationships. There are different patterns of punishments and rewards in different cultures. Consultative and communication processes of decision making are considered better in most of the cultures. Some of the cultures are highly instrumental in the process of decision making and implementing those decisions.

All the above experiential findings were selected for evaluation as every research study focus on 2 highly diverse societies which include, the non-western and the western societies. These societies are very different from one another in all the measurements which permit identifying all the important parts of the culture which are diverse in the different countries and these aspects also influence the decision patterns of these countries (Triandis, 1989).

Dynamics of different cultures influence the process of decision making. When working in a mixed culture environment, it is essential to understand different cultural factors. An integrative decision space model is considered to enhance the outcome of the process of decision making (Handley and Heacox, 2004).

Therefore, it was required to analyse cultural aspects by conducting authentic research and owing to the reason; the proposed research explored the aspects of cultural activities and its influence over the management in the business industry of UAE. We have made an attempt to analyse the impact of organizational culture and national norms and values in the planning, making and execution of projects with the help of semi-structured interviews in two major business organizations of UAE. The responses of interviews have been critically assessed according to the coding principles and beliefs of grounded theory in order to obtain the answers of predefined questions of research.

A detailed analysis of the collected data indicates the difference of views of people with respect to behaviour and decision making patterns in the management of projects globally. This is closely linked cultural difference because it has great influence over the decision taking.

1. The organizational structure of the company A's is relatively organic as compared to the other organization B. However, in the company A, there is a little emphasis on formal rules and codes and give relaxation of work to their team. The second company is a bit strict in rules and obligations of work and stress on work on specialization and top down hierarchy of administration and formal team's structure.
2. Further, the pattern of taking decision in company A is flexible and all the members of project team are given equal rights to give their opinion regarding the tasks of project. Therefore, decisions are taken with mutual consent but the authority of taking decision is withheld with the top administration. On the other hand, in the company B project team groups are allowed to take decisions within their circle of authority and thus the decision process is decentralized. In this way, the company A does not possess the confidence of making decisions while the teams from company B are confident about their tasks and responsibilities.
3. Furthermore, there has been observed that uncertainty is avoided to a great extent in the Company A and mostly those decisions are given priority whose outcomes are already known. This is a way of risk management. On the other hand, the company B is not much careful regarding risk avoidance and tends to accept critical decisions in diverse situations.
4. On the whole, the teams of the company A show respect and faithfulness for the senior members and for friendship and loyalty that can be seen in their work as well. Contrarily

to this, the company B's team members are careless about such things and like to have individual reorganization. The data of past few years show that the teams of company A was highly inclined to accept the decisions of top members but now the things have been changed and the workforce is more demanding towards independence.

5. However, it has been observed that both the companies have many similarities in their code of conduct and the patterns of decision making. The similarities include augmented commitment and sense of responsibility in implementing decisions. The senior members of the both companies have obligation to keep the subordinates on the same page so that cooperation can be enhanced and the assigned tasks can be accomplished successfully.

7.2 Theoretical Implications

The proposed study has helped to analyse seven fundamental cultural essentials that significantly influence the working of project management teams. These observed elements are further divided into (Hofstede, 1980) eight sub-dimensions including individualism that greatly affect the success of projects. Further, the working teams have a number of differences and similarities such as cultural profiles and traditions. Their behaviour also varies in their ways of working. We have made an attempt to analyse the impact of organizational culture and national norms and values in the planning, making and execution of projects with the help of semi-structured interviews in two major business organizations of UAE. The responses of interviews have been critically assessed according to the coding principles and beliefs of grounded theory in order to obtain the answers of predefined questions of research. Thus, it is important to understand cross cultural difference and their impact on the team working.

Nevertheless, the proposed research has indicated that the fundamental seven elements of cultural influence play vital role in the assessment of the decision making procedure in project

management teams. These mention seven essentials are discussed in the chapter 5 in a due detail in order to draw conclusions based on the interviews and research principles.

7.3 Managerial Implications

A number of major managerial implications are observed during the research which is actually the recommendations helpful in the successful management of projects in the future regarding project planning and decision making.

- Every individual is different and their needs and wishes are also different from others, therefore, the project managers should keep the difference of nature in view while making decisions in cross cultural environment.
- Every individual should be given freedom to state his point of view regarding the crucial tasks of the project. This can be helpful in bringing innovation and diversification in the implementation of decision making.
- Formal code of conduct is the beauty of business management but flexibility will bring confidence in the team workers which will be helpful in making them active and excited regarding projects.
- It has been observed that a few team members feel hesitation while taking decisions by themselves, therefore all the members should be given equal rights to contribute their wisdom in making crucial decisions.
- The data collected from the interviews reveal that there is a need to considered time saving and uncertainties for maximizing work productivity.
- Further, there is need to give importance to the opinion of every member.

- In order to make the decision process beneficial, the managers of projects should consider all the involved stakeholder so that it can be make clear that decisions not only affect the organizations but also the other entities linked with the organizations directly or indirectly.
- The managers of projects should consider all aspects of project and team management including the wishes and expectations of members in the project management team. .

7.4 Limitations

Nevertheless, the proposed research was fully planned and according to the predefined strategy. It was being kept in the consideration that all planned activities move in the proper streamline; however we have found a few limitations in the methodology as given below:

- The sample size of the population was limited to only one business sector due to the scarcity of time. However, companies from other business sectors could also be added in the research.
- The limitation of time further has limited us to take a few participants from the business industry of the UAE. Although the sample size was small but a few of the factors can easily be generalized to a larger population.
- As already discussed in the third chapter, the methodology of the proposed research is based on assumptions which are derived from the epistemological thoughts and beliefs of the authors. Therefore, the conclusions may have a few loopholes with respect to basic concepts of research process.

7.5 Recommendations for Future Research

The research is a valuable addition in the empirical research and helped to provide useful information regarding the core concepts of cross cultural behaviours and their influence over the management of projects. Hopefully, the proposed research will open new doors for the contemporary researchers and project managers while taking crucial decisions. There are a few suggestions which will help the learners as well as the experienced researchers.

The researchers should use the qualitative tool to make assessments regarding the same topic but there is a need to extend the scope of the research in order to make the research a generalized approach towards various business industries of the UAE. Further, the methodology of this research was selected as the interview. Therefore, a number of other tools are available to collected data in qualitative form such as surveys and feedback brochures which can be used successfully for the purpose of collecting qualitative data. The use of other research tools will make the research more reliable and authentic.

After collecting the data for the proposed research, a number of various principles can be used to make conclusions. Further, the data can be collected from other countries as well in order to understand their ways of working in the management teams across the globe. However, it is also possible to conduct this research with quantitative data which will bring more facts to the face of world opening new dimensions in project management sector.

8. References

- ACAPS, (2011), *Direct observation and key informant interview techniques*, ACAPS.
- Babbie, E. (2015). *The practice of social research*. Cengage Learning.
- Bailey, K. (2008). *Methods of social research*. Simon and Schuster.
- Bednar, J., Bramson, A., Jones-Rooy, A. & Page, S., (2006). *Conformity, Consistency, and Cultural Heterogeneity*, s.l.: University of Michigan.
- Bernard, H. R. (2011). *Research methods in anthropology: Qualitative and quantitative approaches*. Rowman Altamira.
- Bredillet, C. (2005). Where do we come from? What are we? Where are we going? *Project Management Journal*, 36(2), pp.3 - 4.
- Briley, D.A., Morris, M.W. and Simonson, I. (2002): Reasons as Carriers of Culture: Dynamic versus Dispositional Models of Cultural Influences on decision making. *Journal of Consumer Behavior Research*, 27, pp. 157-177.
- Bryde, D. (2003). Project management concepts, methods and application. *International Journal of Operations and Production Management*, 23(7), pp.775-793.
- Bryman, A. (2012). *Social research methods*. Oxford university press.
- Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford university press.
- Burns, G. A., Feng, D., & Hovy, E. (2008). *Intelligent approaches to mining the primary research literature: techniques, systems, and examples*. Springer Berlin Heidelberg, p. 17
- Cheruvilil, K., Soranno, P., Weathers, K., Hanson, P., Goring, S., Filstrup, C. and Read, E. (2014). Creating and maintaining high-performing collaborative research teams: the importance of diversity and interpersonal skills. *Frontiers in Ecology and the Environment*, 12(1), pp.31-38.

Chipulu, M., Ojiako, U., Gardiner, P., Williams, T., Mota, C., Maguire, S., Shou, Y., Stamati, T. and Marshall, A. (2014). Exploring the impact of cultural values on project performance. *International Journal of Op & Prod Management*, 34(3), pp.364-389.

Cicmil, S., Williams, T., Thomas, J. and Hodgson, D. (2006). Rethinking Project Management: Researching the actuality of projects. *International Journal of Project Management*, 24(8), pp.675-686.

Cochran, W. G. (2007). *Sampling techniques*. John Wiley & Sons.

Crano, W. D., Brewer, M. B., & Lac, A. (2014). *Principles and methods of social research*. Routledge.

Creswell, J. W., & Clark, V. L. P. (2007). *Designing and conducting mixed methods research*, Cengage.

Davies, M. B., & Hughes, N. (2014). *Doing a successful research project: Using qualitative or quantitative methods*. Palgrave Macmillan.

De Vaus, D. (2013). *Surveys in social research*. Routledge.

Denzin, N. K., & Lincoln, Y. S. (2009). *Qualitative research*. Cengage.

Doney, P. M., Cannon, J.P. and Mullen, M.R. (1998) Understanding the influence of national culture on the development of trust, *Academy of Management Review*, 23(3), pp. 601-620

EFQM, (2016). *The EFQM Excellence Model*. [Online] Available at: <http://www.efqm.org/the-efqm-excellence-model> [Accessed April 10], 2016

El-Sabaa, S. (2001). The skills and career path of an effective project manager. *International Journal of Project Management*, 19(1), pp.1-7.

Fisher, E. (2011). What practitioners consider to be the skills and behaviours of an effective people project manager. *International Journal of Project Management*, 29(8), pp.994-1002.

Geraldi, J. (2011). *The Titanic sunk, so what? Project manager response to unexpected events*. *Strategic Direction*, 27(1).

- Gibbert, M., & Ruigrok, W. (2010). The “what” and “how” of case study rigor: Three strategies based on published research. *Organizational Research Methods*, p. 8
- Gill, P., Stewart, K., Treasure, E., & Chadwick, B. (2008). Methods of data collection in qualitative research: interviews and focus groups. *British dental journal*, p. 291
- Gray, D. E. (2013). *Doing research in the real world*. Sage.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. Education+ Training, p. 336
- Handley, H.A.H. and Heacox, N.J. (2004). An Integrative Decision Space Model for Simulation of Cultural Differences in Human Decision Making. *Information Knowledge Systems Management*, 4, pp. 95-105.
- Heaton, J. (2008). *Secondary analysis of qualitative data: An overview*, *Historical Social Research*, p. 33
- Henrie, M. and Sousa-Poza, A. (2005). Project Management: A Cultural Literary Review. *Project Management Journal*, 36(2), pp. 5-14.
- Hofstede, G. (1980). *Cultures Consequences*. Thousand Oaks, CA: Sage Publications
- Hong, P., Nahm, A. and Doll, W. (2004). The role of project target clarity in an uncertain project environment. *International Journal of Operations & Production Management*, 24(12), pp.1269-1291.
- Horwitz, S. and Horwitz, I. (2007). The Effects of Team Diversity on Team Outcomes: A Meta-Analytic Review of Team Demography. *Journal of Management*, 33(6), pp.987-1015.
- Icmeli-Tukel, O. and Rom, W. (2001). An empirical investigation of project evaluation criteria. *International Journal of Operations and Production Management*, 21(3), pp.400-416.
- Lamberts, S W J, (2008). *Essays on Firm Heterogeneity and Quality in International Trade*. Rozenberg Publishers

- Leech, N. L., & Onwuegbuzie, A. J. (2007). An array of qualitative data analysis tools: A call for data analysis triangulation. *School psychology quarterly*, p. 557
- McCracken, G. (1986). Culture and Consumption: A theoretical account of the structure and movement of the cultural meaning of consumer goods, *Journal of Consumer Research*, 13, pp. 71-84.
- Miller, C., Burke, L. and Glick, W. (1998). Cognitive diversity among upper-echelon executives: implications for strategic decision processes. *Strat. Mgmt. J.*, 19(1), pp.39-58.
- Mir, F. A. & Pinnington, A. H., 2014. Exploring the value of project management: Linking Project Management Performance and Project Success. *International Journal of Project Management*, 32(2), p. 202–217
- Muller, R. and Turner, R. (2007). The Influence of Project Managers on Project Success Criteria and Project Success by Type of Project. *European Management Journal*, 25(4), pp.298-309.
- Muller, R. and Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 28(5), pp.437-448.
- Müller, R., Spang, K. and Ozean, S. (2007). Cultural Differences in Decision Making and Decision Implementation in Mixed German – Swedish Project Teams. Proceeding of the 21st IPMA World Congress on Project Management, June 18-20, Krakow, Poland
- Myers, J. L., Well, A., & Lorch, R. F. (2010). *Research design and statistical analysis*. Routledge, p. 34
- Ojiako, U. and Chipulu, M. (2014). National culture and perceptions of success and failure in projects. *Proceedings of the ICE - Management, Procurement and Law*, 167(4), pp.167-179.
- Ojiako, U., Chipulu, M., Gardiner, P., Williams, T., Mota, C., Maguire, S., Shou, Y. and Stamati, T. (2014). Effect of project role, age and gender differences on the formation and revision of project decision judgements. *International Journal of Project Management*, 32(4), pp.556-567.

- Ojiako, U., Chipulu, M., Marshall, A., Ashleigh, M., Maguire, S., Williams, T. and Obokoh, L. (2015). Heterogeneity and perception congruence of project outcomes. *Production Planning & Control*, 26(11), pp.858-873.
- Papke-Shields, K., Beise, C. and Quan, J. (2010). Do project managers practice what they preach, and does it matter to project success?. *International Journal of Project Management*, 28(7), pp.650-662.
- Pascale, R.T. (1978). Communication and decision making across cultures: Japanese and American comparisons. *Administrative Science Quarterly*, 23, pp. 91-110.
- Popaitoon, S. & Siengthai, S., 2014. The moderating effect of human resource management practices on the relationship between knowledge absorptive capacity and project performance in project-oriented companies. *International Journal of Project Management*, 32(6), pp.908-920
- Radford, M.H.B., Mann, L. Ohta, Y. and Nakane, Y. (1991). Differences between Australian and Japanese students in reported use of decision processes. *International Journal of Psychology*, 26(1), pp. 35-52.
- Ramasesh, R. and Browning, T. (2014). A conceptual framework for tackling knowable unknown unknowns in project management. *Journal of Operations Management*, 32(4), pp.190-204.
- Seawright, J., & Gerring, J. (2008). Case selection techniques in case study research a menu of qualitative and quantitative options. *Political Research Quarterly*, p. 294
- Shenhar, A. J., Levy, O. & Dvir, D., 1997. Mapping the Dimensions of Project Success. *Project Management Journal*, 28(2), pp.5-13
- Shore, B. and Cross, B.J. (2005). Exploring the Role of National Culture in the Management of Large-scale International Science Projects. *International Journal of Project Management*, 23, pp. 55-64.
- Silverman, D. (2013). *Doing qualitative research: A practical handbook*. Sage, p. 3

Suda, L. V., (2007). *The Meaning And Importance Of Culture For Project Success*. [Online] Available at: <http://www.pmi.org/learning/meaning-importance-culture-project-success-7361> [Accessed 1 April 2016].

Triandis, H.C. (1989). *The self and social behavior in differing cultural contexts*. Trompenaars, F. (1994). *Riding the waves of culture: Understanding diversity in global business*. New York: Irwin.

Trompenaars, F. (1994). *Riding the waves of culture: Understanding diversity in global business*. New York: Irwin.

Tse, D.K., Lee, K., Vertinsky, I. and Wehrung, D.A. (1988). Does Culture Matter? A cross cultural study of executives' choice, decisiveness, and risk adjustment in international marketing, *Journal of Marketing*, 52, pp. 81-95.

Widaman, K. F., Little, T. D., Preacher, K. J., & Sawalani, G. M. (2011). *On creating and using short forms of scales in secondary research*, Sage, p. 45

Yin, R.K. (2003), *Case study research: Design and methods*, Thousand Oaks: Sage Publications.

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). *Business research methods*. Cengage Learning.

9. Appendix

9.1 Questionnaire

Part 1: Demographics

- 1) Please provide company information and type of projects you are part of.
- 2) Your role in the project?
- 3) No of years on current role?
- 4) No. of projects you are part of?
- 5) No. of project team members?

Part 2: Heterogeneity Impact on Decision Making and Project Team Performance

- 1) How your national cultural attributes helps you to assist decision making in projects you are part of.
- 2) In connection with the 1st question, how was your experience while working with international, what are the difference?
- 3) What is the level of impact on decision-making in project team when bearing in mind the seniority in the organization?
- 4) Do you feel hesitate to present your point of view which could produce improved conclusion though you have to contradicts or upset other member's emotion?
- 5) Do you think that the teams you worked in give significance to team agreement?

- 6) How do you see/how would you describe the atmosphere of team discussion which will lead to the decision making?
- 7) What is your experience of the different decision making styles in the teams you participated in?
- 8) What criteria were used in making decisions?
- 9) How were the decisions implemented in the project team?
- 10) How were the decisions accepted by the team members?
- 11) What according to you would be the best in practice decision making process for project teams in UAE?