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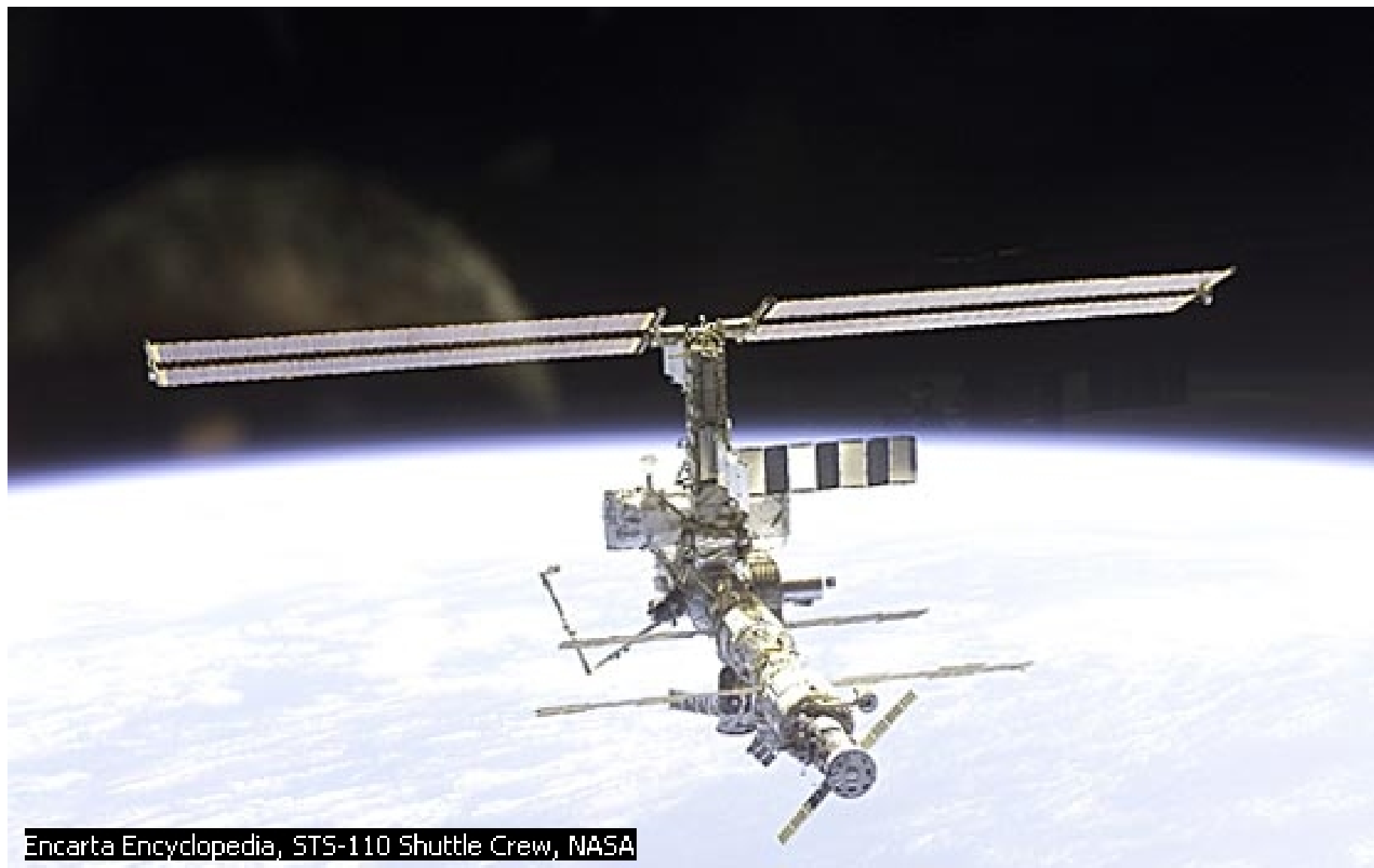
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Whose Rules?: *Project Management Across Cultures*

Agenda

- Overview of PM concepts and practices
- Exercise: PM roles and cultural variables
- Evaluation of PM as a cultural artifact
- Strategies for PM in a global, multicultural context

Overview

Introduction to Project Management

■ *Definitions*

- **Project work**

- Temporary
- Specific purpose
- Goal-oriented

- **Operational work**

- Ongoing
- General function
- Service-oriented

Introduction to Project Management

■ *Teams*

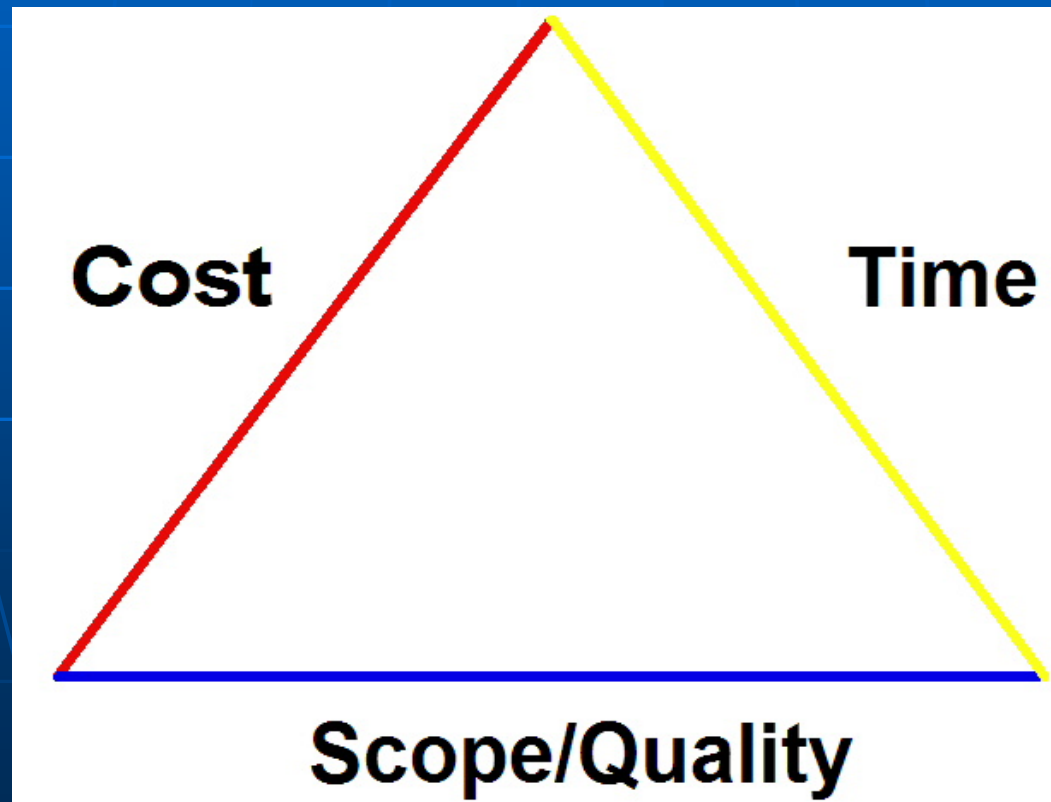
- **Temporary relationships**
- **Borrowed resources**
- **Matrix reporting structures**
- **Responsibility without authority**

Introduction to Project Management

- *Growth of methodology*
 - **Downsizing**
 - **Flexibility and responsiveness**
 - **Consistent approach**
 - **PM tools**
- *Standards and practices*
 - **Project Management Institute**
 - **PM Body of Knowledge**
 - **Project Management Professionals**

Project Management concepts

- *Project triangle*



Project Management concepts

■ *Nine knowledge areas*

- **Integration**
- **Scope**
- **Schedule**
- **Budget**
- **Communications**
- **Human Resources**
- **Procurement**
- **Quality**
- **Risk**

Project Management concepts

- *Five phases*
 - **Initiating**
 - **Planning**
 - **Executing**
 - **Controlling**
 - **Closing**

Project Management concepts

■ *Project Team roles*

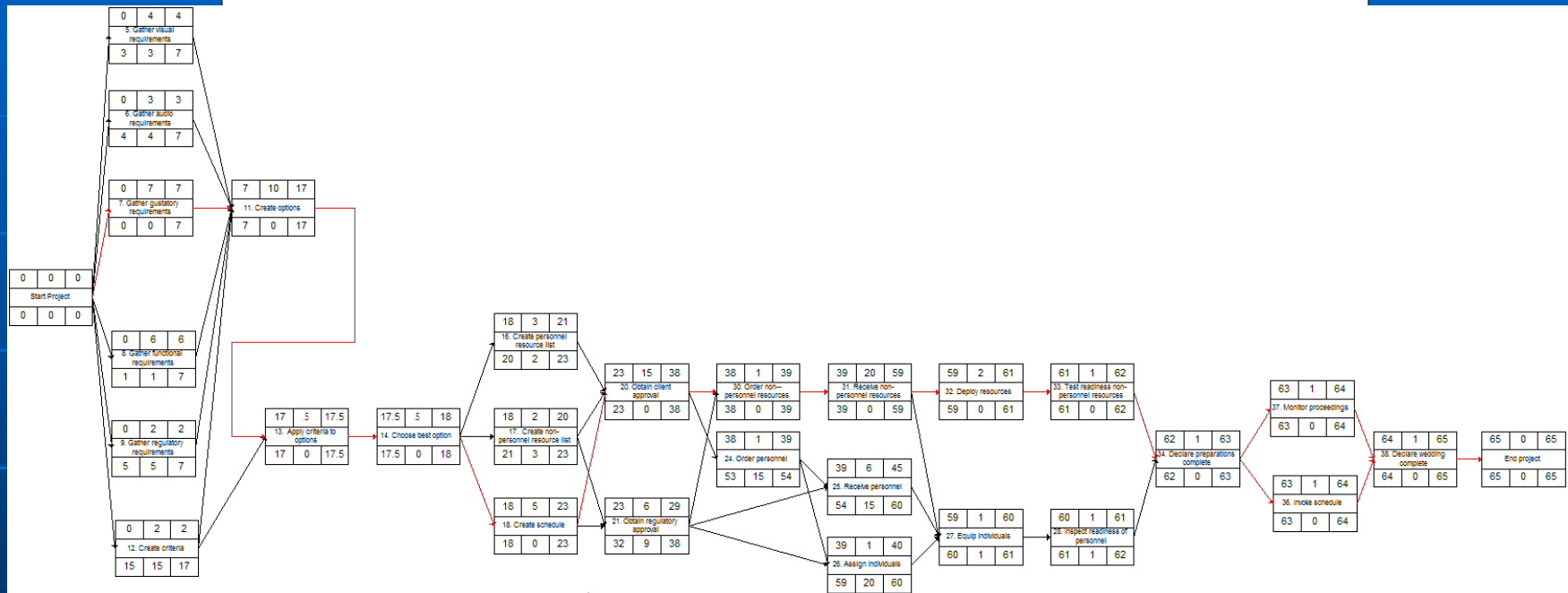
Project manager
Sponsor
Client
Functional Managers
Subject matter experts
Stakeholders
Staff

Project Management practices

■ *The integrated project plan*

- 1. Scope document**
- 2. Requirements document**
- 3. Responsibility Allocation Matrix**
- 4. Task analysis**
- 5. Dependency analysis – PERT chart**
- 6. Work Breakdown Structure**
- 7. Schedule and resource document – GANTT chart**
- 8. Budget**
- 9. Risk plan**
- 10. Quality plan**

Project Management practices



PERT chart

Project Management practices

Microsoft Project - Wedding Project.MPP

File Edit View Insert Format Tools Project Window Help

0 days

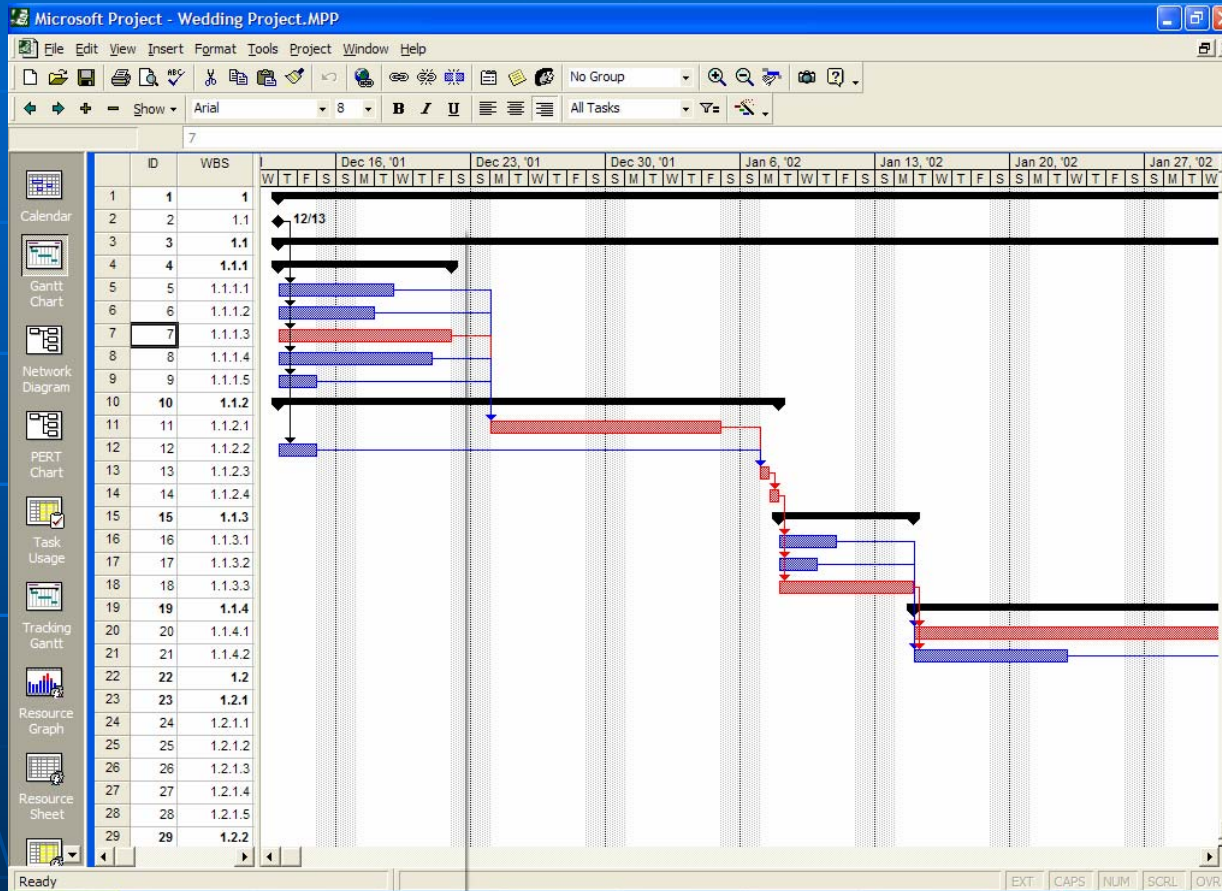
ID	WBS	Task Name	Duration	edecesso	Early Start	Early Finish	Late Start	Late Finish	Total Slack
1	1	Manage wedding	65 days		Thu 12/13/01	Wed 3/13/02	Thu 12/13/01	Wed 3/13/02	0 days
2	2	Start project	0 days		Thu 12/13/01	Thu 12/13/01	Thu 12/13/01	Thu 12/13/01	0 days
3	1.1	Plan wedding	38 days		Thu 12/13/01	Mon 2/4/02	Thu 12/13/01	Mon 2/4/02	0 days
4	1.1.1	Gather wedding requirements	7 days		Thu 12/13/01	Fri 12/21/01	Thu 12/13/01	Fri 12/21/01	0 days
5	1.1.1.1	Gather visual requirements	4 days	2	Thu 12/13/01	Tue 12/18/01	Tue 12/18/01	Fri 12/21/01	3 days
6	1.1.1.2	Gather audio requirements	3 days	2	Thu 12/13/01	Mon 12/17/01	Wed 12/19/01	Fri 12/21/01	4 days
7	1.1.1.3	Gather gustatory requirements	7 days	2	Thu 12/13/01	Fri 12/21/01	Thu 12/13/01	Fri 12/21/01	0 days
8	1.1.1.4	Gather functional requirements	6 days	2	Thu 12/13/01	Thu 12/20/01	Fri 12/14/01	Fri 12/21/01	1 day
9	1.1.1.5	Gather regulatory requirements]	2 days	2	Thu 12/13/01	Fri 12/14/01	Thu 12/20/01	Fri 12/21/01	5 days
10	1.1.2	Select best wedding option	18 days		Thu 12/13/01	Mon 1/7/02	Mon 12/24/01	Mon 1/7/02	0 days
11	1.1.2.1	Create options	10 days	5,6,7,8,9	Mon 12/24/01	Fri 1/4/02	Mon 12/24/01	Fri 1/4/02	0 days
12	1.1.2.2	Create criteria	2 days	2	Thu 12/13/01	Fri 12/14/01	Thu 1/3/02	Fri 1/4/02	15 days
13	1.1.2.3	Apply criteria to options	0.5 days	12,11	Mon 1/7/02	Mon 1/7/02	Mon 1/7/02	Mon 1/7/02	0 days
14	1.1.2.4	Choose best option	0.5 days	13	Mon 1/7/02	Mon 1/7/02	Mon 1/7/02	Mon 1/7/02	0 days
15	1.1.3	Create wedding plan	5 days		Tue 1/8/02	Mon 1/14/02	Tue 1/8/02	Mon 1/14/02	0 days
16	1.1.3.1	Create personnel resource list	3 days	14	Tue 1/8/02	Thu 1/10/02	Thu 1/10/02	Mon 1/14/02	2 days
17	1.1.3.2	Create non-personnel resource list	2 days	14	Tue 1/8/02	Wed 1/9/02	Fri 1/11/02	Mon 1/14/02	3 days
18	1.1.3.3	Create schedule	5 days	14	Tue 1/8/02	Mon 1/14/02	Tue 1/8/02	Mon 1/14/02	0 days
19	1.1.4	Obtain wedding plan approval	15 days		Tue 1/15/02	Mon 2/4/02	Tue 1/15/02	Mon 2/4/02	0 days
20	1.1.4.1	Obtain client approval	15 days	16,17,18	Tue 1/15/02	Mon 2/4/02	Tue 1/15/02	Mon 2/4/02	0 days
21	1.1.4.2	Obtain regulatory approval	6 days	17,18	Tue 1/15/02	Tue 1/22/02	Mon 1/28/02	Mon 2/4/02	9 days
22	1.2	Organize wedding	25 days		Tue 2/5/02	Mon 3/11/02	Tue 2/5/02	Mon 3/11/02	0 days
23	1.2.1	Acquire personnel resources	23 days		Tue 2/5/02	Thu 3/7/02	Tue 2/26/02	Fri 3/8/02	1 day
24	1.2.1.1	Order personnel	1 day	20	Tue 2/5/02	Tue 2/5/02	Tue 2/26/02	Tue 2/26/02	15 days
25	1.2.1.2	Receive personnel	6 days	21,24	Wed 2/6/02	Wed 2/13/02	Wed 2/27/02	Wed 3/6/02	15 days
26	1.2.1.3	Assign individuals	1 day	21,24	Wed 2/6/02	Wed 2/6/02	Wed 3/6/02	Wed 3/6/02	20 days
27	1.2.1.4	Equip individuals	1 day	25,31,26	Wed 3/6/02	Wed 3/6/02	Thu 3/7/02	Thu 3/7/02	1 day
28	1.2.1.5	Inspect readiness of personnel	1 day	27	Thu 3/7/02	Thu 3/7/02	Fri 3/8/02	Fri 3/8/02	1 day
29	1.2.2	Acquire non-personnel resources	25 days		Tue 2/5/02	Mon 3/11/02	Tue 2/5/02	Mon 3/11/02	0 days

Ready

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Work Breakdown Structure

Project Management practices



GANTT chart

Exercise

PM Exercise

■ *Flat Tire project: Purpose*

- **Figure out the best method of changing a flat tire and calculate the amount of time it takes**
- **Experience PM roles**
- **Represent different cultural variables**
- **Understand the effect of roles and variables on the planning process**

PM Exercise

■ *Flat Tire project: Roles*

- | | |
|---------------------------|---|
| 1. Project Manager | Make everyone happy |
| 2. Sponsor | Do it as quickly as possible |
| 3. Client | Do it as safely as possible |
| 4. Expert | Do it as efficiently as possible |

PM Exercise

■ *Flat Tire exercise: Cultural variables*

• **Orientation**

High: Values relationships over tasks

Low: Values tasks over relationships

• **Rules**

High: Standards and policies are important

Low: Results and productivity are important

• **Risk**

High: Change brings opportunities and progress

Low: Change threatens stability and security

• **Disagreement**

High: Open conflict is healthy

Low: Open conflict is shameful

PM Exercise

Player A

<u>Issue</u>	<u>High</u>	<u>Low</u>
Orientation	X	
Rules		X
Risk		X
Disagreement	X	

Player B

<u>Issue</u>	<u>High</u>	<u>Low</u>
Orientation		X
Rules	X	
Risk	X	
Disagreement		X

Player C

<u>Issue</u>	<u>High</u>	<u>Low</u>
Orientation	X	
Rules		X
Risk	X	
Disagreement		X

Player D

<u>Issue</u>	<u>High</u>	<u>Low</u>
Orientation		X
Rules	X	
Risk		X

PM Exercise

Task	Description	Time
A	Stop car	15
B	Get spare tire	30
C	Replace lugs	30
D	Get jack	45
E	Position jack	20
F	Get screwdriver	10
G	Loosen lugs	45
H	Remove hub cap	10
I	Put flat in trunk	30
J	Jack up car	20
K	Remove tire	10
L	Put on spare	15
M	Tighten lugs	30
N	Lower car	30
O	Drive off safely	15
P	Replace screwdriver	10
Q	Replace hub cap	20
R	Get lug wrench	15
S	Replace jack	40
T	Remove lugs	15
U	Replace wrench	10
V	Close trunk	10
W	Open trunk	10

PM Exercise

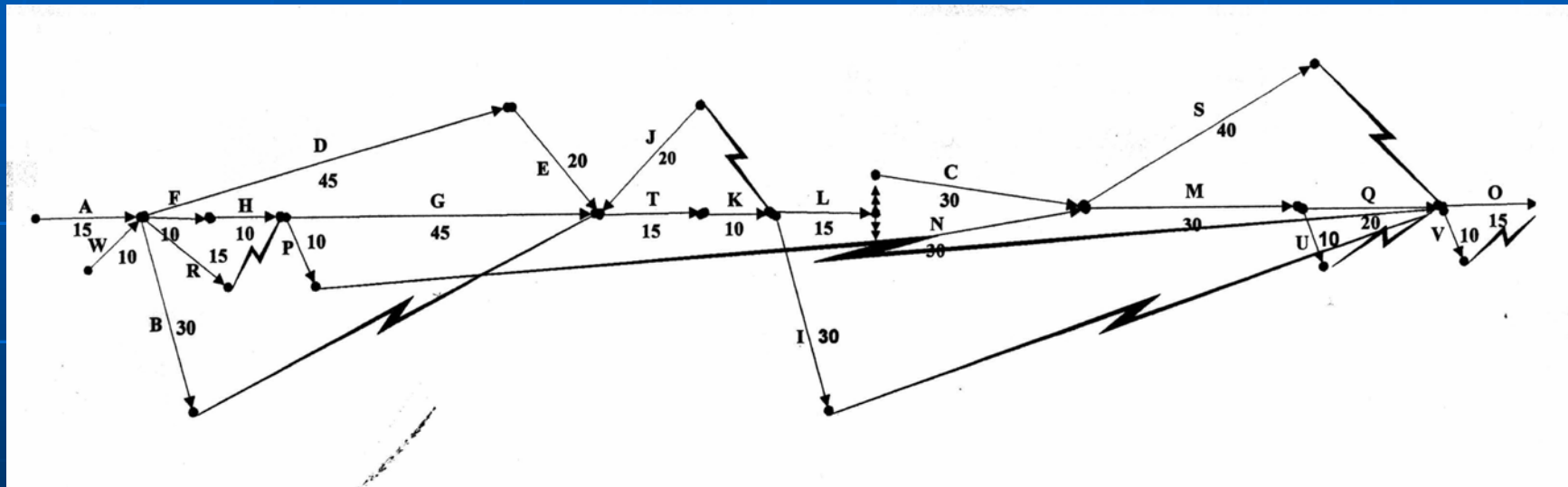
■ *Flat Tire exercise: Instructions*

1. Write each task and its time on a sticky note.
2. Arrange the sticky notes in order. Assume that you can do more than one task simultaneously, and that you have an unlimited number of people to help you.
3. Add the times and figure out how long it will take to complete the project.

PM Exercise

- *Flat Tire project - Discussion*
 - Issues influencing decisions
 - Cultural values influencing communication
 - Observations on roles

PM Exercise



205 seconds

PM as a Cultural Artifact

PM as a Cultural Artifact

"Management training" ☺

"Cultural imperialism" ☹

- **Who created this body of knowledge?**
- **What values does it reflect?**

PM as a Cultural Artifact

- *Who created this body of knowledge?*
 - **Americans**
 - **Followers of Frederick Taylor's "management science" principles**
 - **Users of MS Project and other project management software**

PM as a Cultural Artifact

■ *What cultural values does it reflect?*

Variable	Affect Y/N	Comments
Relationship-oriented / Task-oriented		
Individualist / Collectivist		
Tolerance for open conflict / Aversion to open conflict		
Universalist / Particularist		
Pluralism / Absolutist		
Egalitarian / Hierarchical		
Risk as opportunity / Risk as threat		
Status by achievement / Status by association		
Trust in others / Mistrust of others		
Competitive / Collaborative		
Sense of abundance / Sense of scarcity		
Gender equality / Gender hierarchy		
Gender inclusivity / Gender exclusivity		
Respect for elders / Admiration of youth		
Informal communication / Formal communication		
Direct communication / Indirect communication		
Explicit communication / Implicit communication		
Information sharing / Information hoarding		
Org as family / Org as market		
Focus upon past / Focus upon future		
Monochronic behavior / Polychronic behavior		
Time as a quantifiable resource / Time as a natural force		

PM as a Cultural Artifact

- *What cultural values does it reflect?*
 - Task orientation

PM as a Cultural Artifact

- *What cultural values does it reflect?*
 - Task orientation
 - Individualist

PM as a Cultural Artifact

- *What cultural values does it reflect?*
 - Task orientation
 - Individualist
 - Egalitarian organization

PM as a Cultural Artifact

- *What cultural values does it reflect?*
 - Task orientation
 - Individualist
 - Egalitarian organization
 - Team membership by achievement

PM as a Cultural Artifact

- *What cultural values does it reflect?*
 - Task orientation
 - Individualist
 - Egalitarian organization
 - Team membership by achievement
 - Formal communication

PM as a Cultural Artifact

■ *What cultural values does it reflect?*

- Task orientation
- Individualist
- Egalitarian organization
- Team membership by achievement
- Formal communication
- Direct communication

PM as a Cultural Artifact

■ *What cultural values does it reflect?*

- Task orientation
- Individualist
- Egalitarian organization
- Team membership by achievement
- Formal communication
- Direct communication
- Explicit communication

PM as a Cultural Artifact

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- Task orientation
- Individualist
- Egalitarian organization
- Team membership by achievement
- Formal communication
- Direct communication
- Explicit communication
- Information sharing

PM as a Cultural Artifact

■ *What cultural values does it reflect?*

- Task orientation
- Individualist
- Egalitarian organization
- Team membership by achievement
- Formal communication
- Direct communication
- Explicit communication
- Information sharing
- Near future orientation

PM as a Cultural Artifact

■ *What cultural values does it reflect?*

- Task orientation
- Individualist
- Egalitarian organization
- Team membership by achievement
- Formal communication
- Direct communication
- Explicit communication
- Information sharing
- Near future orientation
- Monochronic behavior

PM as a Cultural Artifact

■ *What cultural values does it reflect?*

- Task orientation
- Individualist
- Egalitarian organization
- Team membership by achievement
- Formal communication
- Direct communication
- Explicit communication
- Information sharing
- Near future orientation
- Monochronic behavior
- Time as quantifiable resource

Strategies for PM In a Global, Multicultural Context

Strategies for PM

- *Project Manager as anthropologist*
- *Project Manager as parliamentarian*
- *Role of quality assurance*
- *Power vs. influence*

Summary

