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## Increase the projects' success rate through developing multi-cultural project management process

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### Abstract

The phenomenon of globalization has increased rapidly. The world has become like a village and many cultures have been mixed. As a result, everything in the world, including the organizations, has been affected by globalization and globalization's mixing of cultures. In order to take advantages of globalization and multiculturalism and survive in the global and competitive environment, the organizations should set the right organizational strategy and objectives and achieve them through portfolio management and project management. The portfolio management is defined as "the coordinated management of one or more portfolios to achieve organizational strategy and objectives" (The Standard for Portfolio Management, 2013, p.5). And the project management is defined as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" (The Standard for Portfolio Management, 2013, p.11). This paper focus only project management process and explains how to develop multi-cultural project management process and increase the projects' success rate through following this process. Development of multi-cultural project management process consists of seven steps: Assess the multi-cultural competence level of the organization; assess the multi-cultural competence level of the project managers; design an organizational cultural map; assess the existing project management process; create an improvement plan; develop multi-cultural project management process; follow the multi-cultural project management process.

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## 1. Introduction

In the last few decades, globalization has formed everything in the world. It has economic, social, political and cultural impacts. Khalid and Gaston characterized globalization as “by the growth in foreign direct investment as well as the political and social linkages that accompany growing economic integration. Outwardly, the driving forces seem to be decline in administrative barriers to trade, sharp falls in the costs of transportation and communication, fragmentation of production processes and the development in information and communication technology” (Gaston& Khalid, 2010, p.3). Another author Parker defined four main characteristics of globalization: growing worldwide interconnections; rapid and discontinuous change; growing numbers and diversity of participant; greater managerial complexity (Parker, 2005, p.6).

In order to take advantages of globalization, expand market share for existing products and services, develop new markets for new products and services, reduce costs and increase profits through cost cutting, the organizations should adapt themselves to the new world through developing new and effective organizational strategy and objectives. According to the Guide to the Project Management Body of Knowledge (PMBOK), “effective organizational strategy provides defined directions for development and growth, in addition to performance metrics for success. In order to bridge the gap between organizational strategy and successful business value realization, the use of portfolio, program, and project management techniques is essential. Portfolio management aligns components (projects, programs, or operations) to the organizational strategy...” (PMBOK, 2013, p.16). In addition, it is stated “Within programs and portfolios, projects are a means of achieving organizational strategy and objectives.” (PMBOK, 2013, p.16). As outlined in the previous statements, the organizations use portfolio management and project management as tools to achieve organizational strategy and objectives through selecting the right projects at the right time and delivering the projects on time, within budget and meeting customer expectations.

The aim of this paper is to explain the development of multi-cultural project management process and increase the projects’ success rate. The paper will start by definition of fundamental concepts of multi-cultural project management process in order to develop a common understanding. The purpose behind developing a common understanding is to ensure that the readers understand the main topic, and numerous details related to the main topic. What is a project? What is project management? What is project management process? What is a team? What is a project team? What does multi-cultural mean? What is multi-cultural project? What is multi-cultural project management process? Afterwards, the paper will discuss the project success rate and factors affected them. What is the project success? What are the factors that are greatly affected the projects’ success rate? Lastly, the author will suggest a new way for developing multi-cultural project management process based on PMBOK, published by Project Management Institute (PMI) in order to increase the projects’ success rate.

## 2. Background

Before addressing the factors that impact the success rate of projects in the organizations, the fundamental concepts have to be clarified. The fundamental concepts are: a project, project management, project management process, a team, a project team, multi-cultural, a multi-cultural project, multi-cultural project management process.

The first concept is a project. The PMBOK defines a project as “a temporary endeavor undertaken to create a unique product, service, or result.” (PMBOK, 2013, p.553).

The next concept is project management. As stated in the abstract section, project management is “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.” (PMBOK, 2013, p.554). In Knutson and Bitz’s view, project management is “a set of principles, methods, tools, and techniques for the effective management of objective- oriented work in the context of a specific and unique organizational environment.” (Knutson & Bitz, 1999, p.2). Kerzner emphasized project management as “the art of creating the illusion that any outcome is the result of a series of predetermined, deliberate acts when in fact it was dumb luck.” (Kernzer, 1984, p.192). Havranek has expanded the definition of Kerzner. He defined project management as “project management is the art and science of planning, organizing, integrating, directing, and controlling all committed resources – throughout the life of a project – to achieve the predetermined objectives of scope, quality, time, cost, and customer satisfaction.” (Havranek, 1998, p.61). After coming to know the statements, the author defines project management as “an art which combines knowledge, skills, tools, techniques, principles, methods and techniques in order to create a unique product, service, or result.”

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