

## **Bachelor seminar: Project management in international teams**

### **Announcement:**

Project management is an increasing issue especially in internationally acting enterprises. The international cooperation, in the private sector just as in the public sector, creates a specific working environment in international teams. This working in teams across geographic and cultural borders entails incentive theoretical as well as cultural challenges.

The seminar leaders Britta Margraf and Tine Schrammel provide cases from their international working experience, introduce you to common management tools and develop a management structure for your case with you and your group. Both seminar leaders have been working in different international project team situations in South and Central America, in Southeast Europe and in German-Asian cooperation for local as well as international companies and organizations.

The seminar will be structured in a theoretical and a practical part. At the beginning, the students will prepare themselves for group work in writing their seminar papers. The seminar paper shall be written **according to the guidelines for academic paper writing of the Chair of International Management** of the University of Passau. The kick of meeting will provide an introduction to academic paper writing and the paper topics.

The academic analysis of the seminar papers is the basis for the group work in the practical blocked session. The blocked session will be held on 3 days in a row after the seminar papers have been turned in. It will center on group work which will be flanked by theoretical input. That input will be provided by both, the trainers and the students, who will present the essence of their seminar papers to their fellow students. In the blocked sessions the students will work on the design of a project management structure for their international teams based on case studies. Besides classical questions of project management they will depict both cross-border as well as cross-cultural management challenges in international working environments.

The seminar will provide first insights into project management tools. You will receive first-hand examples, discuss on challenges in international teams, and enhance your intercultural knowledge and experience. Furthermore, you will get the chance to practice your presentation skills.

### **Target group:**

Bachelor students of Business Administration can gather 7 ECTS in the major of "Management and Marketing" for successful completion of the seminar.

Bachelor students of the program "Kulturwirtschaft" can credit the seminar as one of the chairs lectures (i.e. VL Internationales management or Strategisches Management, 5 ECTS) for successful completion of the seminar.

The course will be held in English, thus we especially encourage foreign students to apply for the course.

### **Grading:**

The seminar grade (100%) is composed as follows: 60% Seminar paper, 40% oral presentation (presentation of seminar paper and group work)

## Application and Seminar Process:

1. Application in English language with the documents according to the chairs common procedures (See [http://www.wiwi.uni-passau.de/2921.html?&no\\_cache=1](http://www.wiwi.uni-passau.de/2921.html?&no_cache=1)) and at least two priorities of paper topics to [tine.schrammel@uni-passau.de](mailto:tine.schrammel@uni-passau.de) (Application deadline: February 1<sup>st</sup> 2013)
2. Allocation of topics and start of paper writing will be done at the Kick off Meeting on April 12<sup>th</sup> 2013
3. Due date seminar paper : June 10<sup>th</sup> 2013
4. Blocked session: 28<sup>th</sup> – 30<sup>th</sup> June 2013

## Agenda (tentative!)

<b>Day 1: 12<sup>th</sup> April 2013</b>	
09.00 – 10.30	Introduction of participants and lecturers
10.45 - 12.00	Introduction to seminar concept
13.00 – 13.45	Academic paper writing
13.45 – 14.30	Presentation of paper topics
15.00 – 16.30	Questions to paper topics and allocation of seminar papers
16.45 - 18.00	Theory input
<b>Day 2: 28<sup>th</sup> June 2013</b>	
09.00 –10.00	Introduction
10.00 - 12.00	Presentation of seminar papers
13.00 – 14.00	Introduction to case studies and division in groups
14.00 – 15.00	Theme „Leadership“
15.15 – 17.00	Group work ”Cooperation“
17.00 - 18.00	Presentation of group work and wrap up
<b>Day 3: 29<sup>th</sup> June 2013</b>	
9.00 – 10.30	Theme „Steering structure“
10.30 – 12.00	Group work
13.00 – 14.00	Presentation of group work and wrap up
14.15 – 15. 15	Theme “Culture”
15.30 – 16.30	Introduction to critical Incidents
16.30 – 18.00	Group work
<b>Day 4: 30<sup>th</sup> June 2013</b>	
9.00 – 10.30	Presentation of group work and wrap up
10.30 – 11.30	Theme „Processes“
11.30 – 13.00	Group work
14.00 – 16.00	Presentation of group work
16.00 – 18.00	wrap up

## Seminar papers - topics:

Comment: Use the given literature as a start to understand the topic.

### 1. Defining different types of teams

The paper serves as an introduction and discusses differencing types of teams. It does not only distinguish between national and international teams, but also discusses virtual, global and transnational teams.

*Literature:* Hofner Saphiere, Dianne M. (1996): “Productive Behaviors of Global Business Teams”, in: International Journal of Intercultural Relations, Vol. 20, Is. 2, pp. 227-259.

Earley, Christopher P.; Mosakowski, Elaine (2000): “Creating Hybrid Team Cultures: An Empirical Test of Transnational Team Functioning”, in: Academy of Management Journal, Vol. 43, Is. 1, pp. 26-49.

### 2. Leadership in virtual teams

Your paper starts with a description of characteristics of virtual teams. It focuses then on leadership in such teams and discusses in detail the challenges and advantages that arise for leaders.

*Literature:* Maznevski, M. L.; Chudoba, K., M. (2000): “Bridging Space over Time: Global Virtual Team Dynamics and Effectiveness”, in: Organization Science, Vol. 11, Nr. 5, S. 473-492.

Oakley, J. (1999): "Leadership Processes in Virtual Teams and Organizations", in: Journal of Leadership & Organizational Studies, Vol. 5, no. 3, pp. 3-17.

### 3. Defining transaction costs in project teams

The paper has a strong theoretical focus on defining and explaining transaction cost theory. The theoretical discussion is then transferred to the context of project teams and discusses the transaction costs that arise in such teams.

Literature: Bradley L. K.; Benson R.; Paul E. T.; Cristina B.G. (2004): "The impact of team empowerment on virtual team performance: the moderating role of face-to-face interaction", in: Academy of Management Journal, Vol. 47, No. 2, pp. 175-192.

Coase, R. H. (1937): "The Nature of the Firm", in: *Economica* N. S. Vol.4 (1937), S. 386-405.

### 4. The role of informal networks in teams

The paper focuses on informal networks and its specialties. It describes where and how informal networks occur and how it affects teams. Furthermore, it demonstrates methods to identify informal structures behind formal ones and how managers can use this to improve efficiency.

Literature: Rank, O.N. (2008): "Formal structures and informal networks: Structural analysis in organizations", in: *Scandinavian Journal of Management*, Volume 24, Issue 2, June 2008, pp. 145-161.

Krackhardt, D., and Hanson, J. (1993): "Informal Networks: The Company Behind the Chart", in: *Harvard Business Review* Vol. 71, pp. 104-111.

### 5. A discussion on incentives

The paper starts with a presentation of the theoretical background of incentive theory. It elaborates on the differences between monetary and non-monetary incentives and the motivational effects on employees.

Literature: Kräkel, M. (1996): „Direkte versus indirekte Leistungsanreize - eine kritische Diskussion der traditionellen ökonomischen Anreiztheorie“, in: *Zeitschrift für Personalforschung*, Vol. 4, pp. 358.

Mathauer, I.; Imhoff, I. (2006): "Health worker motivation in Africa: the role of non-financial incentives and human resource management tools", in: *Human Resources for Health*, Vol. 4, pp. 24.

### 6. The Institutional Environment of South America

Your paper is based on the New Institutional Economics. It introduces the theoretical conceptions and elaborates a framework for analysis. You are free to decide whether you want to use a specific South American country as an example or use the common background of all or a group of countries to generalize.

Literature: Williamson, O. E. (2000): "The New Institutional Economics: Taking Stock, Looking Ahead", in: *Journal of Economic Literature*, Vol. 38, p. 595-613.

Alston, L. J. /Eggertsson, T. /North, D. C. (Eds.) (1996): "Empirical Studies in Institutional Change", Cambridge University Press: Cambridge.

### 7. The influence of culture in South-American Teams according to the GLOBE study

The paper first introduces the GLOBE study. The cultural studies are used as a theoretical base to detail on specific issues in South American business context that are essentially different from our North European background.

Literature:

House, R. et al (2004): "Culture, leadership, and organizations: the GLOBE study of 62 societies". Sage.

### 8. The influence of culture in East European Teams according to the Hofstede study

The paper introduces the research of Geert Hofstede. His cultural studies are used as a theoretical base to detail on specific issues in South American business context that are essentially different from our North European background.

Literature: Hofstede, G. H. (1984): "Culture's consequences: international differences in work-related values". SAGE.

Hofstede, G.; Hofstede G. J. and Minkov, M. (2010) *Cultures and Organizations: Software of the Mind*. Revised and Expanded 3rd Edition. McGraw-Hill

## 9. Preparing for intercultural teamwork

Companies have to prepare their employees for working in an international environment. The paper discusses this issue and presents different tools and instruments that are developed to support companies.

*Literature:* Hammer, M. R.; Bennett, M. J.; Wiseman, R. (2003) Measuring intercultural sensitivity: The intercultural development inventory, In: International Journal of Intercultural Relations, Vol. 27, Is. 4, pp. 421-443.

Kealey, D. J.; Protheroe, D. R. (1996) The effectiveness of cross-cultural training for expatriates: An assessment of the literature on the issue, In: International Journal of Intercultural Relations, Vol. 20, Is. 2, pp. 141-165.

## 10. Typologies of project management

The paper introduces to the project management issue, thus it defines the term and details on different management types of projects.

*Literature:* Evaristo, R.; van Fenema, P. C. (1999) A typology of project management: emergence and evolution of new forms, In: International Journal of Project Management, Vol. 17, Is. 5, pp. 275-281.

## 11. Structure and processes in project management

The paper focusses on project management, thus it starts with defining and discussing the term and its use. Differing types of structure and processes are discussed in detail and exemplified.

*Literature:* Van Der Merwe, A. P. (2002): "Project management and business development: integrating strategy, structure, processes and projects", in: International Journal of Project Management, Vol. 20, Is. 5, pp. 401-411.

Evaristo, R.; van Fenema, P. C. (1999): "A typology of project management: emergence and evolution of new forms", in: International Journal of Project Management, Vol. 17, Is. 5, pp. 275-281.

## 12. Communication as a core process in international project teams

The paper concentrates on communication as a process in team work. It defines communication as a process, details on challenges and on different methods to overcome these.

*Literature:* Adenfelt, M.; Lagerström, K. (2006) Enabling knowledge creation and sharing in transnational projects, In: International Journal of Project Management, Vol. 24, Is. 3, pp. 191-198.

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