

Global Project Management

Communication, Collaboration and
Management Across Borders

JEAN BINDER

GOWER

Introduction



This chapter defines the main characteristics of global projects and programs and presents a framework that will lead international companies to achieve maturity in global project management by helping global program and project managers to focus on the advantages of international teams, addressing the challenges of cross-cultural and virtual communication and presenting innovative solutions for collaboration over a distance.

By the end of this chapter, you will have learned the main dimensions of a global project and understand what challenges are faced by global program and project teams. You will also discover the Global Project Management Framework©, which will guide you throughout the book parts and chapters.

Traditional, distributed, international and virtual projects

In the project management literature we can find different types of projects, when comparing the number of organisations and locations involved in their implementation. In *traditional projects*, a large majority of the team members are working for the same organisation and in a single location. *Distributed projects* involve team members working in many locations, and can also be called *international projects* when they include people located across country borders. *Virtual projects* are composed of team members dispersed geographically and working in different organisations. Project managers may face specific challenges on virtual projects as they need to balance different interests, company cultures and working practices, and most communications occur over a distance. International projects require the collaboration of people from different country cultures and languages, sometimes with the added complexity of the locations over various time zones.

Global projects

This book addresses the combined challenges of international, distributed and virtual projects, being mainly dedicated to *global projects*. This novel category can be defined as a combination of virtual and international projects, which includes people from different organisations working in various countries across the globe. You can use the following dimensions to evaluate the level of complexity of your projects, and identify if you are experiencing the same challenges as other global project managers:

- **Number of distant locations** – The project team can be in a single room (project war room), in different rooms and in multiple locations. When all stakeholders are in geographical locations near at hand, face-to-face meetings can be easily organised and the positive influence of body language and social interaction on the efficiency is clear. In

global projects, the team members are located at least in two different countries. When the distance among the team members is such that travel is required for physical contact, the use of phone and video conferencing becomes essential, requiring the application of communication strategies to ensure a high level of effectiveness.

- **Number of different organisations** – project team members can work for a single department in one company, for multiple departments or even for multiple companies. Project managers must adapt their people and leadership skills to the multiple policies, procedures and organisational cultures. The complexity of commercial and contractual processes is also increased, although outside the scope of discussions in this book.
- **Country cultures** – beyond organisational culture, the customs and traditions of different nations and regions can bring more diversity to the work environment, reducing the group thinking and improving the collective creativity. Motivation is often increased as many people prefer to work in cross-cultural environments because of the rich information exchange. Nevertheless, this diversity can sometimes be the source of conflicts and misunderstandings, and project managers must apply some basic rules and practices to take advantage of the cross-cultural communication, and to avoid its pitfalls.
- **Different languages** – international companies usually establish a common language for the exchange of information, although the way people communicate is highly dependent on their own native language. For example, if the common language is English, the effectiveness of communication by most non-English speakers will be limited by their knowledge of English expressions, vocabulary and often by their ability to make analogies and tell stories or understand jokes. On the other hand, native English speakers would need to limit their vocabulary to clear sentences and essential words, and carefully confirm the understanding of their ideas by foreign colleagues. The use of online meetings and visual communication are examples of practices discussed in this book that can be adopted by project managers to avoid misunderstandings and obtain a high commitment level from all stakeholders, independently of their native language.
- **Time zones** – the whole project team can be based in the same location or in different locations in the same time zone. On the other extreme, there are project teams with members in completely different time zones, making it difficult (or impossible) to organise meetings in common office hours. The effect is twofold. Program and project managers can use the different working times to their advantage, by creating a 'follow-the-sun' implementation, reducing the duration of sequential tasks by a half or a third of the time. The procedures and communication rules must be precisely defined among people in 'complementary' time zones (when there is low overlapping of working hours). On the other hand, important delays can happen, when the exchange of simple information takes a week to be completed, instead of a single day. Global organisations can implement standard communication rules and templates across locations to reduce the possibility of these problems occurring.

The above dimensions can be represented by a radial chart where the centre represents the lower complexity levels: single department, location/time zone, language and cultures (Figure I.1.). The combination of medium and high marks shows the higher complexity of projects across borders, with team members from different cultures, languages, and organisations working in different nations around the globe: the global projects.

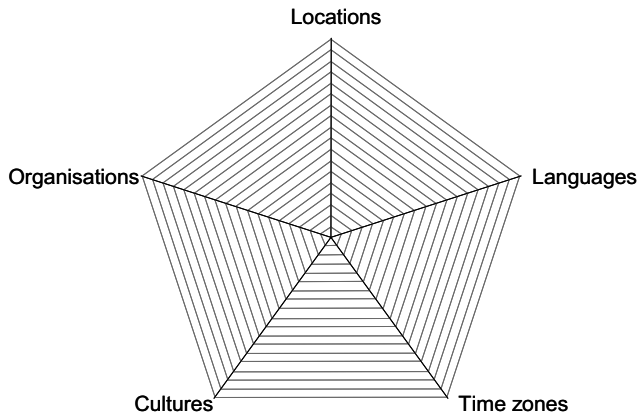


Figure I.1 **Dimensions of global projects**

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Organisations can use the scale above to establish comparisons among different projects, to decide when to apply the good practices and for risk management. More information on this is given throughout the book.

An alternative approach is to complete the scale with one colour to determine the level of complexity of the communication between the project manager and the project team members (where most or all recommendations in this book apply), and use a different colour to categorise the communication with other stakeholders (which requires trust building, conflict resolution and global communication). This can help the project managers to identify which sets of good practices are more important in each project. Some real-life examples can illustrate the usage of this approach.

Examples of global projects

- A software development project (Figure I.2) – the project team members are working in four companies in different locations (the software company in London, England; one development team in Curitiba, Brazil; two development teams in Bangalore and Mumbai, India) with team members speaking four different native languages (English, Brazilian Portuguese, Kannada and Tamil), all with different levels of fluency in English. There are three different country cultures, and the total difference in time zones is 8h30 in summer (GMT-3 for Brazil and GMT+5:30 for India). In addition to the team members, there are stakeholders from another three locations (three pilot customers in the USA, South Africa and Australia), elevating the number of country differences to six, and the time zone difference to 17 hours (GMT-8 for San Francisco, USA to GMT+10 for Sydney, Australia).
- A pharmaceutical project (Figure I.3) – the project team members come from a partnership of eight organisations, and are working in six locations (two quality assurance teams in England, the headquarters in France, two laboratories in Germany and one development team in South Africa) composed of people speaking three different native languages (English, French and German). There are four different country cultures, and the total difference in time zones is 1 hour in summer (GMT+1 for England and GMT+2 for the

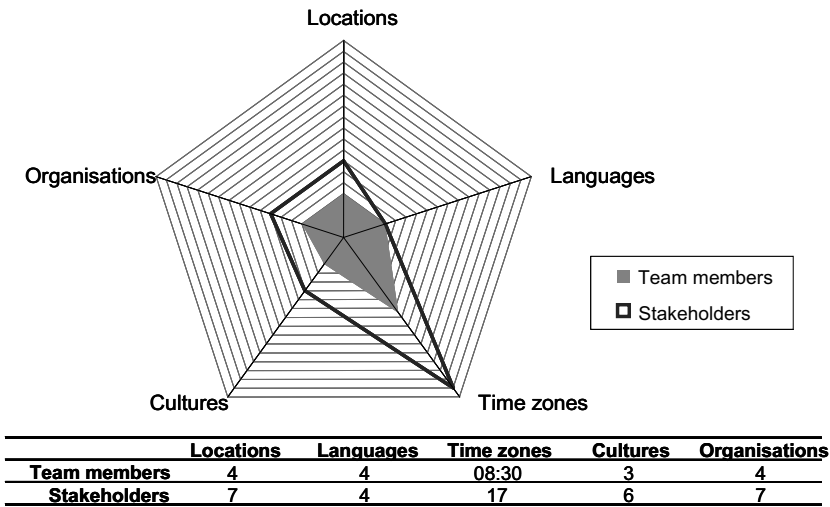


Figure I.2 A software development global project

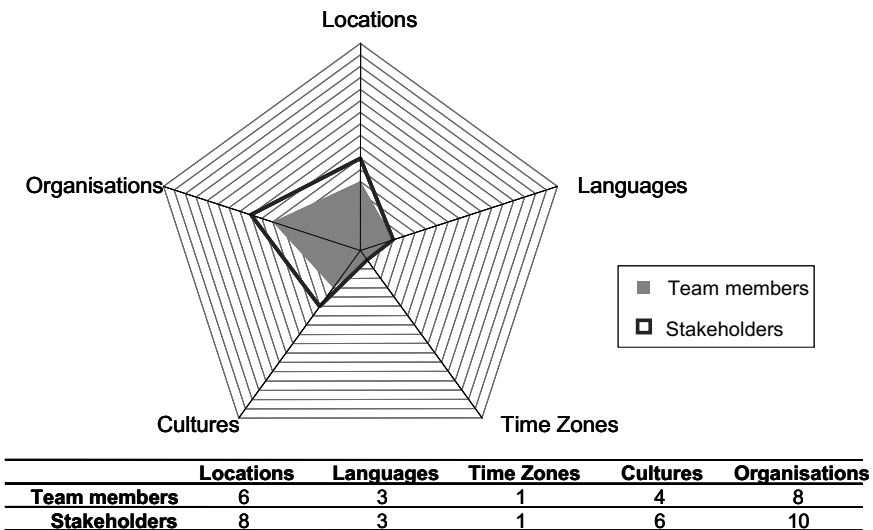


Figure I.3 A pharmaceutical global project

other countries). In addition to the team members, there are stakeholders from another two organisations in different locations (The European Commission in Belgium and one environmental agency in Switzerland), elevating the number of country differences to six, without changes in the number of time zones or languages.

- An organisational change project (Figure I.4) – the project team members from two organisations (the main corporation and one consulting company) work in 14 company offices in ten countries, speaking eight different native languages. The total difference in time zones is 14 hours in summer (from New York ,USA, to Melbourne, Australia). In this case, all the stakeholders are in the same locations as the project team members.

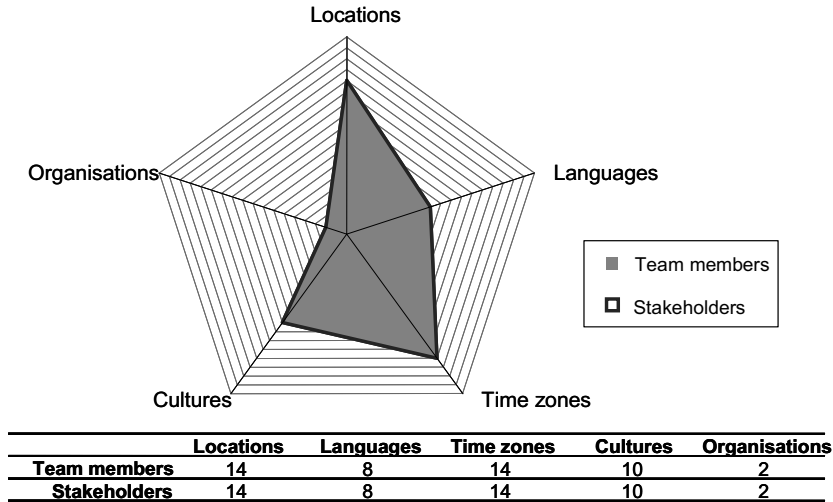


Figure I.4 An organisational change global project

Global programs

PMI (2006a) defines a program as 'a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually'. The program manager works closely with the program board, which is composed of senior stakeholders who provide guidance and make decisions affecting the program outcomes, and with other parties that have an interest in or are affected by the program. The program manager must also communicate with the Program Management Office (PMO), which oversees the management of programs. The program manager is responsible for providing direction and guidance to the project managers, and may receive assistance from a Program Support Office. Figure I.5 provides an overview of the relationship between the program manager and the program stakeholders.

The four main categories of programs take into consideration two dimensions: the location of the program stakeholders and the location of the different project teams (summarised by Figure I.6). One of these categories (traditional programs) includes programs where all stakeholders and project teams are located in the same country, which is not the focus of this book. The other three categories (global programs) will now be evaluated in detail.

The first category (local program of global projects) is a group of related *global* projects managed in a coordinated way to obtain benefits and control not available from managing them individually, where the program manager is located in the same country as all the project managers and members of the program board. While all the practices in this book are relevant to the project managers, the program manager may only require them to communicate with key stakeholders located around the globe. One example is a program to develop and implement a new software tool in five countries (Figure I.7), with a program manager located in the UK (represented by the 'PgM' circle), in the same location as all the project managers (represented by the 'PM' circles). The program is composed of a global project for the software development (project manager in the UK and the project team in the UK, Singapore and Mexico), the pilot implementation project in the UK (the whole project team located together with the project

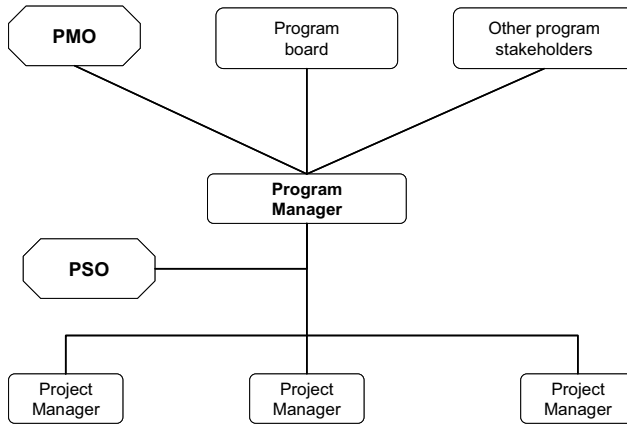


Figure I.5 Global program stakeholders

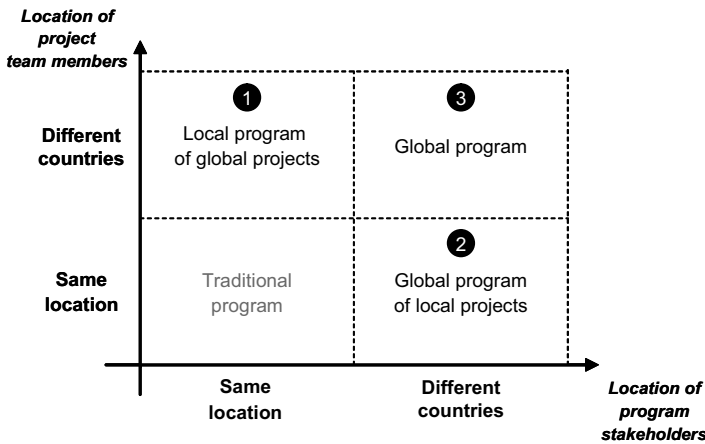


Figure I.6 Categories of global programs

manager) and the local implementation projects in the United Arab Emirates, Singapore, Mexico and Canada (all coordinated by project managers primarily based in the UK).

The second category (global program of local projects) is a group of traditional projects *deployed in various countries* and managed in a coordinated way, to obtain benefits and control not available from managing them individually *and in the same country*. This is the opposite of the first category, as the program managers will make use of most practices in this book when managing the project managers and communicating with the program board and other key stakeholders. Figure I.8 illustrates one global program that will implement standardised desktop computers in four countries, with the program manager in Brazil and project managers coordinating ‘traditional’ teams (all team members in the same location) in Australia, India, South Africa and Australia.

The third category (global program of global projects) is a group of global projects, with project managers located in different countries to the program manager and the program board. This category represents the true challenge of global programs, requiring excellent

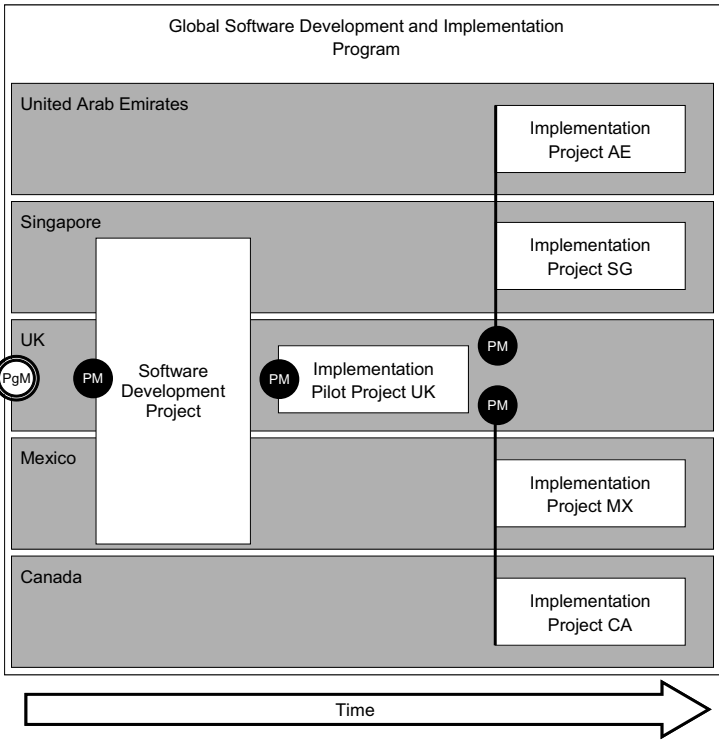


Figure I.7 Local program of global projects

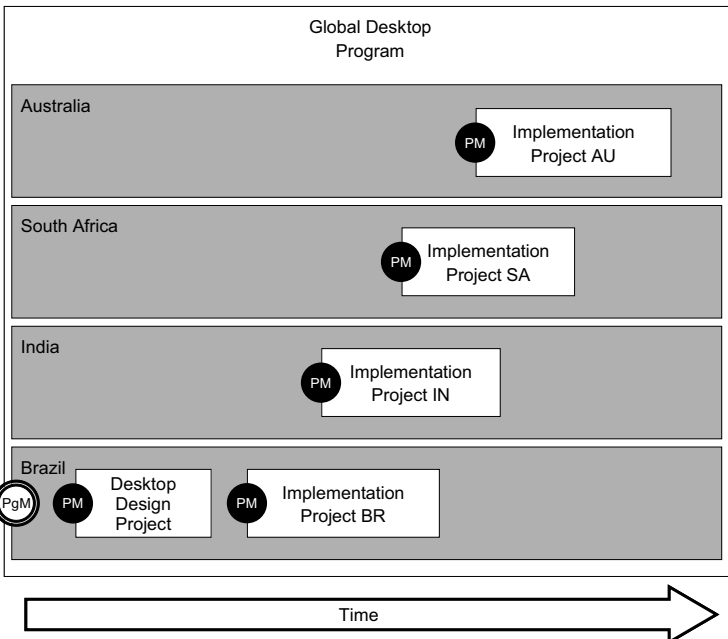


Figure I.8 Global program of local projects

interpersonal skills and open-minded behaviour from all stakeholders. The global program manager and all global project managers can apply the recommendations in this book to improve understanding and reduce conflicts. This is also true when a mix of the three categories appears (for example, traditional and global projects will be part of the same program, or only some of the project managers are in the same location as the program manager).

International companies often conduct global programs to implement Enterprise Management suites, with global projects for the different solutions. In the example illustrated in Figure I.9, the global program manager is located in France and the project managers and project teams are distributed in different countries.

Global projects and programs requirements

As discussed before, the processes, tools and methods assembled in the existing project management bodies of knowledge are applicable to most types of projects, whether they are traditional, virtual or global. However, what are the specific needs of global program and project managers that lead to the need for specific techniques and methods? A study on the available literature, complemented by interviews with global project and program managers, identified their main requirements, represented in Figures I.10–I.13.

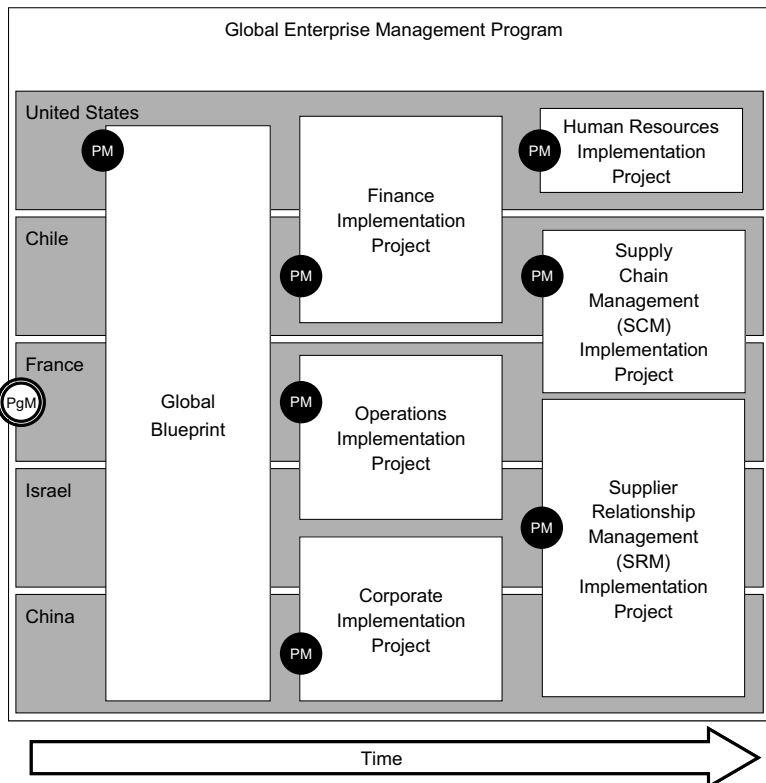


Figure I.9 Global program of global projects

Global Team Management

- How can I manage conflicts among team members working in different locations (to me)?
- How can I establish trust among virtual team members, particularly when they work for different organisations?
- How can I develop leadership skills that can be effective for team members in other locations?
- How can I learn to deal with different cultures, allowing other team members to thrive in a multicultural team?
- How can I perform team-building activities when the budget does not authorise all team members to be in the same location during the project initiation phase?
- How can I provide coaching to project managers and coordinators located away from me?

Figure I.10 Requirements of global project managers – global team management

Communication Across Borders

- How can I have more efficient and shorter meetings over distance?
- How can I adapt my company templates for meetings over distance?
- How can I track the project tasks and deliverables assigned to people located in other countries, and avoid misunderstandings created by the different languages?
- How can I conduct special meetings, like brainstorming, coaching and knowledge transfers over distance?

Figure I.11 Requirements of global project managers – communication across borders

Global Organisations

- How can my organisation adapt its structure and culture to thrive as a global company?
- What is the best way to structure the project team?
- What types of professionals work well over a distance, and how to select them?

Figure I.12 Requirements of global project managers – organisational culture

Collaborative Tools

- Which tools can my company deploy to enhance communication in global environments?
- Which tools can I employ to control and coordinate virtual teams working on my projects and programs?
- Which tools can I use to improve the quality of communication between program and project managers, enabling me to monitor the milestones without creating administrative overheads?
- How can my company deploy these tools at all organisational levels?
- How to foster the adoption of the tools?

Figure I.13 Requirements of global project managers – collaborative tools

If you are currently managing or are involved in a global project or program, it is likely that you have some of these questions in mind. The framework explained in this book aims to address all the above requirements, complementing the existing project management bodies of knowledge.

The answers to these questions are not universal as they depend on factors like the country and organisational cultures involved in the project, the number of locations, the different languages, the team size and the project duration, size and complexity. Therefore, the approach of the framework presented in this book is not to provide a 'one-size-fits-all' strategy, 'the right answers' or the 'best practices' in global project management. The framework contains guidelines and models that will help you to understand the cultural differences and sources of misunderstanding. You should determine the best alternatives for your own situation, based on the real-life examples and practices taken from other international companies. You will then be able to define an implementation model that suits the requirements of your global projects, adapted to the specific needs of your organisation.

To be or not to be ... global?

In some situations, the location of the project team members from the main customers, suppliers and partners will define that a project must be global. One example is the development of a new product by a partnership of three companies, each with a specialised laboratory in a different country. In other cases, the location of the main project deliverables may determine the need for a global project team. This can be illustrated by the deployment of a new warehouse management system that requires the transformation of buildings located around the globe. Global projects can also allow companies to unite highly specialised team members in the same project without relocating them to other countries, or to delocalise certain project work packages or tasks in order to reduce the project costs. However, there is also a cost for companies to overcome the 'large distances between team members, lengthy travel times to meetings and the inconvenience of working across time zones' (Wild et al, 2000).

Before deciding to conduct global projects, each organisation must weigh up the higher level of innovation and the cost savings offered by having human resources distributed around the globe against the challenges created by the communication across borders, and the cost

of implementing processes to ensure the deliverables will be produced as expected. Every situation will bring different results to the above equation and companies can define some principles of operation to guide project managers when developing human resource planning and assembling the project team. One example is the creation of centres of excellence, with a catalogue of the main standard services provided by them, and service level agreements specifying lead times to start activities, expected duration for common activities and the expected levels of quality. The organisation can then declare as mandatory the use of the services from these competency centres instead of developing local skills, recruiting local people or hiring third parties for specific project tasks.

When deciding to deploy a global team for important projects, organisations can evaluate the value of the main positive and negative aspects of having a global project, and then perform a cost-benefits analysis. Another alternative is to perform an evaluation of the strengths, weaknesses, opportunities and threats (SWOT analysis). A brainstorming session can identify the main factors applicable to each project, and the lists shown in Figures I.14 and I.15 can serve as a checklist to validate and complement the findings.

Organisational change and organisational theory

When organisations decide to start implementing global projects, or when they decide to increase the success rate of global projects, they must adapt their structures and their project management methodology. In order to succeed, this change process must focus on the whole organisation, from different perspectives. Harold Leavitt (1964) suggested that organisations

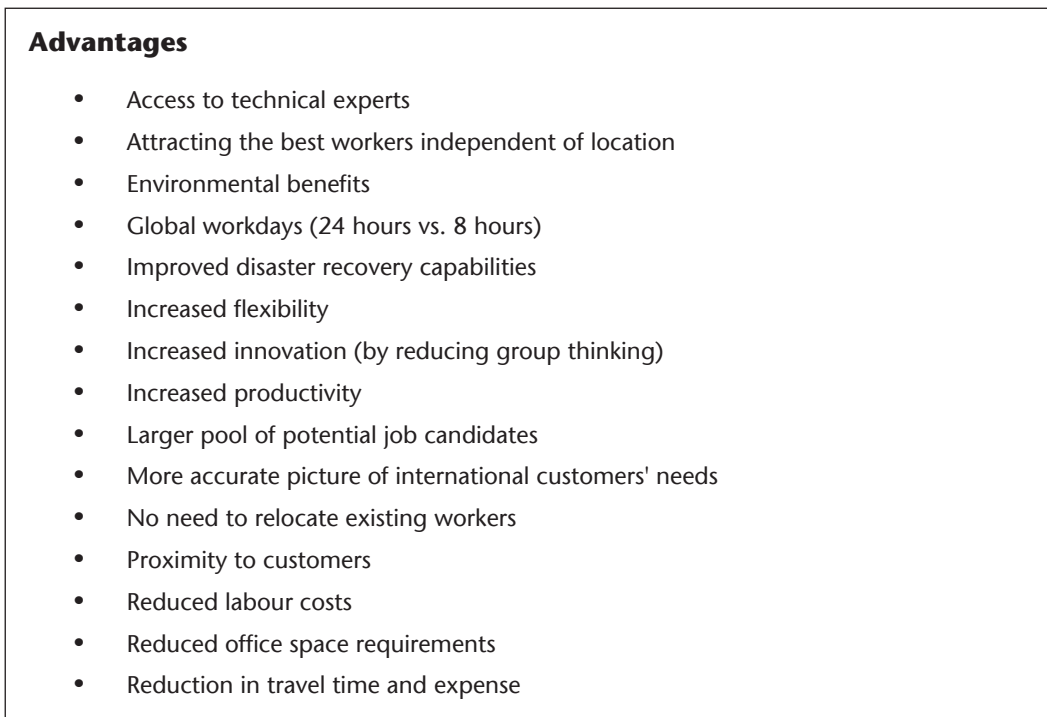


Figure I.14 Possible advantages of global projects

Challenges

- Adapt the organisational culture to home working
- Adapt the organisational structure to virtual teams
- Adapt the working hours to different time zones
- Build trust
- Cope with language differences
- Deploy collaborative software and licence costs
- Establish a team identity
- Handle divergent cultural values
- Manage conflicts over distance
- Provide communication and cultural training
- Provide communication technology

Figure I.15 Possible challenges of global projects

consist of four elements – task, structure, technology (tools) and people (actors), which are interdependent and interact with the external environment. A change in one of these variables will almost certainly have an impact on the others. Based on the model from Leavitt, Peter Clark (1972) suggested that, ‘approaches to organisational change should take account of the possibilities presented by the four interacting variables to create multiple points of intervention’.

Laurie Mullins built on the organisational model from Leavitt to suggest five interrelated sub-systems to be used when analysing work organisations: task, technology (including physical aspects and methods, systems and procedures), structure, people and management. This organisational theory highlights the interrelationships between these variables, noting that, ‘there is no one best, universal structure. There are a large number of variables, or situational factors, which influence organisational design and performance.’ (Mullins, 1996).

A framework for global programs and projects

frame-work

4. A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality.

The American Heritage® Dictionary of the English Language, Fourth Edition¹

frame-work

2. A frame or structure composed of parts fitted and joined together.

Random House Unabridged Dictionary²

1 © 2000 Houghton Mifflin Company

2 © 2006 Random House, Inc.

The framework suggested in this book is based on the models from organisation theory, providing a flexible set of recommendations that can have a positive influence on the performance of global projects. Companies can select which areas of improvement are required, depending on their specific needs. They can also determine the order and priorities to implement the groups of recommendations, depending on their corporate cultures and the technologies available. Finally, they have the flexibility to select which particular recommendations are applicable to their global projects, considering their main characteristics (different languages, countries, cultures and time zones).

The organisational change foundation of the framework allows a holistic approach during the definition of new processes and practices, and the implementation of the recommendations. Global teams require a new set of people skills, interpersonal relationships and leadership styles. Novel communication techniques must allow the management of team members and other stakeholders over distance. Different forms of project structures and organisational standards must be in place to cope with project team members distributed around the globe. The organisational culture will serve as a basis for the selection and implementation of the collaborative tools – hardware, software and communications. New techniques, systems and procedures need to be available to all stakeholders involved in global projects to increase adoption of the new set of tools. Figure I.16 illustrates the resulting framework for global project management, and the five categories of information: global teams, global communication, global organisations, collaborative tools and collaborative techniques.

The practices, processes, measures, theories and case studies in the framework are grouped into different knowledge areas that allow a modular implementation. Five chapters exist for each category from the framework (Figure I.17), as follows:

- **Global team management** – the chapters in this category represent the main recommendations found in the literature for effective management of global project teams: cross-cultural collaboration, global team leadership, trust building, conflict resolution and coaching over distance.
- **Global communication** – the chapters in this category complement the communication processes as explained in the PMBOK® guide: global stakeholders analysis and

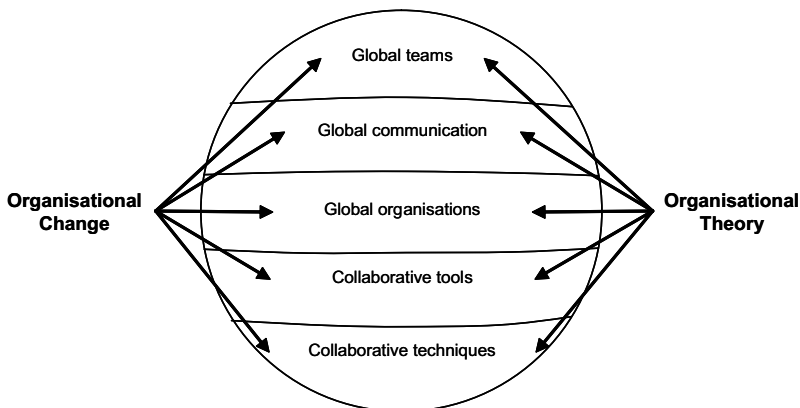


Figure I.16 The Global Project Management Framework®: five categories

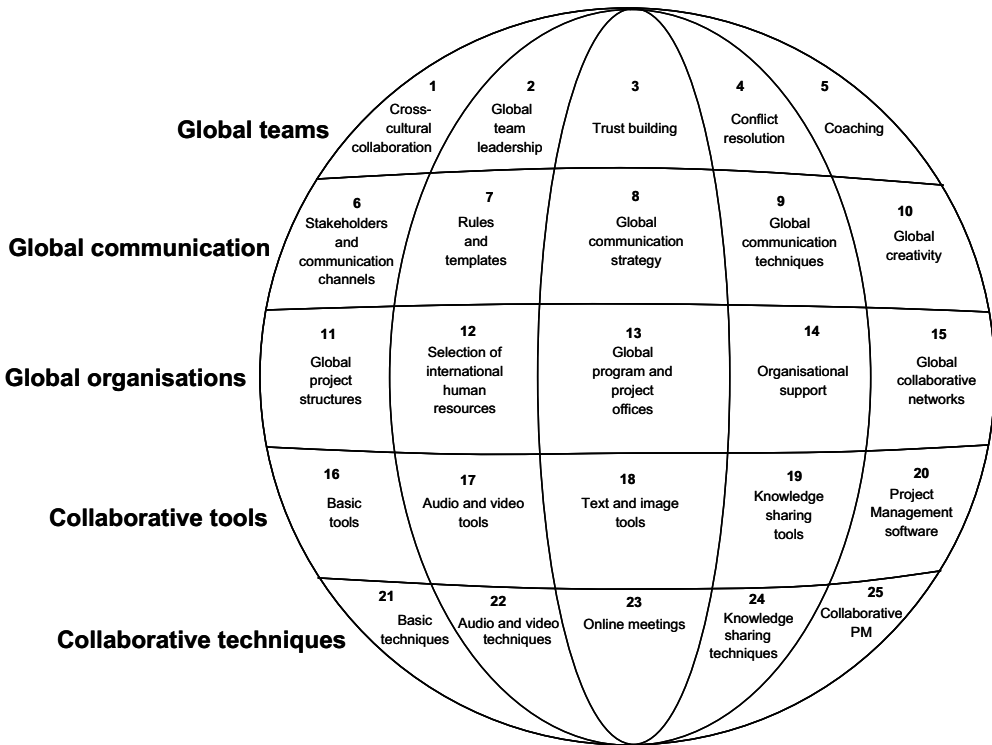


Figure I.17 The Global Project Management Framework©

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communication channels (main activities of the communications requirements analysis), communication rules and templates (input to the communications planning process), global communication strategy (part of the communications management plan), global communication techniques (knowledge gathering, distribution and exchange) and global creativity using online brainstorming techniques.

- **Global organisations** – this category contains the knowledge required by global organisations to improve the effectiveness of global projects: global project organisation structures, global human resources selection, global program and project offices, organisational support and global collaborative networks.
- **Collaborative tools** – this category provides generic strategies for the implementation of collaborative tools: basic technologies (e-mail and telephones), synchronous audio and video tools (audio and video conferencing), synchronous text and image tools (instant messaging and web conferencing), asynchronous knowledge sharing tools and asynchronous project management information systems. These knowledge areas represent the main solutions currently available to global projects, and can be expanded to include the new developments expected in the near future.
- **Collaborative techniques** – the chapters in this category provide techniques that allow the adoption of the collaborative tools by most project stakeholders: use of basic technologies (e-mail and telephones), effective audio and video conferencing, coordination of online meetings, knowledge sharing techniques and project management information systems.

The framework sources

Figure I.18 illustrates the main sources of information for the framework structure and contents. Academic papers provided the knowledge for the construction of the framework and for the structure of the 25 chapters. The main contents come from direct observations, round tables, interviews, surveys and personal experiences of successful projects. The observation and analysis of 'less successful' projects also provided an interesting comparison for the conclusions about the influence of the good practices on the project performance and on the quality of the deliverables. Other literary sources – usually based on different forms of theory, research, work experiences and case studies – provided additional information to validate and complement the academic findings and the real life experience. The main literary sources come from the following domains:

- Project management bodies of knowledge (for example, PMBOK® Guide, PRINCE2®, Gower Handbook of Project Management, International Journal of Project Management, Project Management Journal).
- Virtual teams (for example, Edwards and Wilson (2004), Haywood (1998), Fisher and Fisher (2001), Lipnack and Stamps (1997), Kostner (1996), and Hawaii International Conferences on System Sciences, see DeLone et al. (2005) and Katzv et al. (2000)).
- Virtual project management (for example, McMahon (2001), Mayer (1998), Rad and Levin (2003), Pauleen (2004), Goncalves (2005)).
- Management and organisational behaviour (for example, Buchanan and Huczynski (1997), Mullins (1996), Hannagan (1995)).
- Cross-cultural studies (for example, Hofstede (2001), Trompenaars (2003, 2005), Melkman and Trotman (2005), Magala (2005)).
- International business (for example, Wild et al (2000), Mead (2000, 2004)).
- Specialised magazines (for example, PM network, Project Manager Today).

The full references can be obtained from the bibliography section (see page 271).

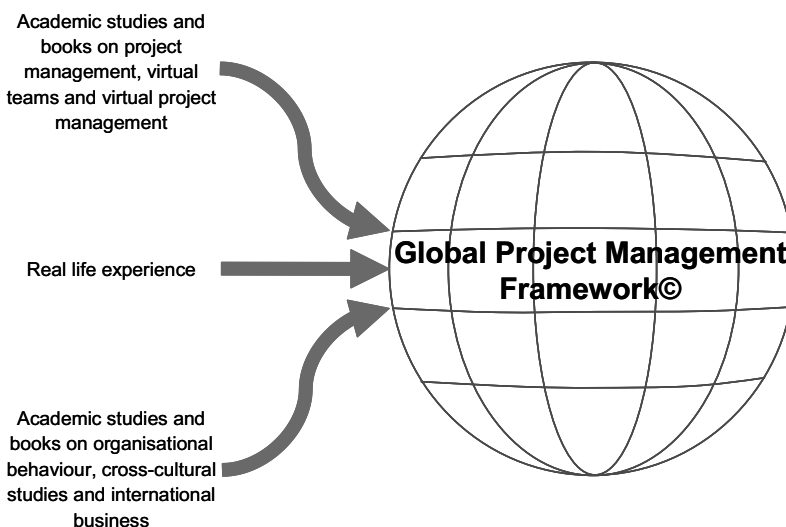


Figure I.18 The Global Project Management Framework©: sources of information

What the framework provides to global organisations

The framework implementation provides three main benefits to global organisations. Firstly, companies can deploy collaborative tools using the implementation templates supplied in this book. They may use the recommendations to increase the adoption rate of technology by the team members involved in global projects, by providing them with enough knowledge to master the essential functions of the hardware, software and communication tools. This will increase the efficiency of meetings, reduce the occurrence of misunderstandings and foster collaboration among team members in different locations.

The second benefit may be achieved when international companies implement a set of processes and good practices for global project management, based on the recommendations and templates provided in the different chapters. The project managers, program managers and PMO team members can form study groups, evaluating what recommendations are applicable to their specific situations, and develop new practices from their personal experience. The outcome will be a framework of good practices adapted to the organisational culture and to the cultures of the countries where the company operates. The framework can also be included in the project management methodologies. The organisations that opt for the Global Project Management Framework© as the structure for their good practices will simplify the exchange of information with other companies, the comparison of their practices and the creation of a set of practices specific to cross-company projects. These companies will benefit from an increased level of trust between team members, increased cooperation levels among people from different cultures, effective team leadership over distance and streamlined communication channels among all stakeholders.

Lastly, organisations can promote internal training on global project management, using the framework as a basis for the course structure and the contents, to increase awareness of and proficiency on the collaborative tools and global project management practices. The global project managers and team members attending the training can learn and discuss the main recommendations, practice coaching and brainstorming over distance, use the collaborative tools, rules and templates during the exercises and try the global communication techniques. Cross-cultural training can complement these sessions, with practical exercises on team leadership, conflict and negotiation skills, and cultural differences.

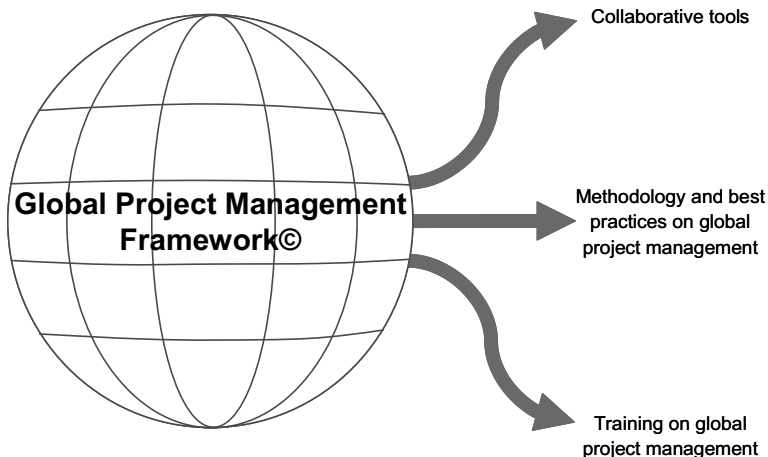


Figure I.19 The Global Project Management Framework©: the deliverables

The next steps

The framework explained in this book provides a comprehensive starting point for global organisations, project offices, global program managers and project managers to achieve higher levels of efficiency. After the implementation of the framework in their organisations, programs and projects, new practices and recommendations will start to appear, aiming for constant evolution and improvement.

The modular design allows a constant evolution of the framework through your feedback. At the end of each chapter, you will find questions about your opinions on the recommendations, practices, tools and techniques. You can also reflect on the applicability of each recommendation to your own environment, and voice your thoughts on the global project management forum (see www.GlobalProjectManagement.org):

- Are the recommendations applicable to most projects in your organisation, or only specific types (for example, large, critical)?
- Do you disagree with some recommendations, or have you tried different tools or practices with better results?
- Do you have any suggestions on how to improve the templates?
- Are you aware of different management theories that are more applicable to your country culture?

The goal of this knowledge exchange is to produce an improved framework of recommendations that can be exchanged among different companies and countries: an open framework for global project management. You can think about your own practices as a good way to improve the competitive advantage of your company, and therefore prefer to keep them confidential. However, the project management bodies of knowledge are there to prove the benefits of having a common set of good practices and terminology across organisations and knowledge areas. In this case, sharing is the best way to work together, in partnerships, in customer-supplier relations or when selling and providing services.



Figure I.20 The evolutionary Global Project Management Framework©

Key concepts

- Existing project management methodologies, bodies of knowledge and maturity models identify, but do not address, specific requirements from global project and program management. This book aims to build on their solid formalisation of processes and practices, adding a layer of knowledge on global projects and programs management.
 - Distributed Projects – projects with team members from the same company, based in different locations.
 - International Projects – projects with team members from the same company, working in different countries.
 - Virtual Projects – projects with team members from diverse companies, in different locations.
 - Global Projects – projects managed across borders, with team members from different cultures and languages, working in different nations around the globe.
 - Global programs – a group of related projects with aligned strategic benefits, normally associated with tactical organisation change, whose stakeholders are located in different countries.
 - Global project management requirements can be classified into tools, meeting management, people management and the organisational structure and culture.
- A cost-benefit analysis is required before deciding to deploy a global team to work on a project. The remaining chapters in this book will help in overcoming most of the challenges, but the residual cost and effort associated with training and organisational changes should not be underestimated.
- The Global Project Management Framework© was built on organisational change and organisational theories, allowing a consistent implementation of good practices and a good adoption rate by global project team members. The five categories of information in the framework are: global teams, global communications, global organisations, collaborative tools and collaborative techniques.
- The framework in Figure I.17 is a good reference tool for the preparation of a framework of good practices to be implemented in your company and projects.
- Global organisations following the recommendations in the framework will deploy collaborative tools with a good adoption rate, update their project management methodologies with good practices on global project management and have a comprehensive template for internal training.

Further reading

Desouza, K., Jayaraman, A. and Evaristo J. (2002) *Knowledge Management in Non-Collocated Environments: A Look at Centralized vs. Distributed Design Approaches*

This paper shows how projects changed from traditional (collocated) to virtual, suggests a typology of projects (from single collocated to multiple virtual) and provides some hints about centralised and decentralised approaches to development.

Van Fenema, P.C. (2002) *Coordination and Control of Globally Distributed Software Projects*

This thesis presents an academic definition of global projects and their main challenges.

Katzy, B., Evaristo, R., Zigurs, I. (2000) *Knowledge Management in Virtual Projects: A Research Agenda*

This study provides a research model and presents an interesting categorisation for projects, with the definition of traditional, distributed and virtual projects.

Zeitoun, A. (1998) *Managing Projects Across Multi-National Cultures: A Unique Experience*

This article presents the definition of Global Project Management and a checklist for working across cultures, discussing the main challenges in managing global projects and suggesting some strategies to tackle them.

Leavitt, H.J. (1964) *Applied Organization Change in Industry: Structural, Technical, and Human Approaches;*

Clark, P.A. (1972) *Action Research & Organizational Change*

These sources contain the early organisation change theory and the variables used as a reference for the framework of good practices.

Balogun, J. and Hailey, V.H. (2004) *Exploring Strategic Change;*

Thornhill, A. et al (2000) *Managing Change: A Human Resource Strategy Approach*

These books present more recent views on organisation change processes, from strategic change perspective (the former) and human resource strategy (the latter).

Mullins (1996) *Management and Organisational Behaviour*

This book provides a solid basis for the analysis of an organisation, for the preparation to an organisational change project, for the implementation of a new methodology on global project management and for an evolution of the organisational culture.

Turner, J.R. and Simister, S.J. (2000) *The Gower Handbook of Project Management;*

PMI – Project Management Institute (2004) *A Guide to the Project Management Body of Knowledge: PMBOK® Guide;*

IPMA – International Project Management Association (2006) *IPMA Competence Baseline;*

OGC – Office of Government Commerce (2002) *PRINCE2*

These sources provide a solid understanding of the main processes, techniques and skills applicable to project management. This book relied heavily on these sources to build the additional knowledge required by global project management.

Interactive section

- Participate in the online survey (www.GlobalProjectManagement.org) and let us know which types of projects and programs you are working on, visualising in the end how your projects fit within the global dimensions.
- Access the survey results on the same website to understand how the global projects from different companies are positioned in the dimension matrix, and how your project compares with them.

Using the discussion groups on the website, let us know your opinion on the framework:

- Do you see additional benefits to global projects in your environment, other than those represented in Figure I.14?
- Do you face different challenges in your global projects and programs, other than those represented in Figure I.15?
- Are you aware of organisational change theories that are more applicable to your geographical location and country culture?
- Can you identify any category of information missing from the framework?
- Do you have in mind a different use of the framework, other than those suggested in Figure I.19?