



29th World Congress International Project Management Association (IPMA) 2015, IPMA WC 2015, 28-30 September – 1 October 2015, Westin Playa Bonita, Panama

## Successful project management in North Africa with intercultural competence

Amin Saidoun\*

15 rue Nicolas Chorier, Grenoble 38000, France

---

### Abstract

This paper addresses intercultural competence to carry-out projects in North-Africa with success, taking the example of Algeria and Morocco. There are only few publications related to project management in North Africa and even less related to intercultural competence. The paper makes a modest attempt to help close this knowledge gap. The case study approach taken offers a trans-disciplinary approach to a vast subject and facilitates the transition from an academic /model-driven approach to the day-to-day practical challenges of the project manager's profession in a North African context. The objective of the paper is to underline the importance of intercultural competence to create a non-for profit project management organisations in Algeria and Morocco. The paper refers to existing models and examines behavioural elements of the intercultural competence by giving tangible examples collected in the field. Finally the paper comes up with recommendations to be considered before and during project start, in order to manage projects successfully.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the organizing committee of IPMA WC 2015.

*Keywords: intercultural; competence; project management; training; success*

---

North African societies are characterized by a centuries-old cultural, political and social developments, customs and manners. A challenge regarding the intercultural competences needed by a person managing projects in that region, taking the example of Algeria, Africa's biggest country and the Kingdom of Morocco, a fast developing country.

---

\* Corresponding author. Tel.: +33-682-843-431.  
E-mail address: [amin.saidoun@ipma.world](mailto:amin.saidoun@ipma.world)

North African societies are characterized by a centuries-old cultural, political and social developments, customs and manners. A challenge regarding the intercultural competences needed by a person managing projects in that region, taking the example of Algeria, Africa's biggest country and the Kingdom of Morocco, a fast developing country. In this article you will learn:

- What specific cultural aspects must be taken into account by project managers operating in Morocco and Algeria
- What experience the author made in incubating and setting up project management organisations
- The success factors and recommendations arising from these experiences.

## 1. Introduction

In the analysis of success factors when people work together, one often refers to culture with its differentiations such as interculturality, multiculturalism and transculturality. For the sake of simplification, this paper will look at the subject from a perspective of intercultural competence as defined in the next paragraph as a critical success factor in project management.

Following the description of some important contextual specificities of Algeria and Morocco, the author will refer to his own empirical project management experience. In a further chapter the essential intercultural success factors of project management will be summarized in the form of recommendations.

## 2. Intercultural Competence

It is often misconceived that "intercultural competence" usually can only be acquired by somebody's own initiative. It is often connected to experiential learning. To better understand and to isolate the complexity of the term "intercultural competence", it is assumed that the concept describes the processes and dynamics of the coexistence of members from different worlds, their relationships and their interactions with one another (Hall, E.T.; Hall, M.R.,1990).

Intercultural constellations are created in projects that are known to be limited in time. This creation is done in a living world C, which neither is living world A nor the living world B. The three worlds will not be explained in an abstract manner, but using the terms of Bolten (Bolten, 2007) through real individuals acting in concert. What distinguishes life world A from life world B are the dependencies and interactions of individuals. As it is a field of action and a process, an inter-cultural culture can not be seen as a static world –i.e. a synthesis of A and B. On the contrary in intercultural exchanges a completely new quality, a synergy in the sense of classical learning effects arise, which would not have been made by themselves, neither by A nor by B (Bolten, 2007).

To define a clear framework in which intercultural competence drives a project manager to success, we will now focus in the following sections on the contextual specificities of Algeria and Morocco.

## 3. Contextual Algerian Specificities

### 3.1 *From a planned economy to a gradual liberalization of the economic conditions*

Algeria's economy was led by the Soviet model of planned economy after the country's independence from 1962 to 1988 (in fact this is still true in many areas today). Since the late 90s, the progressive liberalization has led to a gradual opening of the Algerian market, although to date Algeria could not join the World Trade Organization and continues the negotiations and attempts to implement the agreed reforms.

### 3.2 *Numerous projects lead to a large demand for local project management skills*

Download English Version:

<https://daneshyari.com/en/article/1107490>

Download Persian Version:

<https://daneshyari.com/article/1107490>

[Daneshyari.com](https://daneshyari.com)