PROJECT COMMUNICATION DEMANDS IN THE MODERN GLOBAL MARKET

By

Alexandros Tsimpoulis

A THESIS OR RESEARCH PROJECT REPORT
Presented to the Project Management Program of the School of Business and
Management of
City University
In Partial Fulfilment of the Requirements
For the Degree of
MASTER OF SCIENCE PROJECT MANAGEMENT

CITY UNIVERSITY
JUNE 2007

PROJECT COMMUNICATION DEMANDS IN THE GLOBAL MARKET PLACE

APPROVED:

Athanasios Spyridakos

(Thesis Advisor)

_____

(Senior Faculty)

PROJECT COMMUNICATION DEMANDS IN THE GLOBAL MARKET PLACE

I, <u>Alexandros Tsimpoulis,</u> do hereby irrevocably consent to and authorize the City University Library to file the attached thesis, <u>Project Communication</u> <u>Demands in the Global</u> Market Place, and make such paper available for use, circulation, and reproduction by Library users at the City University Library and all site locations. I state at this time that the contents of this paper are my own work and completely original.

_____

(Signature)

_____

(Date)

City University of Seattle-Technological Education Institute (T.E.I.) of Piraeus

Postgraduate Program

Master of Science in Project Management

Approved by the Hellenic Ministry of National Education & Religion Affairs

as by the Decision 58291/E5

Published in the Government Gazette (FEK) B/924/5-7-2005

Dedication

A great thank to my family who support my will to sit under of Master of Science project management. This study is dedicated to my father, my mother, my brother, and my two sisters.

VITA

Alexandros Tsimpoulis

Alexandros Tsimpoulis has successfully finished his study on informatics on 2005. During his study he had a semester experience on a company which is specialist on networks. The corporation was assumed the network of others companies which collaborated with companies which entering the Balkan market place.

Nowadays Alexandros Tsimpoulis is teaching informatics in a primary school in Athens.

Abstract

Author: Alexandros Tsimpoulis

City University Student Number: 20063518

Thesis title: Project Communication Demands in the Modern Global Market

The globalization is a real challenge for the corporations which set eyes on long shots. The main problem, that the corporations which entering the global market place have to face, is the wrong communication between the project manager and the stakeholders.

Much information is required for the effective end of the project. The project manager, who develops the communication plan, should focalize on the type of information, the frequency of the communications, the method by which the stakeholders should communicate, the person who must communicate the information, and the person who must receive the information.

This thesis unfolds the reasons that projects failed because of the wrong communications channels, and try to propound solutions for the successful end of the project throughout communications.

Table of contents

List of tables

List of figures

Chapter 1 -Introduction

Nature of the study

An efficient end of a project straightly depends on the communication paths between the project manager and the stakeholders. The situation become more complex when the project manager and the stakeholders have to face the globalization, so they have to communicate by a long distance. For example, if a corporation in Greece decides to develop a project in other Country of Europe it has to develop a successful communicative counsel which the project manager and the stakeholders have to follow in order to have efficient results in their project. The communicative counsel must contain the communicative demands according to the culture of both countries. It is likely that the stakeholders and the project manager may need to collaborate with persons of a different nationality, so may appear misunderstandings.

The communicative forms are standard, and the most popular are:

- Meetings

- Phone calls

- E-mails

- Mails

- Fax

- Videoconferencing

So, the study will focus on the best ways that the project manager and the stakeholders must adopt in order to communicate without having negative results to the process of the project. In other words, this study will examine what may go wrong in the project if wrong communications occur, and what the project manager and the

stakeholders must do to avoid and to amend probably problems which may appear by the wrong communication layouts.

Needs assessment

The stakeholders for this research will include the project manager, the marketing department, and the upper level management. The communication layouts must be focus to:

- The communication problems that may cause the failure of the projects.

- The role and the interaction of the stakeholders.

- The role and the intervention of the project manager.

- Applicable tools and techniques of communications.

- The appropriate market research for the countries that the companies are involved with.

It is exigency for the stakeholders to give applicative resolutions related to the problems of the communications channels, in order to have successful conclusions to their projects. The successful accomplishment of the project is direct related with the personal ascent of the stakeholders. For example, the stakeholders may use the success of a project as an unanswerably good reason to scale to a major position in the corporation.

Purpose of the study

Nowadays many companies are entering the global marketplace in order

to increase their profits. The purpose of this research is to reveal the implications of the communications that these companies have to manipulate in order to have better results in their projects. This study will detect the communication and information needs of the stakeholders, the project manager, and the customer and make recommendations for improvement.

Significance to the workplace

Many companies are entering the global market place in order to increase their profits. The project management departments of the corporations are facing many problems related to the communication channels. The root of their problems is the difference of the culture that the stakeholders meet in the foreign countries, the distance that they have to confront, and sometimes the difference of the laws that occur from country to country.

These communication problems cause the failure of the project related to the timeline, the cost, and the quality of the project's deliverables. Most of the corporations have figured out that 90 per cent of the failed projects avails to the wrong communicative means.

Relation to the program of study

In Project Communication Management (PM 503) we learned the role of communications in the project process and also the role of project managers as communicators. As James S. O'Rourke reported "Management Communication

supports learning objectives that are strategic in nature, evolving as the workplace

changes to meet the demands of a global economy that is changing at a ferocious pace"

In the course Managing Projects with People and Teams (PM 506) we discovered

the importance of communications between the team members in the project process.

The directions and the desire of the customer must be the staple of every contact

between the stakeholders. The team members must have constitutive arguments which

may be the key of their success. The arguments should be focus to the problems that the

project may appear, and the problems that the stakeholders have to face.

Chapter 2 – Problem statement

Problem statement

Lack of agreed-upon communications channels in companies who are entering the global marketplace results in serious delays in project schedules, so the projects fail. The quality standards are different in foreign countries so the products that companies produce are unacceptable to other countries. Moreover, due to different needs these companies' marketing strategies fail to return acceptable results. All of these problems demands immediate communicative solutions by the project management departments as the negligence may cost the total failure of the project.

Rationale

The effective end of a project depends on the direct communications between the stakeholders and the customers. The communication planning process determines the information and communications needs of the stakeholders; for example, who needs what information, when they will need it, how it will be given to them, and by whom. While all projects share the need to communicate project information, the informational needs and methods of distribution vary widely. Identifying the informational needs of the stakeholders and determining a suitable means of meeting those needs is an important factor for project success (PMBOK Guide, 2004).

As James S. O'Rourke (2001) has related, Harvard Business School professor Kotter studied a number of successful general managers over a five-year period and

found that they spend most of their time with others, including subordinates, their bosses, and numerous people from outside the organization. Kotter's study found that the average manager spent just 25% of his or her time working alone, and that time was spent largely at home, on airplanes, or commuting. Few of them spend less than 70% of their time with others, and some spent up to 90% of their working time this way. Communication is complex, not only because of the various elements and principles at work in the process, but also because it involves human beings. Each of us is different in a number of important and meaningful ways. And because of that, each of us will assign slightly different meanings to words, react in slightly different ways because of our background, education, and experience, and behave in slightly different ways around other people.

Nothing is simply or entirely straightforward about the ways in which people communicate (O' Rourke, 2001). It is obvious that the communications become more complex when it is necessary to contact people with different cultures in order to have effective consortium. Great communications means a successful end of a project, especially when people with different cultures are involved in this project.

Hypothesis\Objectives

If a company ventures into the global marketplace, it must observe the communications channels with its contributors and customers in order to stand up to the global marketplace. The objective of this scientific research is to help the companies, which are entering to the global market place, to focus on improving communications channels, and agree to common quality standards in order to have successful marketing results.

Chapter 3 – Review of literature

Introduction

The review of literature for this thesis contains the adeptness of the author that has been acquired by the Master of Science in project management. Moreover, the review of literature comprises the deep research of the bibliography which is referred to the communication problems that the stakeholders should attend in order to have efficient results in the global market place.

Main theme

'The foundation of all business interaction is communication. There is no recruitment, retention, or promotion of employees without it; there are no clients, nor is there a business, without it. People in organization spend over 70 percent of their time in interpersonal situations, whether it is one-on-one, meetings, telephone, e-mail, or some other form of communication. It should come as no surprise; therefore, that poor communication is the source of much of any organization's problems'. (Lionel Lacoche, p. 99) The project manager must utilize all of communication's tools, where and when it is applicable, to be sure that the stakeholders are fully informed about the data of the project that they are interested. The problems appear when the stakeholders do not have the information which is needed to proceed their work load.

More specifically, the project manager should know what information must be dealt and by whom. On the other hand the team members should know what information is

needed to have efficient results to their project. Many times is a duty of the team members to ask for information of their leader. This means that the members who are involved to a project must be open-eyed on the communicative challenges of the project, so they should not work individually.

The communication becomes more difficult in corporations which are entering the global market place. The stakeholders have to associate with people who have different cultural habits. First of all the project manager should talk with the team members and listen to them. 'According to Werner and others who have studied the communication habits of postmodern business organizations, managers are involved in more than just speeches and presentations form the dais or teleconference podium. They spend their days in meetings, on the telephone, conducting interviews, giving tours, supervising informal visits to their facilities, and at a wide variety of social events'. (James S. O'Rourke, p. 9) By these activities the project manager will apprehend the severalty of his team members and the customer's needs.

'Each of these activities may look to some managers like an obligation imposed by the job. Shrewd managers see them as opportunities: to hear what others are thinking, to gather information informally from the grapevine, to listen in on office gossip, to pass along viewpoints that haven't yet made their way to the more formal channels of communication, or to catch up with a colleague or friend in a more relaxed setting'. (James S. O'Rourke, p9)

The Corporations who are entering the global market place has to develop a virtual team in which the team members should collaborate by a long distance. 'A team operating agreement sets the rules of engagement for the way a team works together. It might include how people communicate as a team, what are acceptable meeting

protocols and how people make decisions. However, this in itself is insufficient. To increase the likelihood of project success there needs to be a link to the actual project.

When the staff works in a virtual environment, it becomes even more critical for project teams to address the following four items:

- Commit to the scope of the project.

- Agree to time schedules.

- Recognize the risks involved.

- Agree to share information on a regular basis.

A team operating agreement guides a team's actions and interactions by describing the set of behavioral norms the team agrees to abide by. They can be formal or informal. If a team does not deliberately create them, they will develop on their own, which might be problematic. Norms that are not clearly defined and accepted by a team can lead to conflict, misunderstandings and, ultimately, reduced productivity.

Geographic, ethnic and cultural differences play a part of how effectively individuals and teams operate. Awareness of these differences is vital if communication is to be clear, honest and properly directed.

A team operating agreement helps a group in trouble because it clearly states what is expected of team members in relation to their own work and their responsibility to the team. This forged consensus eliminates ambiguity and second-guessing, prevents people from stepping on the toes of others and lets team members work more effectively. In the end, it solidifies trust and ensures team members are doing not only what best suits their particular talents but also talking an active role in team synergy. A team operating agreement can be as inclusive as a team wants. The more it is, the less chance for

miscommunication, conflict and lost opportunities. Ideally, it should be created at the beginning of a project or when a new team forms. It could include these categories:

1. Meeting protocols.

    - The meetings begin and end on time.

    - We attempt to schedule meetings to accommodate people in different time zones.

    - We take into consideration holidays of the different cultures.

    - We respect and listen to what other people are saying on the call and we don't hold more than one conversation at a time.

    - We will give one week's notice to the team if a member is unable to attend.

2. Communication.

    - Checking e-mails twice a day.

    - Having a non-scroll policy on all e-mails (on screen full).

    - Calling into the office once a day.

    - Handling conflict directly with the person concerned and work to resolve it.

    - Possible conflicts must be identified and communicated clearly and immediately.

    - Giving feedback in a timely manner, respecting cultural sensitivities

    - Valuing confidentially

3. Decision making.

    - Selecting appropriate processes for making decisions.

- Identifying the decision maker.

- Selecting appropriate processes for problem solving.

- The team members should express themselves freely.

- Respecting for each other's input, and identifying who has ownership of the task.

- Setting achievable standards for task completion.

- Sharing information and knowledge willingly

A team operating agreement can be very effective in focusing the energies and resources of an IT project team. By ensuring that all members work seamlessly on a human level, the prospect of devising solutions to complex technical issues under tight, stressful deadlines becomes much better.'(Sookman, 2004, pg 91)

In the global market the cultural habits play the most important role in the communication between the stakeholders. The cultural habits focus to the behavior of the stakeholders and the customers, as also the policy of the organization. If an organization attempts to branch out in other country, should inquire about those parameters which may cause the failure of the project.

Many problems in communication in the global market may occur because of the time zones and the working hours of the organizations. For example in the Arabia don't work at Fridays and Saturdays contrary to Europe where Saturdays and Sundays are the vacation days. So, if a corporation in Europe deals with a corporation in Arabia it should communicate with its cooperators four days per week.

In addition the stakeholders who are apposite to collaborate with other countries should check over throughout the internet about the culture of these countries. For example, it is unlikely to sell air conditions to people who live in the North Pole.

Market research could be through the internet by human engineering of other countries. If a corporation in Greece deals with oilseed for example, should know the sustenance of the country the corporation wants to deal with. The stakeholders of the corporation may travel in this country and research the feeding habits of the people who live there.

Many companies in Europe ask for employments that have already traveled in foreign countries. This method is proved operative because the staff is already instructed to collaborate with its colleagues who have different cultural behavior. In addition the employees, who have acquaint with the civilization from other countries, will have the opportunity to understand the marketing needs of the other countries, and especially the needs of the customer.

Scott Noble has noticed that 'by far, intrinsic cultural differences are the one of the most commonly overlooked and misunderstood barriers to effective offshore outsourcing. Aside from the commonplace, and more immediately understood, challenges of language differences and work schedules, cultural factors can be very subtle and insidious. There can be very different attitudes and approaches to work and work relationships in different countries and regions around the world.

For example, in some Latin cultures, work is not the defining entity in one's life to the extent that we commonly find in the United States. This can lead to a more casual approach to schedules that can exasperate U.S. business people, causing them to think that these people are not as industrious or do not care about their business relationships. Typically this is untrue-these people are committed, it's just that in their culture they believe that many things are potentially more important or urgent that making sure that a meeting starts promptly at a given time. People of these cultures tend to find

American preoccupation with clock-watching and strict adherence to schedules to be obsessive.

According to Noble's experience with personnel from some Asian cultures, fundamental deference to, and respect for, authority figures can cause some personnel from these cultures to not questions work assignments in the some way with the U.S. employees. Whereas U.S. personnel will commonly ask questions and make recommendations as to better or more effective ways of achieving results, personnel from certain Asian cultures will have a tendency to simply go and do the work, deferring to the judgment of senior personnel. When working with team members from such cultures, it is very important for the stakeholders to realize that they will probably get exactly what they ask for, without question, even if what they ask is not the best possible solution. This situation places a premium on:

- Being very certain that your requirements, specifications are very well defined and thoroughly vetted.

- Actively cultivating lines of communications with these personnel that will entice and facilitate feedback.

'Managing the marketing mix is the central task of marketing professionals. The marketing mix is the set of marketing tools – often summarized as the 'four Ps': the product, its price, promotion and place – that the firm uses to achieve its objective in its target market (McCarthy, 2001). The central assumption is that if marketing professionals make and implement the right decision about the features of the product, its price, and how it will be promoted and distributed, then the business will be successful. Unfortunately, marketers have ignored the tautological nature of this view. What is the right decision when it comes to making these choices concerning the

marketing mix? Most marketing professionals would answer that the right marketing mix is the one that maximizes customer satisfaction and results in the highest sales or market share. But moment's reflection reveals the fallacy of this approach. Customer satisfaction and sales can always be increased by offering more product features, lower prices than competition, higher promotional budgets and the immediate availability of the product, of outstanding customer service and support'. (Baker, Michael John, p 287) The management department should approach the desires of the customer in case to reach its standards related to the quality and the price of the service the corporation offers to the customer.

'An effective marketing mix is the one which offers a product that solves the customer's problem, which is of low cost to the customer, that effectively communicates the benefits, and that can be purchased with the utmost convenience. The problem with this 'marketing' view of the marketing mix is that ignores whether the mix makes economic sense for the company. While it maximizes value for customers it can easily minimize value for shareholders. For example, the product that gives the best customer solution is likely to be one individually tailored to a specific customer, incorporating all the features of value to the customer. But for the company, this would require a very broad product line with high manufacturing costs and substantial investment requirements. Unfortunately, what customers also want is low cost, which in most situations will mean offering them low prices. Similarly, the unconstrained pursuit of convenience and communication of the brand's benefits also involves higher costs and investment. The formula of low prices, high operating costs and high investment in promotion and distribution is not one that builds successful business'. (Baker, Michal

John, p.289) The marketing should have immediate association with customer just to know how the corporation will promote its services and merchandise.

'A business may have many motivations behind their decision to appoint a global buyer:

- To improve purchasing power;

- To reduce the power of dominant suppliers;

- The pursuit of better prices – by increasing the size of the order, and by securing better prices for granting global access;

- The pursuit of greater efficiencies in the purchasing operation;

- The reduction of staff in local purchasing operations;

- The pursuit of supply chain efficiencies;

- The pursuit of uniformity, perhaps something vital to the development of a global product offer, and particularly so with a global brand;

- Better management control over their own operations;

- To weed out undesirable local purchasing local purchasing practices;

- To rationalize the number of suppliers and so better manage the remaining list;

- The desire to work more closely with a small number of key/strategic global suppliers;

- To develop the capabilities of those key/global suppliers.' (Cheverton, peter, p 74-75)

The above lists clears up that the most important issue is to know the stakeholders, the abilities, of their corporation, and to choose the best contributors for their dealings. It is sure that 'right' communication commands good relationships between the cooperators.

Nowadays, the communication gets through by electronically means such as e-mails, fax, telephones, mobiles, internet. These ways of communication can facilitate the corporations who are entering the global market place. But 'some people particularly when addressing issues of importance to them can be insulted when the communication is handled via e-mail. These people may prefer receiving a phone call or having a face to face meeting. Conversely, other people find e-mail to be ideal, given its more impersonal and (ideally) succinct format. Still other people prefer to communicate within group settings in which they can read the body language of their peers and hear what others have to say. (Steven W. Flannes, PhD, p70).

'Communication was found to play a central role in virtual team performance. Effective communication means not only passing the information to the receiver but also understanding and utilizing the information passed. (Sajda Quireshi, Min Liu, Doug Vogel, 2006, p61).

Below is a list of information's types:

- Important information

- Peddling information

- Information that must be conveyed by an informal form

- Information that must be conveyed by a formal form

- Information that must be conveyed to a person or to a group confessionally

- Information that must be known by all the members of the corporation and its cooperators and,

- Information which its importance occurs to the place and the time that must be conveyed

The stakeholders must choose the best way to communicate with their partners or their external cooperators, and their customers by the information they want to convey to them.

Important information should be handled by wariness. The best way to acquaint important information is by a face to face meeting. By a meeting the communicant can notify his information without having misunderstandings. In addition, he can listen to his companion about the wonders he might have. Karl A. Smith (2004) has reported that 'some of the best advice I ever got on communications is to know your audience, know your objective, and be simple, concise, and direct'. For important information this advice is very useful, but the communicant should accent to the details of his subject.

Videoconferencing, which is the newest method of communication, is an efficient system of communication for important information. The stakeholders can reciprocate information seeing through the monitor the interlocutor, so they can on line present one each other important staff which cannot be mailed.

On the other hand, the stakeholders, who have to consort with colleagues, suppliers, clients, and supervisors who put in other country, it's difficult to have face to face meetings, or videoconferencing. In the global market place the meetings are expensive and time-consuming and videoconferencing requires specialized technology, and the stakeholders cannot base on videoconferencing to communicate. So the corporation should find an alternative communicative type to convey important information. The oral communication (by a phone call for example) is an effective method to convey important information. The difficulty of this method is that the recipient may not have the time to dispose for his communicant, so the information will be conveyed with looseness.

E-mails is a prevalent method of communication, but for important information in not operative. The main reason that e-mails should not used for important information is that the forwarder cannot be sure that the mail will be seen by the recipient.

Peddling information is a type of information which can be conveyed by all methods of communication. A simply phone call is the best way to communicate and give indifferent information. If the phone call is deemed that is time-consuming, e-mail is equally accepted for giving peddling information.

Information that must be conveyed by informal form could be give forth by a meeting. Although the meeting will be informal an effective communication should be occurred. As Karl A. Smith (2004) has reported 'Effective communication-listening, presenting, persuading- is at the heart of effective teamwork. Here are the listening skills emphasized in an Arizona state University course called Introduction to Engineering Design (McNeill, Bellamy, and Foster, 1995):

- Stop talking.

- Engage in one conversation at a time.

- Empathize with the person speaking.

- Ask questions.

- Don't interrupt.

- Show interest.

- Concentrate on what is being said.

- Don't jump to conclusions.

- Control your anger.

- React to ideas, not to the speaker.

- Listen for what is not said; ask questions.

- Share the responsibility for communication.'

As long as the stakeholders of a corporation, which is entering the global marketplace, have to confront the different culture of their cooperators it's permissible to use a successful and tested groove which will yield effective results is communication channels.

Information that must be conveyed by a formal form is nonce and should be held by appropriate mean. The proper line to inform by a formal form is to send a brief e-mail or fax. The mail should not be manifold. On the contrary the forwarder must concentrate to the subject he wants to encase. If it is possible, formal information can be given to the stakeholder by videoconferencing. For example, if a corporation sets out a project, then the customer should be acquainting by formal information.

Confidential information that must be conveyed to a person or to a group is especial type of information. The stakeholder who wants to give private information to his partners should invite them for a meeting. At this meeting the stakeholder should inform his cooperators about his advice, and point out that the conversation of the meeting must be kept inter se. Videoconferencing is acceptable method for this type of information,

Information that must be known by all the members of the corporation and its cooperators should be forward by e-mail, faxes, or by phone calls. If the corporations choose the e-mail should be sure that the e-mails will be received by the recipients. So, the e-mail should conclude a request that will ask from the recipient to send an e-mail back, to inform the forwarder that he has received the e-mail.

Information that its importance occurs to the place and the time that must be conveyed contains all the information that has been encompassed above. A remarkable question is "when and where the stakeholders should be on meetings, or to

communicate by other means of communication?" The answer depends on the sort of the project, on the progress of the project, on the stage of the project, and on the methods that the corporation uses for the communicative channels.

Eric Verzuh (2005) has noticed that 'in addition to the obvious cost and schedule status reports, several other types of information are distributed during the project. Basically, three categories classify how information is managed:

- Authorizations. The project progress and its parameters must be authorized by a specific person.

- Status changes. The reports with cost and schedule progress must be given through to the stakeholders who are interested for them.

- Coordination. When change occurs during the course of a project, coordination among teams or location is often required on a daily basis. The communication plan should record the process for keeping everyone up-to-date on the next steps'.

In virtual teams the team members should attend to the information they convey in case not to have misunderstandings. As they cannot have formal or informal face to face meetings they must give to their collaborators the specific information they need.

The project manager should include in the communication plan of the virtual teams the information of the project that should be reported to him, the person who is authorized to report the information, and the frequency of the reports. The stakeholders, including the project manager, should follow the communication plan literally. It is very important for the project manager and the stakeholders to know about the progress of the project. On the other hand, the communication plan can change if the change will serve the progress of the project. For example, if a problem occurs to the marketing

department of a corporation, the cause of the problem must be given forth to the stakeholders who can give a solution to the problem.

The main care of the communication plan must be the straight coordination between the stakeholders. It must provide the labor relationship, and define the communicative appositeness of the stakeholders.

Many times the contact between the stakeholders does not have effective results. James S. O'Rourke (2004) has noticed that 'a business meeting is a gathering in which a purposeful exchange or transaction occurs among two or more people with a common interest, purpose, or problem. Many meetings, of course, turn out to be neither purposeful nor productive, but the best of them can help to solve problems, built consensus, provide training, gather opinion, and move an organization forward. Many, in fact, are not only productive, but actually fun'.

PRINCE (projects in controlled environments) is a communication method which can help the communication between the stakeholders of a Corporation which put in the global market because it provides a method without frequent face to face meetings

'PRINCE is a structured method for effective project management. It is a de facto standard used extensively by the UK Government and is widely recognized and used in the private sector, both in the UK and internationally. PRINCE, the method, is in the public domain, offering non-proprietorial best-practice guidance on project management. (See appendix G)

The key features of PRINCE are:

- Its focus on business justification.
- A defined organization structure for the project management team.
- Its product-based planning approach.

- Its emphasis on dividing the project into manageable and controlled stages.

- Its flexibility to be applied at a level appropriate to the project.

Benefits of using PRINCE:

PRINCE provides benefits to the managers and directors of a project and to an organization, through the controllable use of resources and the ability to manage business and project risk more effectively.

PRINCE embodies established and proven best practice in project management. It is widely recognized and understood, providing a common language for all participants in a project, so it is an operative method for projects in the global market. PRINCE encourages formal recognition of responsibilities within a project and focuses on what a project is to deliver, why, when and for whom. PRINCE provides projects with:

- A controlled and organized start, middle and end.

- Regular reviews of progress against plan and against the Business Case flexible decision points.

- Automatic management control of any deviations from the plan.

- The involvement of management and stakeholders at the right time and place during the project.

- Good communication channels between the project, project management, and the rest of organization.

Managers using PRINCE are able to:

- Establish terms of reference as a pre-requisite to the start of a project.

- Use a defined structure for delegation, authority and communication.

- Divide the project into manageable stages for more accurate planning.

- Ensure resource commitment from management is part of any approval to proceed.

- Provide regular but brief management reports.

- Keep meetings with management and stakeholders to a minimum but at the vital points in the project.

Those who will be directly involved with using the results of a project are able to:

- Participate in all the decision making on a project.

- If desired, be fully involved in day-to-day progress.

- Provide quality checks throughout the project and ensure their requirementsare being adequately satisfied.

For senior management PRINCE uses the 'management by exception' concept. They are kept fully informed of the project status without having to attend regular, time consuming meetings'. (WWW.PRINCE2.COM).

Technology plays important role to the communication demands on the global market. By technology, stakeholders of virtual teams can communicate by a long distance through telephones, e-mails, video-conferencing, audio-conferencing, faxes. The Corporations who are developing virtual teams should equip their offices by the essential technological means which the stakeholders will use to reciprocate information.

However, the stakeholders should be trained on the technological means of communication in order to be used (the technological means) by a similar form from the stakeholders. The Corporations should develop a training department in which the stakeholders will learn how to convey information in proportion of the type of the

information. It is the only way to approach the cultural difference between the stakeholders.

'The new media environment requires that today's executives and communicators have a different picture in their heads about communicating with the public and the many stakeholder audiences. The old picture resolves around sending out press releases by broadcast fax and holding a press conference or conducting a media interviews. The new picture is more like managing a control room in a highly complex industrial facility where multiple processes are occurring at the same time and everything needs to be carefully managed and controlled.

New communication management technology provides the means to manage the most challenging issue or crises situations. This technology is entirely internet based, providing universal access. However, it is highly secure and controlled with multiple levels of user access. The most important advantage of using the new breed of communication management technology is that it puts the full potential of the internet as a communication tool in the hands of executives and communicators and removes control from technicians, web programmers, and IT managers who understand technology but not understand the communication demands of the instant news world.

A brief looking at the task of the communicator as getting the right information to the right person, right now, the first facet is the right information. This can work relatively smoothly using today's common computer and internet tools, such as world processing software and e-mail programs. Documents are stored on network servers, outsiders participate via e-mail, and their changes are incorporated back into the drafts on the server. The problem with the normal way is the need for speed. In a crisis situation, the normal way of doing things is a almost always too slow. The instant news

environment and the expectations of the internet users require a process that takes just minutes rather than days or hours. The urgency of getting it out is matched by the urgency of getting it right because no other releases or documents might be more important to the viability of the organization than the first few releases going out after a major event has occurred. Equally important is the development and distribution of information inside the organization to employees, and managers.

Images and files can be uploaded for placement in documents or on a public web site simply by browsing for the file on a desktop or network server. Each person with appropriate password access who signs into the internet site can see which drafts are available for editing and what changes to earlier drafts have been made by other editors. Then the documents can be forward to the other team members by e-mail, phone, or fax.

The very significant speed versus accuracy issue can only be effectively resolved by having a team prepared to work together instantly and providing a platform that makes that possible. Having document creation, editing, and approving set up on a universally available but highly secured internet site is the only practical solution for this problem. By this way, the information can be forward to the team members promptly and with safety to the person who needs the information for the progress of the project'. (www.phptr.com)

Conclusion

The communication demands in the corporations are the focal point for the

stakeholders. Many problems would have been avoided if the stakeholders had clearly

communication channels.

Chapter 4 – Methodologies and procedures used in the study

This thesis is a result of the research that the author has made in the following resources:

- Books that the author have collected during the master.

- On line searches on library of City University.

- On line searches on Google.com.

The study also includes the personal experience of the author on communicative problems that corporation have to face during their projects.

During the Master of Science of Project Management the students had to collaborate in order to accomplish team homework, or to overcome situations related to the program of study. The communication between the students was by phone calls, e-mails, and meetings. The main problem was that the students did not have enough time for meetings. However, due to the perfect relationship between the students they did not have communicative problems. So through some meetings and a lot of telephone calls, and e-mails the program study had efficient end. The success was procession of the straight communication channels. The team projects, homework of students or a project by a corporation, depend on the communication between the team workers.

Chapter – 5 Results

The stakeholders of corporation who is entering the global market place have to attend to the communication demands of the project. The topic of this thesis is to determine the communication failure between the stakeholders. The project manager should develop a communicative schedule which must follow the stakeholders in order to have efficient results. The dialogue is powerful tool for effective communication results. Below is a model table which shows the preconditions that needed for effective dialogue reportedly to the article of Muel Kaptein and Rob Van Tulder (2003):

- To know and be understood
- Trust and reliability
- Clear rules for the dialogue
- Dialogue skills
- Expertise in the subject matter
- Clear dialogue structure
- Valid information as basis
- Consecutive meetings
- Feedback of results.

Straight communication means that at the end of the contact the stakeholders will gather the information they need for the progress of the project. The stakeholders must to communicate the most they can in order to collect information and details for the progress of the project.

There in no golden section for efficient communicators. The communication ability depends on the person and his or her skills about talking, writing, and listening.

However the stakeholders may achieve to become great communicators by emphasizing to the personality of the person they have to be in touch. Informal interviews may help the stakeholders to become better communicators.

The global market place requires by the stakeholders to convey by a long distance. Telecommunications and informatics provide the ability to the stakeholders to communicate from country to country. The problem focuses on the cultural variety that the stakeholders may have, so it seems to be difficult for them to have efficient results for their project due to different communicative paths they use.

It is necessary for the stakeholders to know about the cultural habits of their peers. This is not been achieved expediently but needs enough time to acquaint with the singularity of their collaborators. It is, also, very important for the stakeholders to feel like a team during the process of the project, and feel that every one can influence the process of the project. It will be harmful for the project if the team members feel indifferent. Every one of the team members should wade in the project progress and attempt for making innovations with the assent of their partners. Robert Scott maintains that silence may be the cause of failure of the project and apposes five problems that may occur because of the silence of the stakeholders:

- AWOL Sponsors: 65 per cent of project leaders work regularly with sponsors who fail to give the required support, leaving projects stranded and exposed. Projects sponsors must communicate, providing leadership and political support.
- Fact-free Planning: 85 per cent of project leaders are given parameters such as deliverables, budgets and timelines with no opportunity for input. Projects leaders must be involved in the earliest stages of planning.

- Skirting: 83 percent of project leaders say their effectiveness is undermined by powerful stakeholders and managers who attempt to skirt decision-making, planning and prioritization processes. Project managers have to stand up and maintain project discipline.

- Concealing risk: 50 per cent or more of project managers say team members regularly fail to honestly report project risks. As a results, the team loses opportunities to respond with revised goals, shifted recourses or organized plans. Team members must be encouraged to speak up.

- Team failures: 80 per cent of project leaders are hobbled by direct reports who don't show up to meetings or fail to meet schedules or goals. Project leaders must insist on picking their teams, and they must confront inadequate performers. (Robert Scott, p28)

The project communication schedule should be compounded by the project's communication needs and should be flexible in order to have the ability to be changed when the stakeholders find difficulties to communicate.

Information plays decisive role in the communication between the stakeholders. There are many types of information which need different method of communication each of them. The stakeholders should balance the situation and contact with their partners, clients, or suppliers with master gnomon the fellow feeling which attach to the project.

Chapter – 6 Discussions, Conclusions, and Recommendations

Discussions

As Eric Verzuh (2005) maintain 'people make projects happen. They solve problems, lay bricks, draw models, and so on. It is the job of the project manager to make other people more productive. Through agreements, plans, recommendations, status reports, and other means, a project manager coordinates and influences all the stakeholders while giving them the information they need to be more productive. He or she also manages customer expectations. But no matter what the task, every action of a project manager includes communication'.

The progress of the project depends on the communication plan. The project manager and the stakeholders should pay attention on the directions of the communication plan. They should communicate in order to get and give information.

'There are four basic reasons for having a meeting:

- Get information.

- Give information.

- Make a decision.

- Solve a problem.' (James P. Lewis, 2001, p 445)

Making a decision or solving a problem is straight related with the information; right information brings in the right decision, and definitely can solve the problem. Corporations should develop collective "spirit" on their stakeholders. "As the old saying goes, two heads are better than one. Typically, three or more are better still". (Paul D.

Leedy, 2005, p 34). So, collaboration is the most useful activity that can solve many problems during the process of the project.

Companies which are entering the global market place have to face the cultural difference between the stakeholders. For this reason the stakeholders should communicate more often. As far as the face to face meetings are time-consuming and expensive, the stakeholders should dissociate the information they want to consign to their partners related to the meaningfulness of the information and to communicate by the right means.

Conclusions

The stakeholders must understand that communications are the causation for the effective end of a project. Bruce T. Barkley (2001) has apposed the rules of conduct which are:

- Rely on facts not opinions.
- Understand other's points of view.
- Listen actively to all ideas.
- Encourage others.
- Submit assignments on time.
- Open communication of all issues.
- Focus
- Come to meetings on time.
- Orient toward customer satisfaction.
- Never gossip about the meeting or team.

- Decide everything by consensus.

- Use and built on everyone's ideas.

- Conduct the meeting using an agenda.

- Take the time to self-critique the meeting.

The roles and the responsibilities of the stakeholders should be allocated by the project manager, and the stakeholders should follow the directions of the project manager through open communication, with him and their partners. Open communication means that everyone's opinion is acceptable and it can be go about between the team members.

Communication's techniques are common for the corporations that entering the global market place. Meetings, phone calls, e-mails, mails, and faxes are the most prevalently. Meetings are the most effective method for communicating, but meetings require time and they are expensive. Others methods of communication are more readily, but many times approved non effective for the team members. Technology has made stride related to virtual communication. Informatics can connect the team members of the project through 'monitoring' meetings. This method of communication may be auspicious for the 'global' team members of a corporation who need many face to face meetings for the progress of the project. Nevertheless meetings in which the stakeholders are present at the same room are necessary for the effective end of a project.

Recommendations

Communication plan should be the developed by the project manager related to the communication needs of the project. 'The communications management plan is contained in, or is a subsidiary plan of, the project management plan. The communications management plan provides:

- Stakeholder communication requirements.

- Information to be communicated, including format, content, and level of detail.

- Person responsible for communicating the information.

- Person or groups who will receive the information.

- Methods or technologies used to convey the information, such as memoranda, e-mail, and/or press releases.

- Frequency of the communication, such as weekly.

- Escalation process- identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level.

- Method for updating and refining the communications management plan as the project progresses and develops.

- Glossary of common terminology. (PMBOK Guide, 2004)

Information should be communicated by its importance, and should serve the progress of the project. The project manager should find the better method that the team members should communicate.

Nowadays, virtual teams are collaborating by modern methods of communication which give the change to the team members communicating by 'monitoring meetings'. It is a peculiar method of meetings but they cannot replace face to face meetings

because for monitoring meetings is needed special accoutrements, and the participation

of the team members is modicum.

In addition in the global market place the stakeholders have to face the difference of

time that the countries have. So e-communicating, such as e-mail, phone calls, faxes,

videoconferencing, should be used at particular time of the day. Therefore in the

communication plan should be mentioned the time of the day that the stakeholders can

communicate.

Below is a table which provides the communication methods with the

advantages and disadvantages:

Table 1

Method of Communication	Advantages	Disadvantages
Meetings	Providing straight communication where problems can be solved during the meeting.	Meetings are time consuming and costly.
Phone calls	By phone calls communication can be achieved at every turn, when the problem occurs.	Problems with time zones and the working hours of the countries.
E-mails	The most common method of communication.	The forwarder does not know if the receiver got or red the mail.
Mails	The most formal type of communication.	The slowest method of communication.
Faxes	Quick and brief method of communication.	Problems with time zones and the working hours of the countries.
Videoconferencing	The newest method of communication and the most advanced but…	It is not as common as the others.

The project manager as also the stakeholders must use all the methods of communication in order to have efficient results of their projects. At the global market where the stakeholders are working in different countries should use all the methods of communication in proportion with the demands of their projects. As far as the meetings are difficult to be achieved very often, the stakeholders should have at least three face to face meetings, one at the beginning of the project, one at the middle of the project, and one at the finish of the project.

Phone calls and video conferencing should take place every day just to be aware the stakeholders about the daily progress of the project. The corporation maybe chooses e-mails for the daily informing of the stakeholders, but the phone calls and videoconferencing are safer and more efficient of the e-mails.

E-mails, mails, and faxes should be used when especially data of the project, which should be written, must be forward to the stakeholders. A phone call is necessary by the forwarder to the receiver just to inform the receiver that he is going to receive an e-mail, a fax or a mail.

Final comment

The communication of the global market place requires the use of any communication mean that can bring up the cultural convention more closely to the partners.

Bibliography

Baker, M. J. (2003). The marketing book (5th Ed.) Oxford; Boston:

    Butterworth-Heinemann.

Barkley, B.T, & Saylor J.H. (2001). Customer-Driven project management. Building

    quality into project processes. McGraw Hill Companies, Inc.

Barnett L.T. (2006, November 27). A small project playbook. Computerworld, 40,48.

Bortolus, D. (1998, April). HRIS projectteam selection. HR Focus, 75,4.

Breitstein, J. (2002, November). Changing capabilities, morphing image.

    Pharmaceutical Executive, 22,11, p130.

Cheverton, P. (2006). Global account management: A complete action kit of tools

    and techniques for managing big customers in a shrinking world. London;

    Philadelphia: Kogan page limited.

Duggan, W. E. & Reichgelt. (2006). Measuring information systems delivery quality.

    Hersey, PA: idea group.

Fisk, P. (2006). Marketing genius. Chichester, England; Hoboken, NG: Capstone.

Flannes,S.W. & Levin G. (2001). People skills for project managers. Management

    concepts.

Gillis, T.L. (2006). The IABC handbook of organizational communication: A guide to

    Internal communication, public relations, marketing, and leadership. (1st Ed.) San

    Francisco: Lossey-Bass.

Griffiths, J.M. (1998, February/march) The new information professional. American

society for information science, 24,3.

Harris, W. (2007, January) Team players. Black enterprise, 37,6.

Kaptein, M. & Tulder, R.V. (2003). Toward effective stakeholder dialogue. Business and society review, 203,204.

Kerzner, H. (2003). Project Management: A systems approach to planning, scheduling, and controlling. New York: John Wiley and Sons.

Lacoche, L. & Rutherford, D. (2007). Recruiting retaining, and promoting culturally different employees. Amsterdam; Boston: Elsevier Butterwprth-Heinemann.

Leedy, P. D. Ormrod J.E. (2005). Practical research, planning and design. (8th Ed.). Pearson Education.

Lewis, J.P. (2001). Project Planning, scheduling and control. (3rd Ed.). New York: McGraw-Hill

Meredith, J.R. & Mantel, S.J.Jr. (2002). Project management: A managerial approach (5th Ed.). New York: John Wiley & Sons.

Milakovich, M.E. (2006). Improving service quality in the global economy. (2nd Ed.). Boca Raton, fl: Auerbach.

Mingail, H. Project management excellence: Beyond colorful status reports demands much more. From: www. cmctraining.org

O'Rourke, I.V, J.S., (2001). Management communications: A case analysis approach. Upper Saddle River, NJ: Prentice Hall.

Pinto, J.K, & Trailer, J.W. (1998). Leadership skills for projects managers. Project Management Institute Headquarters.

Qureshi, S. & Liu, M. & Vogel, D. (2006). The effects of electronic collaboration in distributed project management. Group decision and negotiation, 55,77.

Schwarzkopf, D.L. (2006). Stakeholder perspectives and business risk perception. Journal of business ethics, 327,342.

Scott, R. (2007, February 5). Silence is deadly. Computerworld, 41,6, p28.

Scotton, J. (2002, Autumn.). Global communication/Global communication: Theories, stakeholders and trends. Journalism & Mass Communication Educator, 57,3.

Smith, K.A. & Imbrie, P.K. (2004). Teamwork and project management. (3rd Ed). McGraw-Hill Companies, Inc.

Sookman, C. (2004, June 21.). Building your virtual team. Network World, 21,25.

Verzue E. (2005) The fast forward MBA in project management. (2nd Ed.). John Wiley and Sons, Inc.

Project Management Institute. (2004). A guide to the project management body of Knowledge (PMBOK® Guide). Newtown Square, PA: Project Management Institute, Inc.

WWW.PRINCE2.COM

WWW.PHPTR.COM

Appendix A - Ten keys for successful partnership

Communications depends on partnerships .Wendy Harris (January 2007) has mentioned ten keys to a successful partnership which are:

- Communicate constantly. Maintaining open lines of communication can prevent disagreements from turning into a war. Hold regular meetings to update partners about the company's progress, review roles, share grievances, and provide constructive criticism.

- Share the same vision. Each member must agree on the strategic direction of the company. So if you plan to build a chain of stores in the next five years and your potential partner wants only one, find another partner.

- Find partners who are compatible. One of the biggest mistakes that potential partners make is choosing someone who is exactly like them. "You should definitely look for someone with complementary skills", says Shawn Ward, one half of shoe company Detny by SHANE & SHAWN. But also recruit someone whose personality doesn't fight yours.

- Define the roles. Brenda Hopper of the New Jersey Small Business Development Centers Network says to choose and assign hats according to the individual strengths and skills of each partner.

- Create a partnership agreement. It should include: the roles of each partner, amount of money invested by each partner, ownership percentages, partners' pay and compensation, company vision, how disputes will be settled, length of

partnership, and how assets will be distributed if the partnership is dissolved. Have your lawyer draw up the papers and have all partners sign.

- Be willing to compromise. Not all decisions you make will be clear –cut. When disputes arise, try to find a middle ground that will satisfy you both while still benefiting your business.

- Honor your commitment. "sometimes a partnership runs very smooth and sometimes you run into bumps where you clash because one partner is bringing more to the partnership than the other, "Hopper says. Clearly indicate the level of commitment that will be required to run your operation.

- Respect and trust one another's ability. You're in business because of your experience in a particular field. Let your partner do what he or she does best and trust that their expertise will safely guide your business.

- Don't take things personally. Partnership, especially those among family members, can get personal when tempers flare. "Don't hold grudges; let things roll off you're your shoulders," says JLW Homes and Communities' Komichael Johnson.

- Never give up. Partnerships, like any form of business, take time to succeed. So stick to your goals, settle in for the long haul, and keep the faith. Ward's twin brother and business partner Shane says, "sooner or later you going to fined that one person who is going to change your business forever."

Appendix B - Communication Plan

Eric Verzuh (2005) has developed a simple communication plan which is the

below: Table 2

Stakeholder	Information	Frequency	Medium	Response
Sponsor	High level cost, schedule, quality performance. Problems and proposed actions.	Monthly	Writing report and meeting.	Required in 3 days.
Pm's supervising management	Detailed cost, schedule, quality performance. Problems, proposed actions, assistance required.	Weekly	Writing report and meeting.	
Customer executive	High level cost, schedule, quality performance. Problems and proposed actions. Required action by customer	Monthly	Meeting with project sponsor. Published meeting minutes	Required in 5 days

Stakeholder	Information	Frequency	Medium	Response
Customer contact	Detailed cost, schedule, quality performance. Problems and proposed actions. Required actions by customers. Coordination information for customer action.	Weekly	Written report and meeting. Include in project team meeting.	Required in 3 days.
Project team	Detailed cost, schedule, quality performance. Problems and proposed actions. Coordination information for next two weeks. New from customer and sponsor	Weekly	Project team meeting. Published meeting minutes.	

Appendix C – Communication Planning.

According to PMBOK, (PMBOK Guide, p52), communication planning is the process necessary for determining the information and communication needs of the projects stakeholders. Below is the table that shows the inputs and outputs of the communication planning as PMBOK (2004) mention.

Table 3

INPUTS	OUTPUTS

a. Enterprise environmental factors.
 	
b. Organizational process assets.
 	
c. Project scope statement.
 	
d. Project management plan
 	
    • Constraints.
 	
    • Assumptions.
	a. Communication management plan

Appendix D - Typical communications patterns.

Harold Kerzner (2003) has noticed that "effective project communications ensure that we get the right information to the right person at the right time and in a cost-effective manner. Proper communication is vital to the success of a project. Typical definitions of effective communication include:

- An exchange of information.

- An act or instance of transmitting information.

- A verbal or written message.

- A technique for expressing ideas effectively.

- A process by which meanings are exchanged between individuals through a common system of symbols.'

'Figures 1-1 and 1-2 (Harold Kerzner, 2003, p 229) show typical communications patterns. Some people consider (figure 1-1) "politically incorrect" because project managers should not be identified as talking "down" to people. Most project managers communicate laterally, whereas line managers communicate vertically downward to subordinates'.
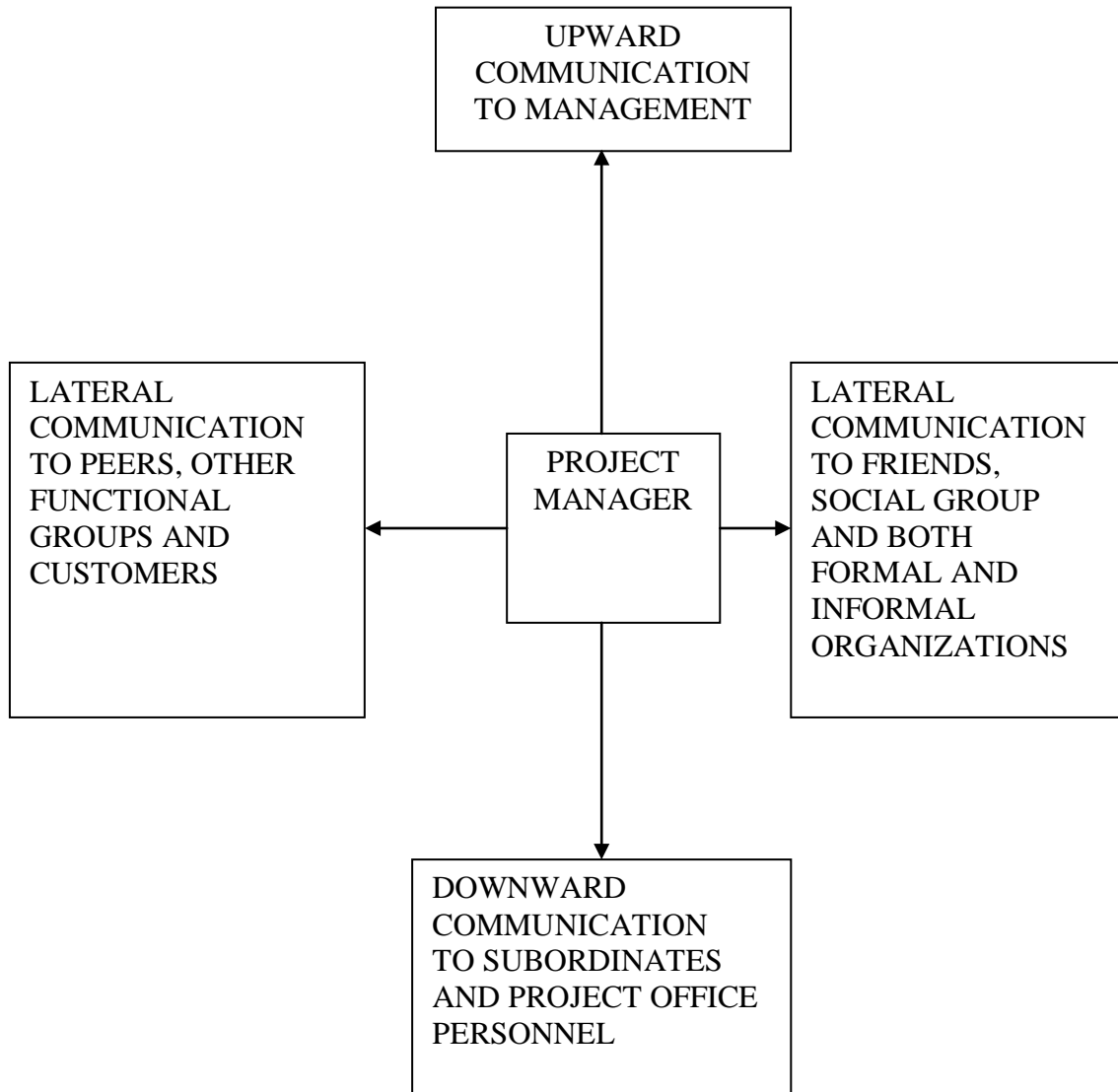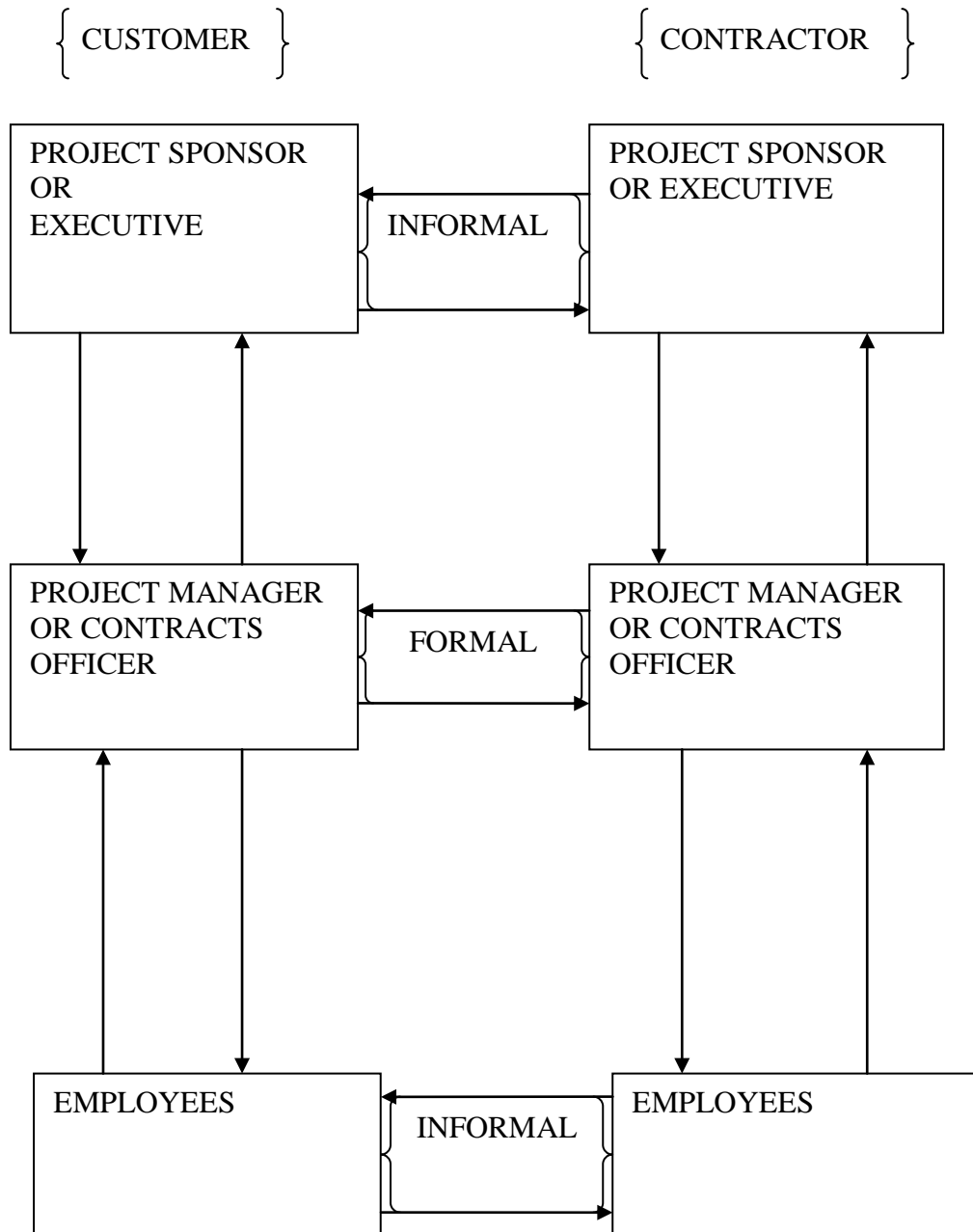
Figure 1-1. Communications channels.

UPWARD COMMUNICATION TO MANAGEMENT

LATERAL COMMUNICATION TO PEERS, OTHER FUNCTIONAL GROUPS AND CUSTOMERS

PROJECT MANAGER

LATERAL COMMUNICATION TO FRIENDS, SOCIAL GROUP AND BOTH FORMAL AND INFORMAL ORGANIZATIONS

DOWNWARD COMMUNICATION TO SUBORDINATES AND PROJECT OFFICE PERSONNEL

Figure 1-2. Customer communication.

Appendix E – How to Run a Meeting

Meetings are the most efficient method of communication at the beginning of a project, during the progress of the project, and at the end of a project. Below is a table that indicates how to plan and run a meeting. (Karl A. Smith, 2004, p105).

HOW TO RUN A MEETING

(Table 4)

PLAN THE MEETING	PREPARE
a. Be clear on objectives of the meeting. b. Be clear WHY you need the meeting. c. List the topics to be addressed. INFORM a. Make sure everyone knows exactly what is being discussed, why, and what you want from the discussion. b. Anticipate what people and information may be needed and make sure they are there.	a. Prepare the logical sequence of items. b. Allocate time on the basis of importance, not its urgency. STRUCTURE AND CONTROL a. Put all evidence before interpretation and action. b. Stop people from jumping back and going over old ground. SUMMARIZE AND RECALL a. Summarize all decisions and record them with the name of the person responsible for any action.

Appendix F – Timely Reports to the Proper People

Reports are very important for the successful end of a project. At the global market place reports can save a project if they are on time and to the person who is needed it. Reportedly to Jack R. Meredith and Samuel J. Mantel, (2003, p 519), there are many benefits of detailed, timely reports delivered to the proper people. Among them are:

- Mutual understanding of the goals of the project.

- Awareness of the progress of parallel activities and of the problems associated with coordination among activities.

- More realistic planning for the needs of all groups and individuals working on the project.

- Understanding the relationships of individual tasks to one another and to the overall project.

- Early warning signals of potentials problems and delays in the project.

- Minimizing the confusion associated with change by reducing delays in communicating the change.

- Faster management action in response to unacceptable or inappropriate work.

- Higher visibility to top management, including attention directed to the immediate needs of the project.

- Keeping the client and other interested outside parties up to date on project status, particularly regarding project costs, milestones, and deliverables.

Appendix G-PRINCE

PRINCE2 in a process-based approach for project management providing an easily tailored, and scaleable method for the management of all types of projects. Each process is defined with its key inputs and outputs together with the specific objectives to achieved and activities to be carried out.

Corporate or programmed management

Directing a project

Project mandate

Start up a project	Initiating a project	Controlling a stage	Managing stage boundaries	Closing a project

Managing product delivery

Planning