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Master's Degree in Commercial Sciences**

Option: Management and Entrepreneurship

**The Impact Of Cultural Diversity On
International Project Management**
CASE STUDY: RIZZANI DE ECCHER

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Résumé

La technologie contemporaine a fait apparaître de plusieurs moyens de communications et du transport qui sont sophistiqués. Ces moyens ont eu un bouleversement radical sur le monde entier. L'essor de monde économique a été réalisé par cette globalisation. Aussi, elle a été témoin une augmentation dramatique des transactions et coopérations multinationales, qui ont fait l'émergence de ce qu'on appelle cross-cultural business ou bien le business multiculturel.

Les projets internationaux sont parmi les manifestations de la mondialisation, où la diversité culturelle a un impact majeur sur le personnel, car elle a des perceptions distinctes. Tout cela représente un grand défi tant pour les managers que pour les employés, ils doivent s'adapter au multiculturalisme et construire une équipe multiculturelle performante mettant en œuvre un nouveau style de management qu'est le management interculturel.

Dans cette étude nous présenterons une revue de la littérature. Ensuite, nous aborderons une étude de cas au sein de l'entreprise Italienne RIZZANI DE ECCHER qui s'est installée en Algérie, où le multiculturalisme existe.

Mots clés : globalisation, business multiculturel, projets internationaux, diversité culturelle, management interculturel

Abstract

Contemporary technology has revealed a number of sophisticated means of communication and transportation. These means have had a radical upheaval on the whole world. The rise of the economic world has been achieved by this globalization. Also, she has witnessed a dramatic increase in multinational transactions and cooperations, which have made the emergence of what is called cross-cultural business or the multicultural business.

International projects are among the manifestations of globalization, where cultural diversity has a major impact on staff because they have distinct perceptions. All of this is a big challenge for both managers and employees, they have to adapt with multiculturalism, and build a successful multicultural team carrying out a new style of management which is intercultural management.

In this study we will present a literature review. Then we will discuss a case study in RIZZANI DE ECCHER which is an Italian company located in Algeria, where multiculturalism exists.

Keywords: globalization, cross-cultural business, international projects, cultural diversity, intercultural management.

الملخص

وفرض التكنولوجيا المعاصرة محدد من وسائل الاتصال والنقل المتطورة. هذه الوسائل كان لها اضطراب
واديكالي في العالم كله

لقد تم تحقيق نهضة العالم الاقتصادي من خلال هذه العولمة. كما شهدت زيادة هائلة في المعاملات
المتعددة الجنسيات والتعاون، والتي تسببت في ظهور ما يسمى الأعمال التجارية عبر الثقافات أو الأعمال
التجارية متعددة الثقافات

المشاريع الدولية هي من بين مظاهر العولمة، حيث يكون للتنوع الثقافي تأثير كبير على الموظفين لأن
لديهم تصورات متميزة. كل هذا يمثل تحديًا كبيرًا لكل من المدبرين والموظفين، حيث يجب أن يتكيفوا مع
التعددية الثقافية وأن يببنوا فريقًا قويًا متعدد الثقافات ينفذ أسلوبًا إداريًا جديدًا هو إدارة الثقافات
المختلفة.

في هذه الدراسة سوف نقدم بحث نظري. بعد ذلك، دراسة حالة ضمن شركة إيطالية استقرت في الجزائر
حيث توجد التعددية الثقافية

الكلمات المفتاحية : العولمة، الأعمال التجارية عبر الثقافات، المشاريع الدولية، التعددية الثقافية، الإدارة
المشتركة بين الثقافات.

Dedication

I have the pleasure to dedicate this modest work to my dear parents whom I thank from the bottom of my heart for their love, their support, and their devotion in order to see me succeed.

To my dear brother Rafik and his wife Mouna, whom I will never forget their support

To my young brothers Adam and Badis, whom I wish for them to succeed in their exams BAC and BEM.

Also I dedicate this work to all whom supported me in its realization specially my cousins Amine and Sabah, as well both of my friends Achwak and Hadjer.

May Allah (SWT) bless all of them.

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List of Abbreviations:

Abbreviation	Signification
ADA	Algérienne des Autoroutes
BCS	Bureau de Contrôle et de Suivi
ETRHB	l'Entreprise des Travaux Routiers, Hydrauliques et Bâtiments
IBM	International Business Machines
IDV	Individualism
IVR	Indulgence Versus Restraint
MAS	Masculinity
PAMA	Turkish company
PDI	Power Distance Index
PRA	Pragmatic
RN77	Route Nationale 77
SAPTA	Entreprise publique économique
UAI	Uncertainty Avoidance Index



**General
Introduction**

General Introduction:

In our era, the high technology made a radical upheaval which is the consequence of the fierce competition during the two world wars. This sophisticated technology causes the dramatic increase in transactions and cooperation over the world wide and that opens space to firms to endeavor international projects, where the cultural diversity is a main constraint which must be taken in consideration.

Managing an international project is more complicated to manage a national project, because employees have different backgrounds, cultures and nationalities and that carry to the project several thoughts, ideas, opinions and perceptions.

Within this context of cross-cultural environment, both of managers and workers find themselves in a circle of ambiguity and confusion about how they should behave with each other under all this diversity, so scholars as GEERT Hofstede decided to make surveys trying to find the relationship between cultural diversity and management in order to avoid all this anxiety and guarantee the achievement of desired goals.

Our survey is devoted to have a thorough view about the impact of cultural diversity on management, in particular within a project, so the chosen topic of this dissertation is: **The Impact Of Cultural Diversity On International Project Management.**

In fact, the cross-cultural business is a current topic and it has been chosen because of its importance and originality, as well we have a big tendency towards this subject because by nature we are inspired by new things and always we have the desire to learn new cultures and live new experiences in order to develop our skills and acquire competences.

In order to fulfill our wondering to enrich our knowledge, we are going to answer the following problematic:

How cultural diversity may impact the project management style within this cross-cultural environment?

To respond this problematic, firstly, we need to answer the following interrogations:

- How we can analyze the concept of culture?
- Do employees who belong to the same culture have same perception about project management?

- What is an intercultural management, and its impact on the appropriateness perception and the cohesion of tasks?

To answer the pervious problematic, we started from the following hypotheses:

1. **H1:** Cultures cause the existence of nation's diversity
2. **H2:** Cross-cultural environment impacts project management style.
3. **H3:** The multiculturalism is an asset to international project.
4. **H4:** Multiculturalism affects negatively the performance of multicultural team.

The methodology we will use in this research is based on a literature search to illustrate theoretical concepts related to the culture, the project management and the influence of cultural diversity on project management.

Our study has been done within the Italian firm RIZZANI DE ECCHER which works on a project of the penetrating highway in a multicultural context which is a conducive environment for our survey, by providing us our requirements according to our research, also because we spent two internships within it, we have more curiosity to explore its mechanisms as well it is easy for us to integrate and interact with the staff.

To confirm or refuse the hypotheses above, we have adopted an empirical approach which consists to analyze data with statistical tools; the data was collecting by a questionnaire trough a representative sample of the entire population of the company.

After the survey questionnaires were collected, we used the EXCEL program to treat and analyze the results.

The work plan we have designed for this purpose is structured as follows:

The first chapter will be split into three sections, it's about the notion of culture also it is about to identify the origin of the differences from a culture to another.

The second chapter entitled " international Project: cross cultural management ", this chapter will present three sections, the first section provide an overview about project, the second section it is about cultural shock also the impact of the background differences and the last one stands on the management of an international projects.

In the last chapter we represent the company of our traineeship REZZANI DE ECCHER and the main tasks of each department. At the end of this chapter we represent the results, the interpretations and the recommendations regarding our research thematic.

Chapter I:
Values and the
dimension of cultures

Introduction of the chapter:

Nowadays, facing cultural diversity in business world is all most unavoidable.

This context has been defined as a cross-cultural business, it demands from scholars to realize deep surveys to attempt to reach the adequate style of management for each culture.

In order to reach the right style of management, most surveys focus on culture because it is the source of the incoherent within the framework of relationships between supervisors and subordinates from different cultures.

This first chapter aims to explore the notion of culture as well to determine the origin of the differences from a culture to another.

In the first place we will get a thorough introduction about culture through definitions, levels of culture and the layers of culture. The second section is about national culture and corporate culture, the last section represents the different dimensions of culture.

Section 01: Cultural concepts

Culture is a quite ambiguous notion to understand, so everyone has his own view, that's why we are going to try to clarify the cultural concept in this section by mentioning the most famous definitions and explications.

1. Definitions

HERDER «*every nation has a particular way of being and that is culture*»¹

Kroeber & Kluckhohn «*culture consist of patterns, explicit and implicit of and for behavior acquired and transmitted by symbols constituting the distinctive achievement of human groups including their embodiment in artifacts, the essential core of traditional (i.e. historically derived and selected) ideas and especially their attached values; culture system may, on one hand, be considered as products of action, on the other, as conditioning elements of further action.*»²

«*In the social anthropology, culture is a catchword for those patterns of thinking, feeling and acting. Not only activities supposed to refine the mind are included, but also the ordinary and menial things in life: greeting, eating, showing or not showing feelings, keeping a certain physical distance from others, making love, and maintaining body hygiene*»³

Culture has several meanings, in order to avoid the misunderstanding of the term, several scholars worked hard to come up with a universal definition. GEERT HOFSTEDÉ (organizational psychologist Professor) gave the most known definition which is:

«*Culture is the mental program of human spirit that allows distinguishing the member of another category. It is the conditioning that we share with the other members of the same group*»⁴

From previous definitions, we can understand that a group of peoples who shared traditions, values as well standards, without doubt they belong to the same culture and they are distinguishable from other groups.

¹ VELO, (V): **cross-cultural management**, business expert press edition, New York, 2012, p.3.

² PATEL, (c): **cross-cultural management: a transactional approach**, Routledge edition, London, New York, 2014, p.4.

³ HOFSTEDÉ (G), HOFSTEDÉ (G,J) and MINKOV (M): **cultures and organizations: soft ware of the mind**, 3rd edition McGraw-Hill edition, 2010, p.5.

⁴ VELO, (V): **cross-cultural management**, OP.cit, p.4.

Belonging to a same culture doesn't mean all members have the same personality, but doing uncommon things can be considered as a crime, because it's an unusual action.

2. Mental program:

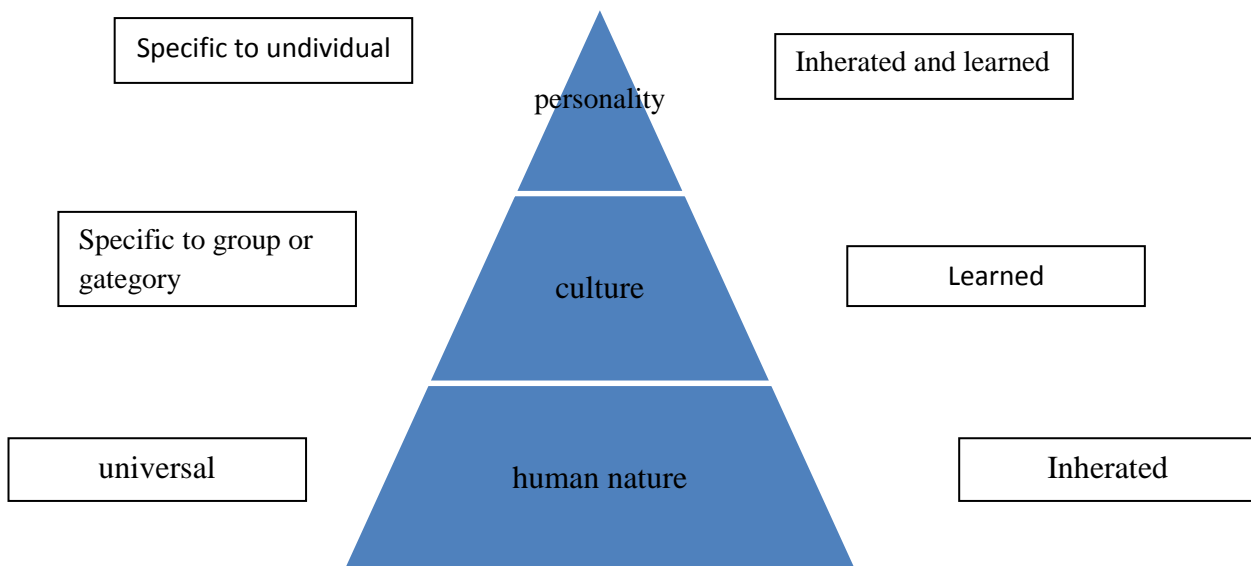
2.1 The notion of mental program:

The father of business anthropology GREET Hofstede has developed the concept of mental programming which permits to us to expect other's behavior. Weird to chocking will be the reactions for same behavior, so the interpretations vary and may differ from a culture to another, As an example if I am from a culture where the boss has shown the authority all the time and his decision are not contested even questioned by subordinates, then my mental programming will make me surprised when confronted with a situation in which a trainee openly objects to a comment made by the director general in a meeting in front of all the other employees. In different cultures the same behavior would be interpreted differently.¹

2.2 Human mental programming: levels:

Hofstede established three levels ²studies the mental programming is partly unique (personality) and partly shared (human nature and culture)

Figure n°I.1: Three Levels of Uniqueness in Mental Programming



Source: HOFSTEDE (G), HOFSTEDE (G,J) and MINKOV (M): **cultures and organizations: soft ware of the mind**, Op.cit, p.6.

¹ VILO, (v): **cross-cultural management**, Op.cit, p.5-6.

² HOFSTEDE (G), HOFSTEDE (G,J) and MINKOV (M): **cultures and organizations: soft ware of the mind**, Op.cit, p.6-7.

Culture is learned, not innate. It derives from one's social environment rather than from one's genes. Culture should be distinguished from human nature on one side and from an individual's personality on the other, although exactly where the borders lie between nature and culture, and between culture and personality, is a matter of discussion among social scientists.

Human nature is what all human beings, have in common: it represents the universal level in one's mental software. It is inherited within our genes; within the computer analogy it is the "operating system" that determines our physical and basic psychological functioning. The human ability to feel fear, anger, love, joy, sadness, and shame; the need to associate with others and to play and exercise oneself; and the facility to observe the environment and to talk about it with other humans all belong to this level of mental programming.

The personality of an individual, on the other hand, is his or her unique personal set of mental programs that needn't be shared with any other human being. It is based on traits that are partly inherited within the individual's unique set of genes and partly learned. Learned means modified by the influence of collective programming (culture) as well as by unique personal experiences.

3. Levels of culture:

We have a multiple interactions with others within our daily life, those are belonging to different groups and categories, so unavoidably we carry several layers of mental programming and this interpret the different levels of culture. In particular:¹

- A national level according to one's country (or countries, for people who migrated during their lifetimes)
- A regional and/or ethnic and/or religious and/or linguistic affiliation level.
- A gender level, according to whether one was born as a girl or as a boy.
- A generation level, separating grandparents from parents from children.
- A social class level, associated with educational opportunities and with a person's occupation or profession.
- For those who are employed, organizational, departmental, and/or corporate levels according to the way employees have been socialized by their work organization.

¹ HOFSTEDE (G), HOFSTEDE (G, J) and MINKOV (M): **cultures and organizations: software of the mind**, Op.cit, p, 17-18.

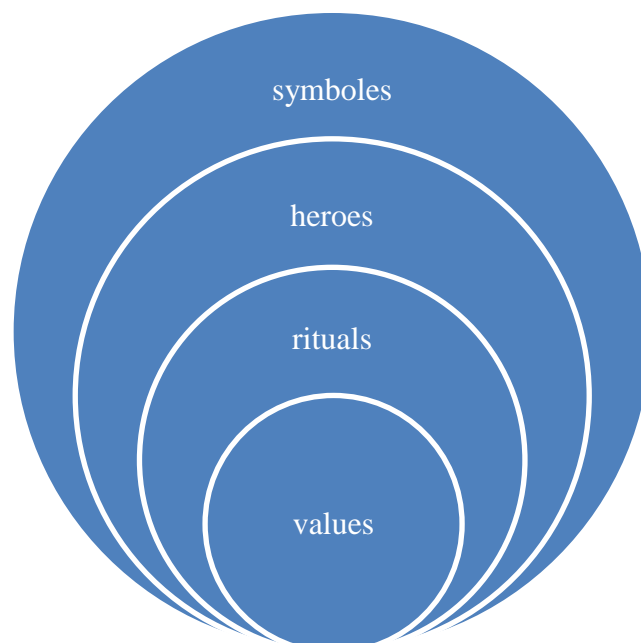
4. Layers of culture:

The main cause of misunderstanding what is a culture and what does mean that concept, is the variety of culture's origins. All most of scholars and researchers agree that culture doesn't have a flat structure and it compose of distinguishable layers, some of them are observable and easy to understand, in contrary some of them are unobservable and hard to understand or even stay ambiguous, we will introduce the most popular ones:

4.1 Onion model:

The onion diagram designed by HOFSTEDE, it shows different layers of cultures:

Figure n°I.2: layers of culture; onion model



Source: HOFSTEDE (G), HOFSTEDE (G, J) and MINKOV (M): cultures and organizations: software of the mind, Op.cit, p, 7-9.

Symbols, heroes, rituals and values are the layers of onion model. Symbols represent the most superficial and value the deepest manifestations of culture, with heroes and rituals in between.

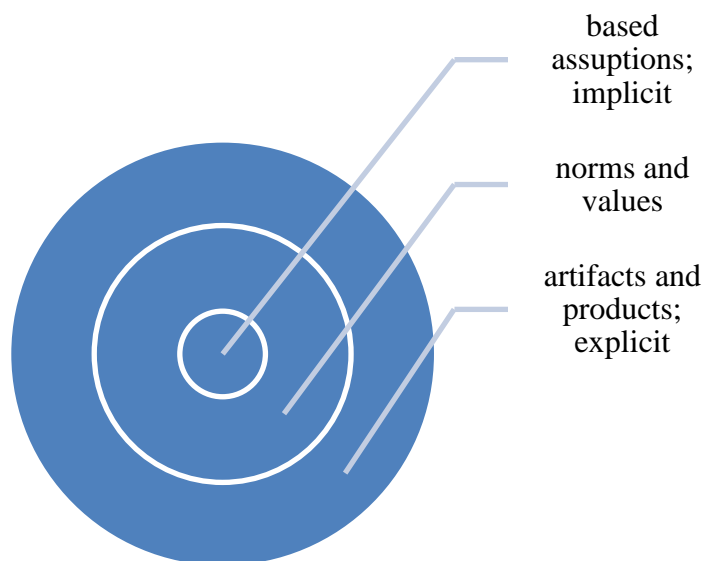
Symbols, heroes and rituals are visible to an outsider observer, therefore, they subsumed under the term of practices, while values are ambiguous as well not visible. They are the core of culture.

- **Symbols:** can easily develop and old ones disappear; this is why symbols have been put into the outer, most superficial layer of the figure.
- **Heroes:** are persons, alive or dead, real or imaginary, who possess characteristics that are highly prized in a culture and thus serve as models for behavior.
- **Rituals:** are collective activities that are technically superfluous to reach desired ends but that, within a culture, are considered socially essential. They are therefore carried out for their own sake.
- **Values:** are broad tendencies to prefer certain states of affairs over others. Values are feelings with an added arrow indicating a plus and a minus side, as evil vs good, dirty/clean.

4.2 Trompenaars model:

The components of the culture has been divided into three layers by Trompenaars as in the figure below:¹

Figure n° I.2: layers of culture Trompenaars model



Source: TROMPENAARS, (F) and HAMPDEN-TURNER,(C): **reading the waves of culture**, NICHOLAS BREALEY PUBLISHING, London, 1998, p .22.

- **The outer layer:** Explicit culture is the observable reality. It's express the deeper level of culture. Prejudices mostly start on this symbolic and observable level.

¹ TROMPENAARS, (F) and HAMPDEN-TURNER,(C): **reading the waves of culture**, NICHOLAS BREALEY PUBLISHING, London, 1998, p .21-24.

-
- **The middle layer:** norms and values; explicit culture reflects deeper layers of culture, the norms and values of an individual group. A culture is relatively stable when the norms reflect the values of the group. When this is not the case, there will most likely be a destabilizing tension. While the norms, consciously or subconsciously, give us a feeling of “this is how I normally should behave”, values give us a feeling of “this is how I aspire or desire to behave”.
 - **The core:** assumptions about existence; From the relationship with the (natural) environment man, and after man the community, takes the core meaning of life. This deepest meaning has escaped from conscious questioning and has become self-evident, because it is a result of routine responses to the environment. In this sense culture is anything but nature.
The best way to test if something is a basic assumption is when the question provokes confusion or irritation.

Section 02: national culture and corporate culture:

Within this section, we will demonstrate that all countries have a formal identity, as well that almost countries carry minorities. Also we will talk about different corporate cultures which are as a result of the diversity.

1. National culture:

1.1 National culture differences:

The nation system was introduced would wide in the mid-twentieth century as a colonization consequence. The political units' borders reflect the colonial legacy. Most national borders correspond to the logic colonial power rather the cultural dividing lines of the local populations.

Nations, therefore, should not be equated to societies. Societies are historically, organically developed forms of social organization. Strictly speaking, the concept of a common culture applies to societies, not to nations. Nevertheless, many nations do form historically developed wholes even if they consist of clearly different groups and even if they contain less integrated minorities.

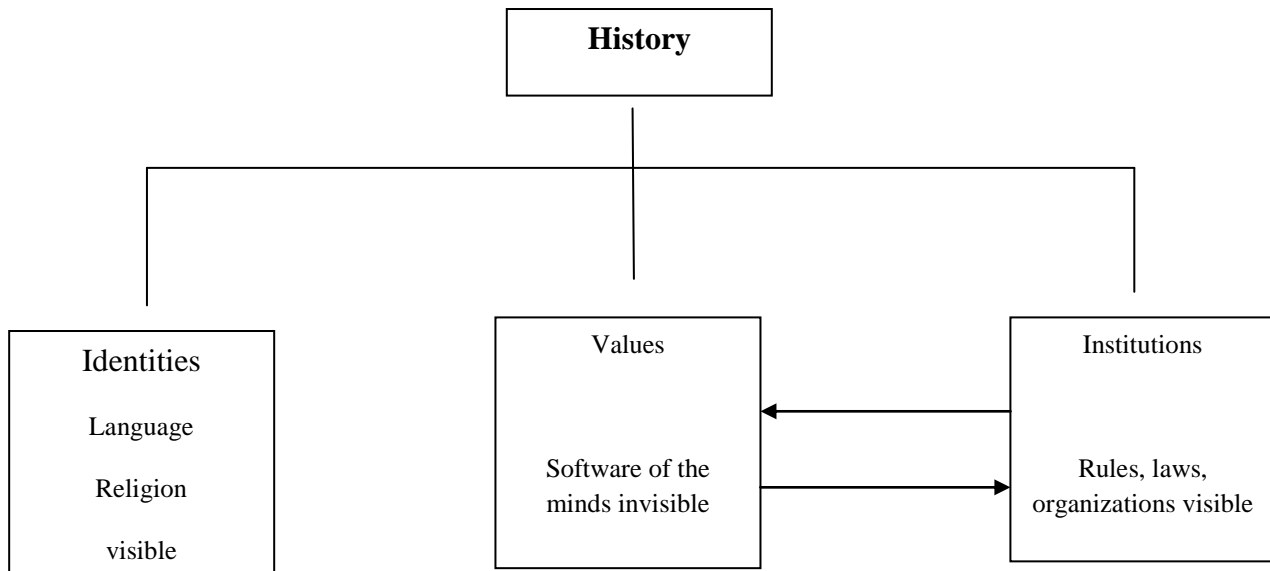
Within nations that have existed for some time there are strong forces toward further integration: (usually) one dominant national language, common mass media, a national education system, a national army, a national political system, national representation in sports events with a strong symbolic and emotional appeal, a national market for certain skills, products, and services. Today's nations do not attain the degree of internal homogeneity of the isolated, usually non literate societies studied by field anthropologists, but they are the source of a considerable amount of common mental programming of their citizens.¹

1.2 National Identities, Values and Institutions:

Countries and regions differ in more than their cultures. There are three kinds of differences between countries: identity, values, and institutions, all three rooted in history:²

¹HOFSTEDE (G), HOFSTEDE (G, J) and MINKOV (M): **cultures and organizations: software of the mind**, Op.cit, p. 20, 21.

² Idem, p.22-24

Figure n° I.4: Sources of differences between countries and groups

Source: HOFSTEDE (G), HOFSTEDE (G, J) and MINKOV (M): **cultures and organizations: software of the mind**, Op.cit, p.22.

- Identity answers the question “To which group do I belong?” It is often rooted in language and/or religious affiliation, and it is visible and felt both by the holders of the identity and by the environment that does not share it. Identity, however, is not a core part of national cultures, identity differences are rooted in practices (shared symbols, heroes, and rituals), not necessarily in values. Identities can shift over a person’s lifetime, as happens among many successful migrants.
- Values are implicit; they belong to the invisible software of our minds. Talking about our own values is difficult, because it implies questioning our motives, emotions, and taboos. Our own culture is to us like the air we breathe, while another culture is like water and it takes special skills to be able to survive in both elements.
- Countries also obviously differ in their historically grown institutions, which comprise the rules, laws, and organizations dealing with family life, schools, health care, business, government, sports, media, art, and sciences. Some people, including quite a few sociologists and economists, believe these are the true reasons for differences in thinking, feeling, and acting among countries.

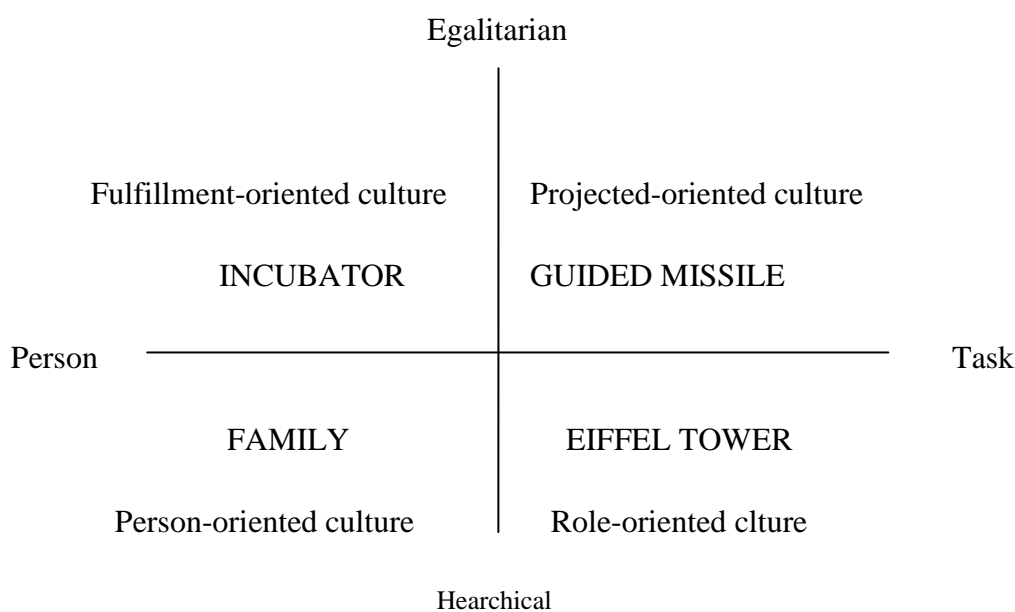
2. Corporate culture:

Organizational culture is shaped not only by technologies and markets, but by the cultural preferences of leaders and employees. In looking at organizations we need to think in two dimensions, generating four quadrants. The dimensions we use to distinguish different corporate cultures are equality-hierarchy and orientation to the person-orientation to the task. This enables us to define four types of corporate cultures, which vary considerably in how they think and learn, how they change and how they motivate, reward and resolve conflicts, the four types of corporate culture are:¹

- The Family Culture
- The Eiffel Tower Culture
- The Guided Missile Culture
- The Incubator Culture

These four metaphors illustrate the relationship of employees to their notion of the organization. Figure summarize the images these organization project:

Figure n° I.5: corporate images



Source: TROMPENAARS, (F) and HAMPDEN-TURNER,(C): **reading the waves of culture**, Op.cit, p.157.

¹ TROMPENAARS, (F) and HAMPDEN-TURNER,(C): **reading the waves of culture**, Op.cit, p.157-159.

In practicing, the types are mixed, but always there is a dominant corporate culture, which we need determine it in order to behave with the right way.

The characteristics of the four corporate cultures are: ¹

2.1. Family culture:

- **Relationships between employees:** Diffuse Relationships to organic whole to which one is bonded.
- **Attitude to authority:** Status is ascribed to parent figures who are close and powerful.
- **Ways of thinking and learning:** Intuitive, holistic, lateral and error correcting.
- **Attitude to people, ways of changing:** Family members, father changes course.
- **Ways of motivating and rewarding:** Intrinsic satisfaction in being loved and respected. Management by subjective.
- **Criticism and conflict resolution:** Turn other cheek, save others' faces, do not lose power game.

2.2. Eiffel tower culture:

- **Relationships between employees:** Specific role in mechanical system of required interactions.
- **Attitude to authority:** Status is ascribed to superior roles who are distant yet powerful.
- **Ways of thinking and learning:** Logical, analytical, vertical and rationally efficient.
- **Attitude to people, ways of changing:** Human resources. Change rules and procedures.
- **Ways of motivating and rewarding:** Promotion to greater position, larger role. Management by job description.
- **Criticism and conflict resolution:** Criticism is accusation of irrationality unless there are procedures to arbitrate conflicts.

¹ Ibid. p .178.

2.3.Guided missile:

- **Relationships between employees:** Specific tasks in cybematic system targeted upon shared objectives
- **Attitude to authority:** Status is achieved by project group members who contribute to targeted goal
- **Ways of thinking and learning:** Problem centred, professional, practical, and cross-disciplinary.
- **Attitude to people, ways of changing:** Specialists and experts. Shift aim as target moves.
- **Ways of motivating and rewarding:** Pay or credit for performance and problems solved. Management by objectives.
- **Criticism and conflict resolution:** Constructive task-related only, then admit error and correct fast.

2.4.Incubator culture:

- **Relationships between employees:** Diffuse, spontaneous relationships growing out of shared creative process.
- **Attitude to authority:** Status is achieved by individuals exemplifying creativity and growth.
- **Ways of thinking and learning:** Process-oriented, creative, ad hoc, inspirational.
- **Attitude to people, ways of changing:** Improvise and attune.
- **Ways of motivating and rewarding:** Participating in the process of creating new realities. Management by enthusiasm.
- **Criticism and conflict resolution:** Must improve creative idea, not negate it.

Section 03: cross cultural analysis:

Hofstede realized survey in many countries in order to frame cultures' dimensions where cultural diversity manifests itself. This section briefly illustrates scholars' results.

1. Hofstede's Six dimensions of culture:

Psychologist Dr GEERT Hofstede published his cultural dimensions model at the end of the 1970s, based on a decade of research. Hofstede studied people who worked for IBM in more than 50 countries. Initially, he identified four dimensions that could distinguish one culture from another. Later, he added fifth and sixth dimensions, in cooperation with Drs Michael H. Bond and Michael Minkov: ¹

1.1. Power Distance Index (PDI)

This refers to the degree of inequality that exists and is accepted between people with and without power.

Table n° I.1: Power Distance Index (PDI)

PDI	Characteristics	Tips
High PDI	<ul style="list-style-type: none"> -centralized organizations. -more complex hierarchies. -large gaps in compensation, authority and respect. 	<ul style="list-style-type: none"> -acknowledge a leader's status. -Be aware that you may need to go to the top for answers
	<ul style="list-style-type: none"> -flatter organisations. 	<ul style="list-style-type: none"> -delegate us much as possible.

¹ https://www.mindtools.com/pages/article/newLDR_66.htm checked on 5/03/2018 at 8h: 13.

Law PDI	- Supervisors and employees are considered almost as equals.	- Ideally, involve all those in decision making who will be directly affected by the decision.
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https://www.mindtools.com/pages/article/newLDR_66.htm checked on 5/03/2018 at 8h: 13.

1.2.Individualism Versus Collectivism (IDV)

This refers to the strength of the ties that people have to others within their community.

Table n° I.2: Individualism Versus Collectivism (IDV)

IND	Characteristics	Tips
High IDV	<ul style="list-style-type: none"> - High value placed on people's time and their need for privacy and freedom. - An enjoyment of challenges, and an expectation of individual rewards for hard work. - Respect for privacy. 	<ul style="list-style-type: none"> - Acknowledge individual accomplishments. - Don't mix work life with social life too much. - Encourage debate and expression of people's own ideas.
Law IDV	<ul style="list-style-type: none"> - Emphasis on building skills and becoming master of something. - People work for intrinsic rewards. - Maintaining harmony among group members overrides other moral issues. 	<ul style="list-style-type: none"> - Wisdom is important. - Suppress feelings and emotions that may endanger harmony. - Avoid giving negative feedback in public. - Saying "No" can cause loss of face, unless it's intended to be polite.

Source: Idem

1.3 Masculinity versus Femininity (MAS):

This refers to the distribution of roles between men and women:

Table n° I.3: Masculinity versus Femininity (MAS):

MAS	Characteristics	Tips
High MAS	<ul style="list-style-type: none"> - Strong egos, feelings of pride and importance are attributed to status. - Money and achievement are important 	<ul style="list-style-type: none"> - Be aware of the possibility of differentiated gender roles. - A long-hours culture may be the norm, so recognize its opportunities and risks. - People are motivated by precise targets, and by being able to show that they achieved them either as a group or as individuals.
Low MAS	<ul style="list-style-type: none"> - Relationship oriented/consensual. - More focus on quality of life 	<ul style="list-style-type: none"> - Success is more likely to be achieved through negotiation, collaboration and input from all levels. - Avoid an "old boys' club" mentality, although this may still exist. - Workplace flexibility and work-life balance may be important, both in terms of job design, organizational environment and culture, and the way that performance management can be best realized.

Source: Idem

1.4 Uncertainty Avoidance Index (UAI) :

This dimension describes how well people can cope with anxiety:

Table n° I.4: Uncertainty Avoidance Index (UAI)

UAI	Characteristics	Tips
High UAI	<ul style="list-style-type: none"> - Conservative, rigid and structured, unless the danger of failure requires a more flexible attitude. - Many societal conventions. - People are expressive, and are allowed to show anger or emotions, if necessary - A high energy society, if people feel that they are in control of their life instead of feeling overwhelmed by life's vagaries. 	<ul style="list-style-type: none"> - Be clear and concise about expectations and goals, and set clearly defined parameters. But encourage creative thinking and dialogue where you can. - Recognize that there may be unspoken "rules" or cultural expectations you need to learn. - Recognize that emotion, anger and vigorous hand gestures may simply be part of the conversation.
Low UAI	<ul style="list-style-type: none"> - Openness to change or innovation, and generally inclusive. - More inclined to open-ended learning or decision making. - Less sense of urgency. 	<ul style="list-style-type: none"> - Ensure that people remain focused, but don't create too much structure. - Titles are less important, so avoid "showing off" your knowledge or experience. Respect is given to those who can cope under all circumstances.

Source: Idem

1.5 Pragmatic Versus Normative (PRA) :

This dimension is also known as Long-Term Orientation. It refers to the degree to which people need to explain the inexplicable, and is strongly related to religiosity and nationalism.

This dimension was only added recently, so it lacks the depth of data of the first four dimensions.

Table n° I.5: Pragmatic Versus Normative (PRA)

PRA	Characteristics	Tips
Pragmatic	<ul style="list-style-type: none"> - People often wonder how to know what is true. For example, questions like "What?" and "How?" are asked more than "Why?" - Thrift and education are seen as positive values. -modesty. - Virtues and obligations are emphasized. 	<ul style="list-style-type: none"> - Behave in a modest way. - Avoid talking too much about yourself. - People are more willing to compromise, yet this may not always be clear to outsiders; this is certainly so in a culture that also scores high on PDI.
Normative	<ul style="list-style-type: none"> - People often want to know "Why?" - Strong convictions. - As people tend to oversell themselves, others will assess their assertions critically. - Values and rights are emphasized. 	<ul style="list-style-type: none"> - Sell yourself to be taken seriously. - People are less willing to compromise as this would be seen as weakness. - Flattery empowers.

Source: Idem

1.6 Indulgence Versus Restraint (IVR):

Hofstede's sixth dimension discovered and described together with Michael Minkov, is also relatively new:

Table n°I.6 : Indulgence Versus Restraint (IVR)

PDI	Characteristics	Tips
High indulgence	<ul style="list-style-type: none"> - Optimistic. - Importance of freedom of speech. - Focus on personal happiness. 	<ul style="list-style-type: none"> - Don't take life too seriously. - Encourage debate and dialogue in meetings or decision making. - Prioritize feedback, coaching and mentoring. - Emphasize flexible working and work-life balance.
High restraint	<ul style="list-style-type: none"> -Pessimistic. - More controlled and rigid behavior. 	<ul style="list-style-type: none"> - Avoid making jokes when engaged in formal sessions. Instead, be professional. - Only express negativity about the world during informal meetings.

Source: Idem

Conclusion of the chapter:

We conclude from this chapter, that the concept of culture has several diverge definition and it is composed from internal and external portion, this is an indication of it ambiguity. Hofstede' definition (Culture is the mental program) is the most common one.

National culture doesn't mean all society carries a common culture but the groups share same identity, values and institutions, and it obvious that they make countries differ from each others.

Each corporate culture ties to the culture of society and each culture has several dimensions which influence peoples' thinking and behavior.

Therefore business world acknowledge by anthropology and it importance, because the knowledge of cultures help managers to understand different perceptions of things and they might expect reactions of the subordinates in a cross-cultural environment where they confront each other , and this is known as intercultural management which we are going to explore in the next chapter.

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Cross Cultural
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Introduction of the chapter:

All most companies do not acknowledge by boundaries, they seize opportunities and launch project over the worldwide.

Within this international project the interactions between laborers who carry different nationalities, cultures and backgrounds become a daily act and inevitable.

As a result today projects have a dramatic increase in the complexity of project management procedures, which in parallel exaggerate more and more specific soft skills from project managers in order to ensure cohesion between the members of a multicultural team, all this make the appearance of intercultural management approach.

This second chapter has the goal to explain how to manage projects in a cross-cultural context.

First and foremost, we will see project overview, the second section; globalization and project management stand out the cultural shock and it phases, also the influences of cultural diversity on management, finally the last section talks about how to manage international project.

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Section 01: project overview

To provide the right and enough resources to realize any project, the project must have an exact identification, which is a crucial to launch any project.

1. Project identification:

1.1 Definition :

*«Project is a temporary endeavor undertaken to create a unique product or service».*¹

1.2 Projects' characteristics:

Each project has three characteristics²:

- A project is temporary in that it has a beginning and an end. A project always has a defined start and end date.
- A project is unique in that the product, service, or result created as a result of the project is different in some distinguishing way from all similar products, services, or results.
- A project is characterized by progressive elaboration. This means the project develops in steps and grows in detail.

2. The elements that define a project:

Tasks, Schedules and Budget are the elements which define the project³:

- **Tasks:** How can a large project be broken down into a series of short-term progress steps? A large project can be overwhelming, whereas smaller steps can be attacked methodically and completed according to a schedule.

¹ ROWE, (S,R): **project management for small project**, 2nd edition, Berret,Koehler publishers, USA,2015, p.17.

² Idem, p.17.

³ THOMSETT, (M,C): **the little black book of project management**, 3rd edition, Amacom, USA, 2009, p.8, 9.

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- **Schedule:** What is the final deadline? With that deadline in mind, how should a series of smaller tasks be arranged, maintained, and timed? Effective task scheduling is the key to meeting longer-term deadlines.
- **Budget:** How much should the project cost? Will the company need to invest in research, capital equipment, promotion, or market testing? What expenses will be involved, and how much money needs to be set aside for final completion?

3. Elements that control project:

To achieve successfully the result, the project must be controlled after defining it and the following list demonstrate elements which control the project¹:

- **Team:** You will not always be able to organize your team from your own department alone. However, before building a team, you need to develop project definition so that you know the scope of the project.
- **Coordination:** By its nature, the project demands consistent and firm management. Committees do not work well if they are overly democratic, so as project manager you need to have complete responsibility for pulling together the efforts of everyone on the project team.
- **Monitoring:** Your schedule and budget will succeed only if you are able to spot emerging problems and correct them. Delegating work to others and creating a control system are essential, but they are only starting points. You also need to track the indicators that reveal whether your project is on schedule and within budget. So much of the job of project manager involves piloting the project that it may be your primary action; an especially complex project requires that monitoring be a constant.
- **Action:** If you discover that scheduling or budgetary problems are developing, action should be taken immediately to reverse those trends. If the team is falling behind schedule, the pace of work has to be accelerated. (Or, if it turns out that the original schedule was unrealistic, it should be revised right away.) If your expenses are exceeding budget, additional controls should be put into place to avoid further

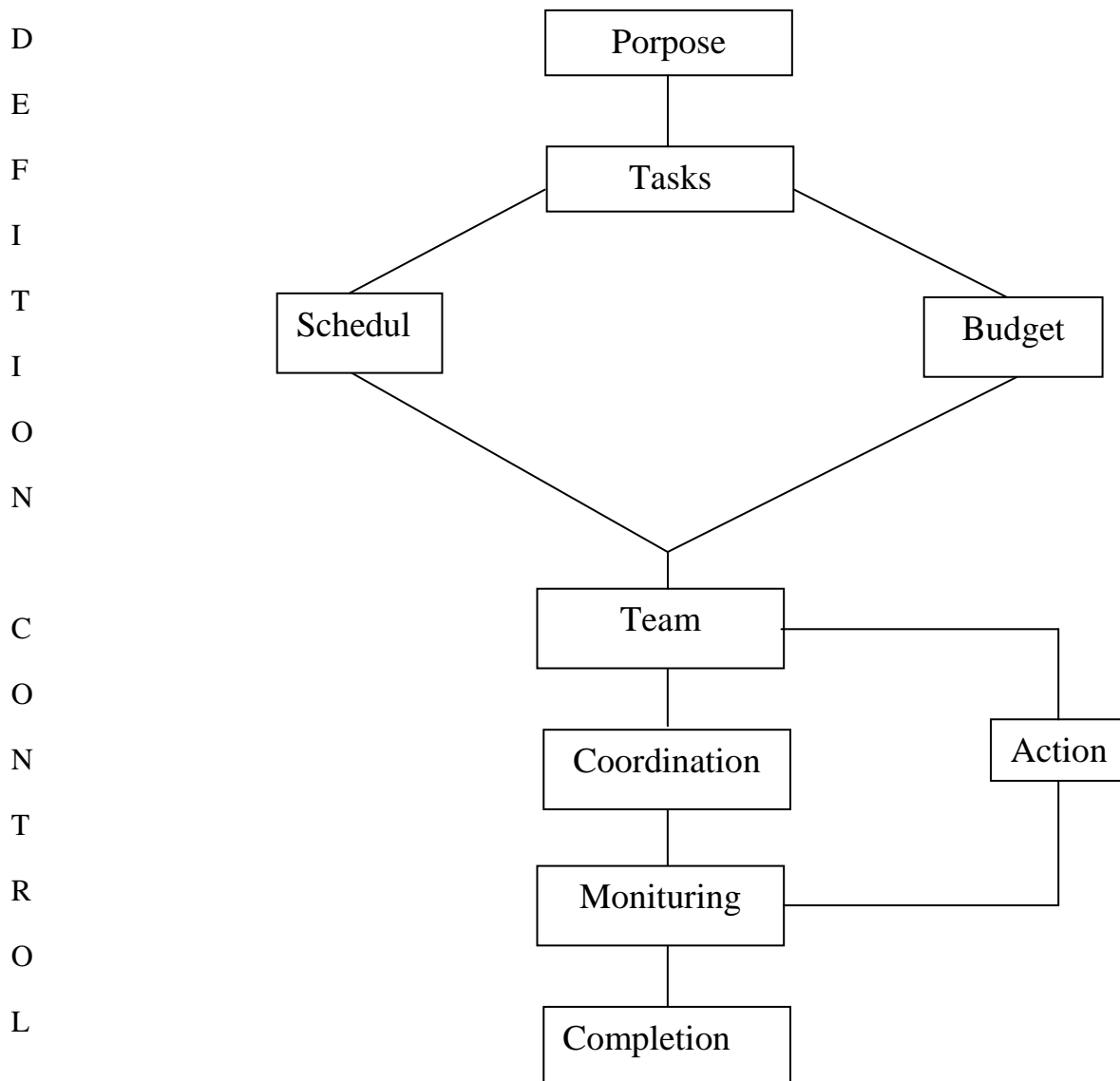
¹ Ibid, p.10.

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variances. These steps are possible only when you take action as soon as problems are discovered.

- **Completion:** Even when the project is effectively managed and kept on schedule for 99 percent of the time, if the final step is not taken the deadline will not be met. Even well-run projects sometimes prove difficult to close out. The final report or recommendation, the commitment to paper, often proves to be the hardest part of the entire project.

Figure n° II.1: Defining and controlling the project



Source: THOMSSET, (M, C): the little black book of project management, OP, cit, P.9.

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Defining project is a strategic phase to determine the goal, tasks, deadline and budget, while controlling is an operational phase where the realizing of project is start as well controlling is a sort of coordination between all departments.

Also we recognize from the figure that both of phases are complementary in order to complete the project successfully.

4. Project life-cycle stage:

The project life-cycle model describes the stages that projects pass through to their conclusion, as well as their goals and outputs

Table n°II.1: Represent Project life-cycle stage:

Stages	Goals	Outputs
Initiating	Authorize the project	Project charter and preliminary Project scope statement
Planning	Prepare and schedule the work to perform the project	Project management plan that contains auxiliary plans, such as scope management plan
Executing	Perform the project work	Project deliverables
Monitoring	Supervise the progress to correct variance from the plan	Change requests for preventive and corrective actions
Closing	Finalize the project	Project acceptance and contract closure

Source: NOTE (M): **Project management for information Professionals**, OP, cit, p.8.

PMBOK project management is accomplished through distinct phases involving the processes of initiating, planning, executing, monitoring, and closing¹:

¹ NOTE, (M) : **Project management for information Professionals**, ELSEVIER, UK, USA, 2015, p.7- 9.

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- **Initiation phase** : authorizes the project, and grants approval to commit resources to working on it: The phase classifies what the project will endeavor to accomplish when it is finished. The project manager creates the charter, the first piece of project documentation. It describes the project's goals and business justifications, and provides detailed description of its potential results.

- **The planning phase:** identifies the work to be done. Projects have a plan that can be used to measure progress during the endeavor. Since every project is unique, the only way to understand and execute it competently is with a plan. A good plan contains details for estimating the people, money, equipment, and materials necessary to get the job done. Because the plan is the foundation for measuring progress, it acts as a warning system for tasks that are late or over budget. The planning phase develops policies, procedures, and other documentation that define the project. It also involves determining alternative courses of action and selecting from among the best of those to produce the project's goals. Planning has more processes than any other project management phase because it is essential to the operations of the remaining phases.

- **Monitoring phase** : measures, verifies, and accepts the project's work: Action is taken to correct work that is unaligned with the project plan. Performance measurements are evaluated to determine if variances exist between the work results and the project plan. If corrective action is needed, this may mean another pass through the planning phase to adjust project activities, resources, schedules, and budgets.

- **Closing phase:** after the team completes the project, the closing phase commences: The project team captures what it has learned and finalizes the administrative tasks that end the project. Contract closeout occurs, and the project manager obtains formal acceptance from stakeholders.

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Section 2: Globalization and project management:

Project management is affected by globalization, which create a multicultural context. This context increase interactions between diverse cultures which has a huge impact on project management.

1. Project management definition:

PMBOK: «*Project management is the application of knowledge, skills, tools, and techniques to project activities to achieve project requirements. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing*»¹.

2. Factors requiring special attention in cross-cultural settings:

The primary factors that affect the management of globalized projects are²:

- **Functional redundancy:** means the duplication or overlap of certain functions or activities. This may be necessary because of contractual agreements involving technology transfer requiring “national counterparts.” Language or the organizational complexity of the project may also be responsible for creating functional redundancy. Special attention is called for, therefore, in managing the project functions of human resources and communications.
- **Political factors in international projects:** are plagued with countless unknowns. Aside from fluctuations in international politics, project professionals are faced with the subtleties of local politics, which often place major roadblocks in the pathway of attaining project success. In terms of classic project management, this means reinforcing the communications function in order to ensure that all strategic and politically related interactions are appropriately transmitted and deciphered.
- **The expatriate way of life:** refers to the habits and expectations of those parties who are transferred to a host country. This includes the way of thinking and the physical and psychological needs of those people temporarily living in a strange land with different customs and ways of life. When the differences are substantial, this means making special provision for a group of people who would otherwise refuse to relocate to the site, or, if

¹HEAGNEY, (J): **Fundamentals of project management**, 5th edition, Amacom, USA, 2016, p.4.

² PAUL, (C) and MANUEL, (M): **cultural challenging in managing intercultural project**, PAUL, (C) and Cabanis-Brewin, (J):**the AMA handbook of project management**, 4th edition, Amacom, USA, 2014, p.420,421.

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transferred on a temporary basis, would remain highly unmotivated during their stay. The basic project management factors related to the expatriate way of life include communications, human resources, and supply. Personal safety issues may affect the coming and going of expatriates and family members.

- **Language and culture:** include the system of spoken, written, and other social forms of communication. Included in language and culture are the systems of codification and decodification of thoughts, beliefs, and values common to a given people. Here all the subtleties of communications become of special importance. Religion must be considered, as well.
- **Additional risk factors:** may include personal risks such as kidnapping, local epidemics, and faulty medical care. Political turmoil, coups d'état, terrorism, and local insurgencies are also critical risk factors to be considered in some settings. Rapid swings in political and economic situations, or peculiar local weather or geology, are also potential uncertainties.
- **Supply difficulties:** encompass all the contracting, procurement, and logistical challenges that must be faced on the project. For instance, some railroad projects must use the new railway itself as the primary form of transportation for supplies.
- **Local laws and legislation:** affect the way business is done on international projects. They may even affect personal habits (such as abstaining from drinking alcoholic beverages in Muslim countries).

3. Cultural shock:

Working in a new culture can produce a variety of reactions, such as: Confusion about what to do, Anxiety and Frustration. All of these are possible reactions to culture shock, the shock we experience when we are confronted with the unknown and the foreign¹.

Most people think of culture shock as a short and sharp, disorientating experience in a foreign place. Few realize that its effects can be much deeper and more prolonged if it is not dealt with effectively. On average, managers in Elizabeth MARX study experienced culture shock symptoms can last for about seven weeks to ten weeks².

¹ MARX, (E): **Breaking through culture shock: what do you need in an international business**, Nicolas Brealy publishing,UK,2001, p.5.

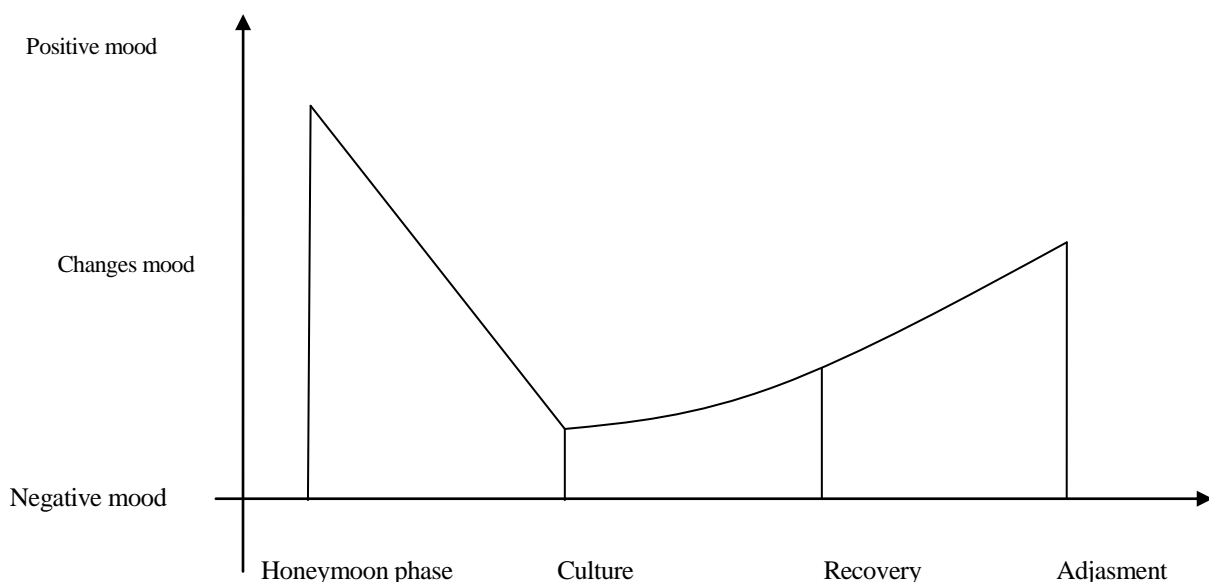
² Ibid, p.7.

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The culture shock cycle has the following four phases of adaptation¹:

- **The first stage is the honeymoon phase:** You start your overseas assignment with a sense of excitement. The new and the unusual are welcomes. At first it is amusing not to understand or be understood. Soon a sense of frustration begins to set in.
- **The second stage is the Irritability and hostility phase:** Your initial enthusiasm is exhausted, and you begin to notice that differences are greater than you first imagined. You become frustrated by your inability to get things done as you are accustomed to. You begin to lose confidence in your abilities to communicate and work effectively in the different culture.
- **The third stage is Gradual adjustment phase:** You begin to overcome your sense of isolation and figure out how to get things done in the new culture. You acquire a new perspective of what is possible and regain confidence in your ability to work in the culture.
- **The fourth stage Adaptation phase:** You recover from your sense of psychological disorientation and begin to function and communicate in the new culture.

Figure n°II.2: Stages of adaptation



Source: MARX, (E): **Breaking through culture shock: what do you need in an international business**, OP. cit, p.9.

¹ JHOANSEN, (K): **project management in an international context, master thesis in business administration**, Aghadir university, 2009, Kristiansand, p.43.

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Figure shows the adaptation phases and the mood changes involved. The first stage always involves excitement, euphoria and optimism the honeymoon. The second stage the appearance of confusion, anxiety and frustration which are the symptoms of culture shock after that is the recovering from dispersion and anxiety of culture shock, finally is the orientation through readjustment.

4. The impact of culture on the triple constraints:

Each of the three constraint elements is subject to interpretation against a cultural background and to potential misunderstandings or disagreement within the project team, but also between the project team and other (external) stakeholders:¹

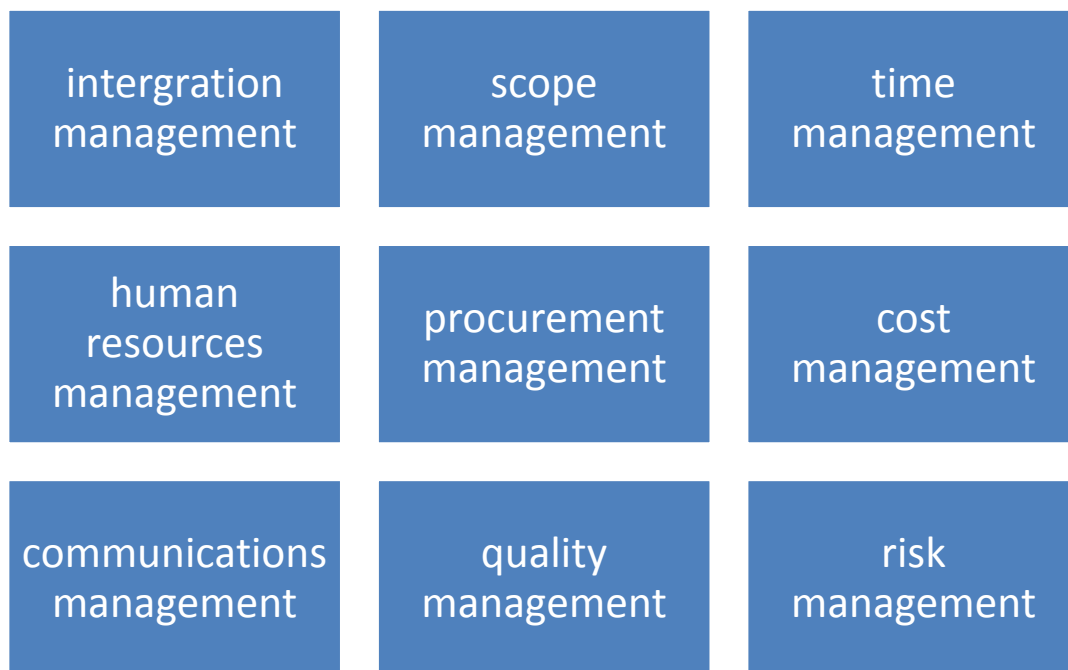
- **Schedule:** Different perceptions of time, such as clock time versus event time, or the notion whether time is in limited or unlimited supply, as well as differences in monochronic versus polychronic attitudes can lead to different ways of scheduling, and to different results of the scheduling process. Furthermore, there can be different understanding of the schedule as such; in some cultures, a schedule is seen as a rough orientation, in other cultures, it is taken as set in stone.
- **Scope:** Different languages, especially when used by non-native speakers, can easily lead to misunderstandings or misinterpretation of scope items. Different attitudes towards quality can potentially lead to over or under fulfilling scope items. Relationship orientation versus goal orientation can lead to incomplete or missed scope items. Good relationships with a customer or other stakeholders could potentially lead to scope creep.
- **Cost:** There are substantial differences in the value and importance that are assigned to money. The traditions and values that are associated with money influence the way team members from different cultures generate and treat the cost estimates, and adherence to the budget. Like the schedule, the project budget can be perceived as either a given, or a mere recommendation.

¹ https://www.fh-vie.ac.at/var/em_plain_site/storage/original/application/62795e632f5b762df3f3933c232fdfe4.pdf checked on 08/05/2018 at 14h:54

5. The impact of culture on the project management knowledge areas:

A project manager needs to deal with all nine areas of project management. All these areas are influenced by cultural factors to a substantial extent, which can either be attributed to a specific country (e.g. the legal system), or to the people the project manager has to deal with (e.g. communication styles). The specific tasks project managers have to perform within all these knowledge areas such as negotiations, conflict resolution and problem solving all take place in a cultural context. This paragraph gives some examples of the ways in and the extent to which cultural aspects influence the project management knowledge areas¹.

Figure n°II.3: The Project management knowledge areas



Source: https://www.fh-vie.ac.at/var/em_plain_site/storage/original/application/62795e632f5b762df3f3933c232fdfe4.pdf

- **Integration Management:** Team members are used to different management styles, have different views towards hierarchy, and different ideas on how the project is integrated into the overall business. Stakeholders from collectivistic cultures might have different expectations as to how the project is managed overall, and team members from extremely masculine and patriarchal cultures might even have problems accepting a female project manager.

¹ Idem

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- **Scope Management:** Acronyms, technical terms, slang, dialect, ambiguous or vague expressions might all lead to misunderstandings when reading or discussing the project scope items. Implicit assumptions² that differ across cultures are, however, by far the greatest threat to the correct interpretation of the project scope.
- **Time Management:** Different attitudes towards time influence the scheduling process, determine the way deadlines are or are not observed. They influence whether tasks are completed sequentially or synchronically and determine if meetings take place as agreed. Holidays depend on nationality and religion, even the weekends differ between cultures (e.g. in Arab cultures the weekend is on Fridays and Saturdays, whereas Sunday is a regular working day).
- **Human Resource Management:** The project manager needs to take into consideration whether hiring is done mainly based on qualifications or relationships, whether motivation is achieved by financial or social incentives, which attitudes team members have towards personal development and training, and which management styles are adequate. The way hierarchies are organized in certain cultures can lead to problems implementing a matrix organization.
- **Procurement Management:** Partly based on different legal systems and traditions, negotiation cultures and contracting differ widely across cultures. Project managers therefore have to consider the form of negotiations and the formalities of contract closing. They also have to take into account that in some cultures business will only be done with friends, not with strangers.
- **Cost Management:** Cultural differences can exist in the overall attitude towards money, in the attitude towards spending versus saving, in the perception of private versus company money, or in the understanding of buying “as cheap as possible” versus buying “value for money”. The degree to which a culture has a materialistic attitude can influence the approach to cost management.
- **Communications Management:** Besides deciding on a common project language, the project manager needs to take into consideration how well the team members and stakeholders speak that language. Furthermore, he or she needs to decide on direct versus indirect communication, consider attitudes towards information sharing, as well as the preferred methods of communication (e.g. face-to-face versus written reports).
- **Quality Management:** The understanding of the concept of quality can differ across cultures. In some cultures “more is better”; the project manager needs to ensure that

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quality is not equaled with quantity. The relationship orientation prevailing in many cultures might lead to gold plating, based on a wish to please the customer at any cost.

- **Risk Management:** Stakeholders from different cultures might have different expectations of security, different levels of uncertainty avoidance, and different tolerance levels for ambiguity. They might see other risks than we do (e.g. non-material versus material risks) and can have a different attitude towards risk in general and, for example, see the opportunities more than the threats.

Section 3: Managing International Projects:

Managing multiculturalism is a challenge for the manager, he must own special skills to adopt an adequate management style which fits all cultures and avoids misunderstanding in order to guarantee the staff's effectiveness.

1. Managing International Teams:

Managing culture is not an easy treat. There are a lot of different factors to be taken under consideration and a lot of decisions can be directly affected by them. A successful Project Manager should try to identify any such issues from the very beginning of the project and be prepared, so that no such issues could cause delays or any other problems. The following steps could be followed: ¹

- **Outline The Diversity From The Beginning Of The Project:** As with most issues, the key element in solving any problem is actually identifying the problem. A successful Project Manager should identify cultural diversity and outline it from the very beginning of the project. By having in mind that team members are human beings who may not share common background, both work-wise and society-wise is the first step in eliminating possible threats to the team performance.
- **Study The Culture Of The People And Organization With Which You Are Planning To Work And Take This Into Account During Your Project Preparations:** In today's world, cultural information is widely available through sources as the internet and there are many specialized consultants that can provide helpful insight into such matters. In the case where a company has ventured into multi-country projects in the past, cultural information should be readily available.
- **Plan Communications:** With the advance of internet technology one would assume that communications should be made easy with these diverse teams. This might not always be the case when working with a multinational project team. Working across different time zones, with different hierarchical structures and quite possibly multiple reporting lines for the various team members, having a proper communication plan in place is of the utmost importance. Furthermore the actual means of delivering the

¹ <https://www.projecttimes.com/articles/managing-international-teams-the-importance-of-cultural-management-and-communications.html>, checked on 28/03/2018 at 22:56

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communication should not always be considered as something trivial. While email, telephone and online meeting are widely available across the world, it may be the case that in some countries (and quite possibly in some organizations) such facilities are restricted. Ideally the best way to avoid any such issues would be to take the following steps:

- ✓ Investigate the means of communication delivery that would be available to all team members, regardless of their status within the team and place of work
 - ✓ Plan to have a number of sessions with all team members concurrently. A short 10 minute teleconference or web conference where all team members are available can strengthen team dynamics and provide for much better and cohesive team morale.
 - ✓ Be careful of the way information is communicated throughout the team. It may be the case that only the higher echelons of the team receive some of the information, according to the project communication plan. However, it is in the Project Manager's best interest to try to confirm delivery of all information to the project team
- **Promote Relationship Building, Transparency And Trust Amongst The Members:** One of the most important parts in aiming for success when working within any team is to promote a culture of transparency and trust among the individual team members. All the individual members should be made to feel a part of the team, irrespective of the amount of time that they will personally contribute to the project and/or their organizational position. Needless to say that a culture of trust is not something that is imposed on team members by management, instead it is something that should be instilled within the very fabric of each corporation.
- **Introduce A Culture Of Interactivity And Transmission Of Knowledge And Skills:** One of the most beneficial tools that the Project Manager has in his arsenal is interactivity. By enforcing the need for transmission of knowledge and skills, the Project Manager is promoting a subconscious bonding environment within the team. It may be that even a simple mention of something new (a new technology used by a team member, a new piece of hardware) can ignite a discussion that can only make the team bonds stronger. However it must be mentioned that the transmission of knowledge and skills does not just involve a vertical

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implementation that is limited to just within the project team. It should be extended horizontally in order to encompass the whole of the corporation.

- **Judge and be ready to adapt as the team or the environment changes:** A Project Manager should always be prepared for change. It is very rare that the encompassing environment in any project remains constant. More often the overall situation changes and so is the case when multinational teams are involved, both in the sense of a change of team resources, but also due to other reasons, such as political and environmental. The Project Manager should be able to take into account any such issues and have contingency plans ready. One should never forget that the team members are humans and their performance can be affected by areas beyond the restrictive confines of the actual project. In such cases where issues beyond the control of the Project Manager affect individual team members, while project performance is key, the personal side of things should be examined.

2. virtuality :

2. definition:

Cristian Soto Vasquez: *«Virtual project management is getting more and more common in today's world. There are a lot of opportunities to interact with another country's peers into a project team. I fortunately discovered early that in those projects you can't communicate in the same way you do in person. You lost almost the well-known 70 per cent of communication effectiveness, because you can't use non-verbal language in the same form, but this percentage is not completely lost if you are first aware that it is possible that your receptor cannot decode your whole message because you only use the written way and, second, if you find an alternative way to deliver your entire message. You need to think always as though you were your receptor and think if the message can be misunderstood. I go ahead with my personality in every virtual communication I have, but I need to be more effusive, and also use emoticons even in formal mails. In some moments they [the other people] also will be aware that those little things were really important in order to share their own thoughts and to assure a positive environment between them and their listener».*¹

¹ TAYLOR, (P): **Real project management : the skills and capabilities you will need for successful project delivery**, Kogan page, 2014, p.57,58.

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Virtual project management is the act of leading a virtual team but with the added facets of the team being a temporary team (for the temporary endeavour) and the team all working towards a defined end goal (in both time and scope)¹.

2.2 The performing global team:

Unless the project budget is seemingly unlimited then the chances are that your full project team will never meet together in one place and at one time. There will be members of the team who will work together but who will never meet face to face, and that is one of the biggest challenges to global projects.

The process that all project teams go through during the project life-cycle become efficient and effective because they:

- Have a common goal;
- Have a common method;
- Have an effective leader; and
- Work in an effective way (eventually).

Eventually is the key here if a project manager is leading a group of people who have never worked together (on the same project) before then there is typically a learning curve that they all go through to reach the point of being effective and working with a common method, under an effective and efficient leader, towards a common goal².

2.3 Here some star tops for leading a virtual team³:

- Keep an open 'virtual' door as a leader and encourage your team to come to you.
- Trust that your team are on task and working hard even when you can't see them.
- Walk the talk and demonstrate the behaviours you want to see in others
- Remember the Losada principle of giving more positive than developmental feedback to increase your team's performance
- Macro-manage your team wherever you can
- Use open questions to generate discussion, rather than closed.
- Upskill your team as much as you would an on-site team, if not more.

¹ Idem, p.58.

² Idem, p.61.

³ STINTON, (N) : working in virtual word, Maeshall Cavendish Editions, 2013, p.151.

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- Be adaptable in decision-making and team inclusivity to allow for Power Distance differences.
- Have a range of methods to uncover people's opinions, ideas and suggestions.
- Communicate more often with more people by taking advantage of technology.

3. Dealing with Conflict:

The question isn't whether, when, or with what frequency conflict will occur among intercultural team members or what will create the conflict. If a team wants to overcome (or harness) conflict for effectiveness and productivity, the question is how to navigate and resolve the conflicts. Conflict that springs from diversity can actually assist the team in completing complex problem solving. However, if not navigated successfully, it can create relationship strain and derail achievement due to increased difficulties in communication and coordination.

As the global marketplace continues its rapid expansion, researchers are increasingly turning their attention to the issue of conflict management. Differing social and cultural values don't necessarily increase the number of conflicts a team will experience, but they can have an impact on how conflicts are managed and resolved. Cultural awareness is needed for understanding and appreciating others' values and behavioral norms. Without that, foreign assignments will become an overwhelming challenge. Self-awareness and skill development can aid in resolving the problematic conflict arising from cultural differences to help a team maintain good relations and remain productive¹.

4. Benefits of Different Cultures in Project Management:

It is quite common for project managers to face some challenges when managing a multicultural team. There are likely to be hurdles and misunderstandings across various levels. However, rather than perceiving this as a problem, project managers can view it as a positive and value boosting element of their project. Here some of the key benefits of different cultures in project management²:

- **Access to a bigger market:** Cultural diversity can actually add to the business value of a company/project. We live in a large society where all companies are trying to sell

¹ <https://opentextbc.ca/projectmanagement/chapter/chapter-6-culture-and-project-management-project-management/>, checked on 04/04/2018 at 2:09pm.

² <https://thinkingportfolio.com/benefits-of-different-cultures-in-project-management/>, checked on 14/04/2018 at 10:40pm.

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their products in a global marketplace. Smart companies are increasingly discovering that a multicultural team could enable a company/brand to thrive in a global marketplace. One of the main reasons for this is that a diverse team could help you get access to a broader market.

- **Improved decision making:** Project managers who have worked with multicultural teams report that they experienced better decision making while working with people from diverse backgrounds. It is natural for people from similar backgrounds to mimic each other's thoughts and perspectives. This leads to a narrow vision and may restrict growth in a project. On the other hand, a variety of different opinions coming from people belonging to different cultures could help a manager take a slightly new and unconventional route and achieve goals more efficiently
- **Managing a cross-cultural team adds to the expertise of the project manager:** When a project manager is given the task of managing a multicultural team, he/she is likely to spend some time researching on different cultures and interacting with managers who have previously handled similar projects. This is a huge learning experience for the project manager. Managers may even undergo specific training to boost their cultural awareness so that they can get maximum benefits out of working with a cross-cultural team. They will also learn about ways to reduce risks in such a project. This knowledge, training and experience will add to the portfolio of the project manager and make him a potential recruit for managing future large-scale projects

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Conclusion of the chapter:

The chapter allowed us to understand how to identify a project and know how much it's important to determine the correct identification to guarantee the coordination between administrative and operational tasks.

There are multiple formal and informal factors which affect international project management.

Cultural diversity cause a cultural shock for the expatriates, and this is a normal phenomena, we pass through it when we confront a new culture to adjustment.

Also we learn from this chapter that managing international project is a challenge for each manager, because of the complexity of environment, also because it's open its doors to the virtual world which help to increase mutually the percentage of misunderstanding and conflicts where the manager must manifest his skills and competence in leading the team.

Aside of the dark side of cultural diversity there is the bright side where the cultural diversity manifest itself as positive factor which strongly involved in achieving the result successfully.

Chapter III:
Multiculturalism
Within RIZZANI DE
ECCHER

Introduction of the chapter

In this chapter we will present the host company where we accomplished our internship RIZZANI DE ECCHER its history, structure, missions and activities.

In the second section, we will present the adopted research methodology to respond our problematic and confirm or refute our hypotheses.

Finally, we will analyze and interpret the results of the survey which provide elements to answer to the questions asked in our problematic; as well we will suggest some recommendations which concern the topic of our dissertation.

Section 01: Representation of RIZZANI DE ECHEER

We are going to introduce the host company, in order to recognize its history and main missions.

1. General representation of the firm:

Overview on the creation of RIZZANI DE ECCHER:¹

1.1 Creation: The Company was created in 1831 by RICARDO DE ECHEER, in Udine, in the north of Italy.

1.2 Headquarter: Pozzuoli Del Friuli in Udine Italy.

1.3 Legal form and activities: RIZZANI DE ECCHER operates its activities under the legal form of joint-stock company.

1.4 Activities: It is active in three distinct areas of the construction sector:

- General contracting of buildings and infrastructure
- Design, engineering and special equipment and technologies for bridge construction
- Real estate development.

2. History of REZZANI :

The main events are : ²

In 1948, Riccardo de Eccher, whose company bears the name, is involved in the promotion and development of real estate in Trentino-Alto Adige, a region of northern Italy.

In 1970, Riccardo de Eccher bought REZZANI society, and combined the wealth of experience and know-how to do of both companies under a new reality: REIZANI DE ECCHER joint-stock company.

Ten years later, due to the construction of two segments of the Carnia-Tarvisio highway, the company uses the most advanced techniques and technologies for prefabrication and the launching of bridge decks. Over the next few years, she managed to develop a

¹ Internal corporate document

² Idem

mastery of these technologies, which founded the know-how of Deal S.r.l., (a subsidiary of the group specialized in the construction of road bridges).

In 1982, RIZZANI DE ECCHER won his first major project abroad: the construction of five schools in Algeria.

In 1984, five flagship projects were won in the Soviet Union, making RIZZANI DE ECCHER the first Western registered building company in the Soviet Union, marking the beginning of its expansion in Russia.

In 1994, because of the difficult conditions of the national infrastructure market, the company focuses on overseas market

3. International dimensions of RIZZANI DE ECCHER:

In 2004, RIZZANI DE ECCHER appears, for the first time, in the list of the ten best Italian companies and one from the top100 companies in world, according to the classification established by Engineering News-Record.

In 2005, due to its presence established in many countries (Russia and other countries of the Middle East, Mediterranean Basin, North America and Central America, the percentage of turnover of activities carried out abroad 70%.¹

4. Current project motorway JIJEL-EL EULMA RN 77:

4.1.Generalities about the current project:

The current project is the construction of the motorway RN77, which starts from DJEN DJEN port to the east-west highway at EL EULMA, passing through JIJEL, MILA and SETIF over a total length of 110km.

This project started in March 2014, for an estimated deadline of 36 months, and an estimated budget of 23 billion equivalents Dinar.

This project is carried out by a group: ADA is the contracting authority while RIZZANI DE ECCHER is the leader

RIZZANI DE ECCHER (ITALIAN): pole of JIJEL

- ETRHB (ALGERIAN): pole SETIF
- SAPTA (ALGERIAN): artwork
- MAPA (TURKISH): tunnel construction

¹ Idem

According to the Algerian regulations the shares of a foreign company must not exceed 49%, in this case REZZANI has 48% and the ADA is the owner.

4.2 The physical circumstance of the project:

Table n° III.1: Artwork and viaducts

Superior passages	Number (u)	19
	Linear (m)	1048 ml
Inferior passages	Number (u)	16
	Linear m(m)	771 ml
Viaducts	Number (u)	54
	Linear (m)	14800
Total	Number (u)	89
	Linear (m)	14800 ml

Annexes n° 04

Table n° III.2: Tunnel

Tunnel	Direction	Length (m)
Tube 1(m)	DJEN DJEN	1850
Tube 2 (m)	EL EULMA	1850
Total (m)		3700

Annexes n° 04

In addition to artwork, viaducts and tunnels there are¹:

- 12 interchanges.
- 3 areas of services.
- 1 rest area.

¹ Annexes n° 04

4.3. The importance of this project:

The importance of this project is directly related to the port of DJEN DJEN which has a very important situation (10 KM from the capital of the wilaya of JIJEL, 350KM of the east of Algiers, 900KM of HASSIMASAOUD).

Simultaneous with motorway project RN77, development and extension works in the port are underway in order to reach the maximum activity, this work is done in agreement with the Emirati Group DPWORD and the Algerian Government. Signed in May 2009.

Also the BELLARA steel complex 40KM from the port which is also a project in progress of realization with the cooperation of Quater.¹

From these we understand the requirement of this project and its role on the Algerian economy.

5. The services' tasks of the organization:

Here we are going to cite the company's departments and its tasks:²

5.1.Human resource department:

Emissions of human resources department are immense among them:

- Monitor compliance with laws, regulations and the protection of society in legal terms.
- Collect basic elements concerning salaries from all departments.
- Follow up on paid leave, overtime, sickness and absences and primes.
- Perform payroll processing.
- Edit and prepare all taxes and social statements.
- Contribute to the study of remuneration systems.
- Maintain up to date the necessary documentation for its function.

5.2.Secretariat:

The tasks of the secretariat are directly related to the administration, we quote:

- The redaction of administrative letters is the main task of the secretariat.
- Receipt of mails from the ADA master of work to give the acknowledgment of the reception and send them to the director.
- Send letters to ADA or other companies related to REZZANI.

¹ DJEN DJEN port, *Dubai Port Wold El jazair*, report 2015.

² Internal corporate document

- Organization and processing of documents.
- Archiving documents.
- Reservation of airline tickets for staff travel.
- Translation of documents sometimes into the Italian language.

5.3. Customs Shipping Services:

- This service occupies the export and import operations.
- In REZZANI the customs shipping service is much more interested in the import of materials and objects of production of infrastructures such as steel.
- Take responsibility for managing contracts with shippers.
- Ensure that the imported product is accompanied by a certificate that certified the standards required by the firm REZZANI and the state.
- Take charge of the quality control of the imported products.
- Take responsibility for bringing the purchased item to the company.
- Know the identifications of each article because each article has its own tariff position.

5.4. The purchasing department:

- Detections of a necessity of purchase.
- Definition of need.

Purchase Planning:

- Procurement plan of purchases.
- Check the requests.
- Purchasing management (request for offers to suppliers).
- Prepare the offer (a confirmed copy must be sent to the production and administrative responsible).

Evaluation of suppliers and subcontractors:

- Determination of the evaluation criteria.
- Collection information about suppliers.
- Classification / re-evaluation of suppliers.
- Determination of suppliers.
- Reassessing suppliers and updating the list of suppliers.
- Supplier evaluation report (quality management system).

Activation of purchase orders:

- The supply request must be issued by authorized persons.

- All requests must be numbered in order to avoid overlapping the supply request.
- The validation of the supply request after the verification of respect of the procedures without forgetting the value of budget.

5.5. Administrative and Finance Service:

- Ensure the receipt and monitoring of contracts and Purchase Order.
- Ensure their administration in terms of scheduling, payment of invoices and updating the status of suppliers.
- Ensure the establishment and administration of invoices based on attachments.
- Ensure the placing of receipts in the cash circuit.
- Ensure the deposit of the pay and the payment of the suppliers.
- Prepare the necessary documents for the accounting.
- Ensure the relations with the customs services and the customers for all import-export of material and materials related to the projects.
- Ensure improvement of these budget allocation, billing and collection processes.

5.6. Work Accounting:

- The estimating cost and the progress of the work.
- Supervise the progress of the work of the company itself and subcontractors.
- Control the implementation of field work according to the technical office.
- Follow up the technical office plan.
- Work in collaboration with the laboratory to experiment the product.
- Ensure the respect of the contracts' standards.
- Compare estimates and actions.
- Analyze bias and put corrective actions.
- Accompaniment of ADA towards the building sites and the presentation of the work to be more credible.
- Conduct meetings with close associates regarding technical operations.
- Try to minimize the costs.
- Receive reports from subcontractors.
- Make evaluation reports to send them to ADA in order to get paid

5.7. quality assurance service:

Internal control

Controls exercised by and under the responsibility of contractor on his own work, or on his subcontractors' work.

These controls aim to:

- Guarantee a level of quality enabling the holder to declare the work in accordance with the stipulations of the contract and with the regulatory requirements.
- Focus on the proper implementation of the quality plan and in particular the execution procedures.

The internal control operations can take one or the other, or the two following modalities, depending on the context of the operation:

- Internal control:

The responsible for internal quality has the following missions:

- He participates in the development of the quality assurance plan and the quality control plan and ensures its application in the context of services performed in construction sites.
- He leads, coordinates, plans and monitors internal quality.
- He leads, encourages and verifies the application of the self-control provisions.
- He ensures the completion and formalization of the controls provided in the quality control plan.
- He manages the treatment of non-conformities and ensures the implementation of corrective actions.

These are implemented in collaboration with the laboratory that performs the following tasks:

- Tests carried out in the laboratory: The tests that are sampled on site (soil, cores, etc.) or specimens (concrete, mortar, grout, etc.).
- The tests that must be carried out on site in the external conditions.
- Identification and registration of samples.
- Establishment and validation of test reports.
- Management of Non-conformities.
- Ranking and updating the list of devices.
- Cleaning and maintenance of apparatus and instruments.
- Ensure laboratory cleanliness.
- Analysis and registration.

External control:

The external quality manager supported:

- The responsibility of ensuring, the proper functioning of external control.
- Checks the quality documents (procedure, certificates, etc.) issued by the group and made aim before their diffusion for validation with the BCS (office of control and followed) / Client.
- Visit regularly to the site to check and observe the application of quality procedures.
- The external control manager carries out his activities in collaboration with the quality assurance manager, who has the following tasks:
 - Participate in steering committee meetings, ensures the writing of the reports of this committee, ensures the preparation of the report of the Review and and the transmission to the concerned part.
 - Ensure follow-up of the corrective and preventive actions that result.
 - Ensure the animation of the quality approach in the organization.
 - Provide technical support to the working groups and to all structures and services that relate or concern the quality management system.
 - Receive and analyze corrective and preventive actions
 - internal control of the operational activities of Quality Control of the Lot and coordination of the activities of monitoring, control and tests during the phases of acceptance of the materials composing the products, execution of the works and final verification.
 - Collect and verify the documents of quality registration.
 - Inform the Group Director and the Lots Directors of significant conditions that have a negative impact on the quality.
 - Examination of non-conformities of products and processes in order to claim corrective actions in line with Group structure.
 - Take care of the relationship with BCS and ADA concerning quality issues.

5.8.Industrial accounting:

- The allocation of different costs such as basic living expenses in costs of operations.
- Receipt of documents that illustrate the actual expenses of each service.
- Compare actual costs with expected costs.
- Analyze the gaps and give explanations.
- The use of provided information to ameliorate the decisions within the company.

Section 02: Survey methodology presentation:

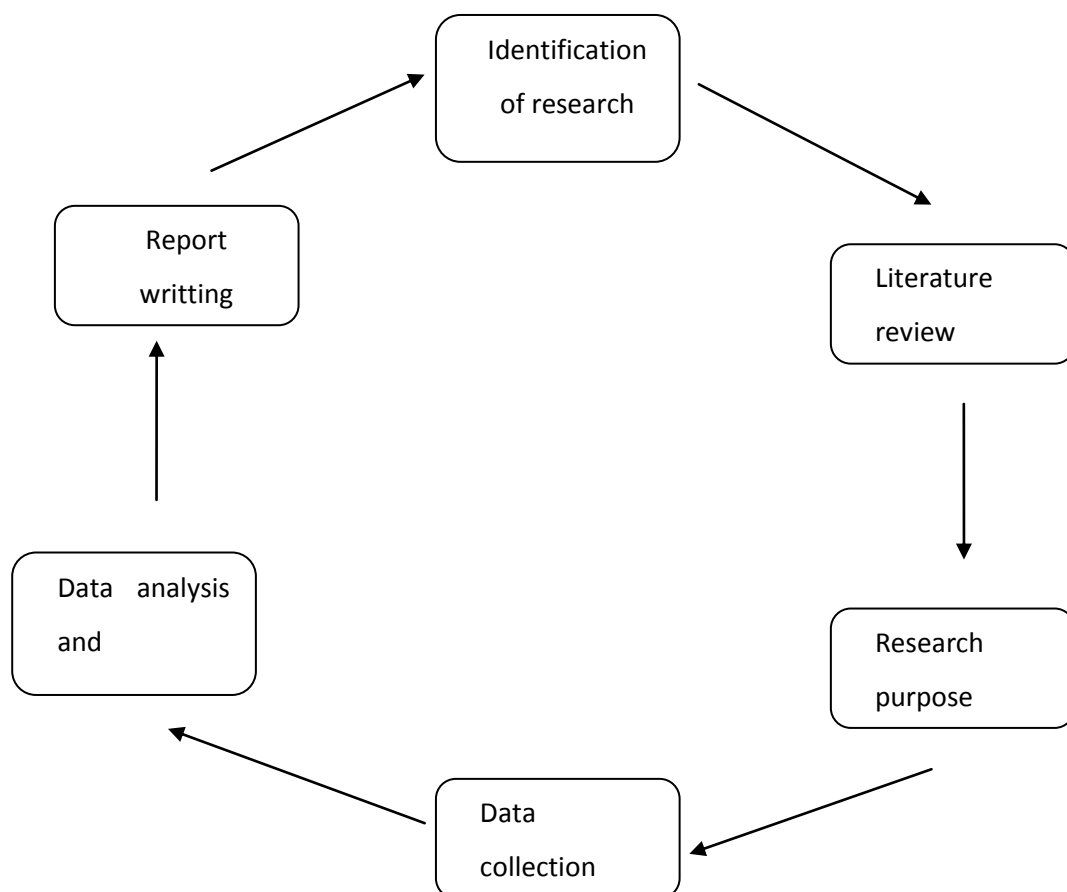
In this section, we will present the methodological approach followed to carry out our research.

1. The process of research:

The subject of a research is the general question that the research is trying to satisfy, the goal that we seek to achieve. It's sort of answering the question of: "What am I looking for? The object is a key part of the research process: it translates and crystallizes the project of knowledge of the researcher, its objective.

When conducting a research study, one proceeds through the following distinct six steps:¹

Figure n°III.1: the process of research



Source: AYIRO, (L,P): A Functional Approach to Educational Research Methods and Statistics, Edwin Mellen Press, 2012, p.17.

¹ AYIRO, (L,P): A Functional Approach to Educational Research Methods and Statistics, Edwin Mellen Press, 2012, p.17,18.

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The process entails identifying a problem that defines the goal of research, make a prediction that, if confirmed, resolve the problem, gather data relevant to the prediction and analyze and interpret the data to see if it supports the prediction and resolves the question that initiated the research .

2. Survey choice:

Faced to a phenomenon, the researcher can adopt two types of research: qualitative research and/or quantitative research. The main differences between these two types of research are summarized in the below table:

Table n° III.3: Quantitative versus qualitative research

Criterion	Qualitative research	Quantitative research
Purpose	To understand and interpret social interactions	To test hypotheses, look at cause and effect and make predictions
Group studies	Smaller and not randomly selected	Larger and randomly selected
Form of data collected	Qualitative data such as open-ended responses, interviews, participant observations, field notes and reflections	Quantitative data based on measurements using structured and validated data-collection instruments
Type of data analysis	Identify patterns, features and themes	Identify statistical relationships
Objectivity and subjectivity	Subjectivity is expected	Objectivity is critical
Results	Particular or specialised findings that is less generalisable	Generalisable findings that can be applied to other populations

Source: <https://www.adelaide.edu.au/global-food/documents/dairy-production/10-sampling-questionnaire-interview-design-rp.pdf> checked on 13/05/2018 at 9 pm

The point here is to highlight the adopted approach and clarify the use techniques in order to carry out our research which is the quantitative research through the questionnaire

3. Quantitative research definition:

3.1 Definition:

*«Quantitative research is a means for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. The written report has a set structure consisting of introduction, literature and theory, methods, results, and discussion».*¹

3.2 The quantitative research process:

The major steps in the quantitative research process²

- Describe a research problem through trends and relationships.
- Provide a major role for the literature to suggest questions and justify the research problem.
- Create purpose statements, research questions, and hypotheses that are specific, narrow, measurable and observable.
- Collect numeric data from a large number for people using instruments.
- Analyze data for trends, group comparisons, and relationships among variables.
- Write the research report using standard, fixed structure and an objective, unbiased approach

4. Data collection tool:

The data collection techniques in the quantitative study are multiple. In our case we opted the questionnaire as a tool to collect data through it.

4.1 Questionnaire definition:

«The questionnaire is the medium of communication between the researcher and the subject, albeit sometimes administered on the researcher's behalf by an interviewer. In the questionnaire, the researcher articulates the questions to which he or she wants to know the answers and, through the questionnaire, the subjects' answers are conveyed back to the

¹ AYIRO, (L,P): A Functional Approach to Educational Research Methods and Statistics, Edwin Mellen Press, 2012, p.62,63.

² Idem, p. 23.

*researcher. The questionnaire can thus be described as the medium of conversation between two people, albeit that they are remote from each other and never communicate directly».*¹

4.2 Types of questions in questionnaires:

There are a multiple types of questions:²

4.2.1 Closed (or multiple choices):

Questions ask the respondent to choose, among a possible set of answers, the response that most closely represents his/her viewpoint. The respondent is usually asked to tick or cycle the chosen answer.

4.2.2 Open-ended questions:

Open ended or free response questions are not followed by any choice and the respondent must answer by supplying a response, usually by entering a number, a word, or a short text. Answers are recording in full, either by the interviewer, or in the case of administrated survey, the respondent records his or her own response.

There is always the possibility with open-ended questions that response may come in different forms, and these may lead to answers that cannot systematically coded for analysis.

4.2.3 A contingency question :

Is a special case of a closed-ended question because to applies only to a subgroup of respondents. The relevance of the question for a subgroup is determined by asking a filter question. The filter question directs the subgroup to answer a relevant set of specialized questions and instructs other respondents to skip to a later section of the questionnaire.

The advantage of contingency questions is that detailed data may be obtained from a specific subgroup of population. Some questions may apply only to females and not to males.

¹ BRACE, (I): **questionnaire design**, KOGAN PAGE,LONDON, 2004, p.4.

² AYIRO, (L,P): **A Functional Approach to Educational Research Methods and Statistics**, OP. cit, p 237, 239, 241.

4.3 Six Rules for Writing Effective Survey Questions:

Here is the following the six rules to write an effective survey questions¹:

4.3.1 Always link your question to research aims and objectives

- Ensure the question provides the information needed to fulfill the research objectives

4.3.2 Keep your questions SHORT AND SIMPLE.

- The question should only ask one question.
- The question must be worded appropriately for the target population.
- The question must be clear, precise, and unambiguous.
- Make the question simple to understand.
- Avoid unnecessary adjectives and adverbs.
- Avoid negatives and double negatives.

4.3.3 Avoid emotional responses

- Don't use emotionally loaded words.
- Use wording that minimizes the risk of socially acceptable responses
- The question wording should not lead the respondent to answer in a particular way.

4.3.4 Put the question in context

- The wording of the question should not make unwarranted assumptions.
- The wording should follow a natural order from the previous question.

4.3.5 Closed question must include the appropriate answer set

- All likely answers should be included in the answer set.
- Answers are mutually exclusive (no overlap).
- Answers are exhaustive (no gaps).
- The answer set includes a "Don't know" or "No opinion" option.

4.3.6 Consider the response when developing the question

- Is any recall required within a respondents memory capabilities?
- Is the respondent likely to have an answer readily available?
- Will the respondent feel uncomfortable answering this question?
- Are some of the answers more socially acceptable than other answers?

4.4 Advices to construct a questionnaire:

Here some Pitfalls to avoid when constructing questionnaire¹:

¹ <https://www.snapsurveys.com/blog/six-rules-for-writing-effective-survey-questions/> checked on 14/05/2018 at 8 am

- Avoid ambiguity, imprecision, assumption.
- Avoid items that require the respondent to think for back in case memory fails or can be distorted.
- Avoid items that may ask for information the respondents do not have.
- Avoid leading questions, often identified by emotive language.(e.g. do you not agree that women who harass young men in the workplace should be fired?)
- Avoid presuming questions, (e.g. why do you think children are not doing well in mathematics?)
- Avoid hypothetical questions, (e.g. if you were to inherit 1 million dollars, would you still continue to work?)
- Avoid offensive questions and covering sensitive issues. If it is offensive.

5. The choice of the sample:

The population of our survey, is made up of the employees of RIZZANI DE ECCHER company, which has 555 employees, so the construction of a sample proved indispensable.

5.1. Definition of sample:

*«A sample is a small proportion of a population selected for observation and analysis .It is a collection consisting of a part or sub-set of the objects or individuals of population which is selected for the express purpose of representing the population».*²

5.2. The used technique:

Probability sampling is also known as ‘random sampling’ or ‘chancesampling’. Under this sampling design, every item of the universe has an equal chance of inclusion in the sample. It is, so to say, a lottery method in which individual units are picked up from the whole group not deliberately but by some mechanical process. Here it is blind chance alone that determines whether one item or the other is selected.³

We distribute 120 questionnaires, while we received 100 questionnaires.

¹ AYIRO, (L,P): **A Functional Approach to Educational Research Methods and Statistics**, OP. cit, p .250.

² PANDEY, (P) and PANDEY, (M,M) : **Research methodology : tools and techniques**, Bridge center, Romania, 2015, p.43.

³ KOTHARI, (C,R) : **Research methodology: methods and techniques**, New age international publishers, Jaipur, 2004, p.60.

Section 03: Presentation and analysis of the survey results

In this section, we will present the results of our survey and discuss them. But, before starting this presentation and this analysis, it seems useful to us first of all to recall our hypotheses:

- **H1:** Cultures cause the existence of nations' diversity
- **H2:** Cross-cultural environment impacts project management style
- **H3:** Multicultural team is an asset to international projects.
- **H4:** Multiculturalism affects negatively the performance of multicultural team.

1. Presentation and analysis of results:

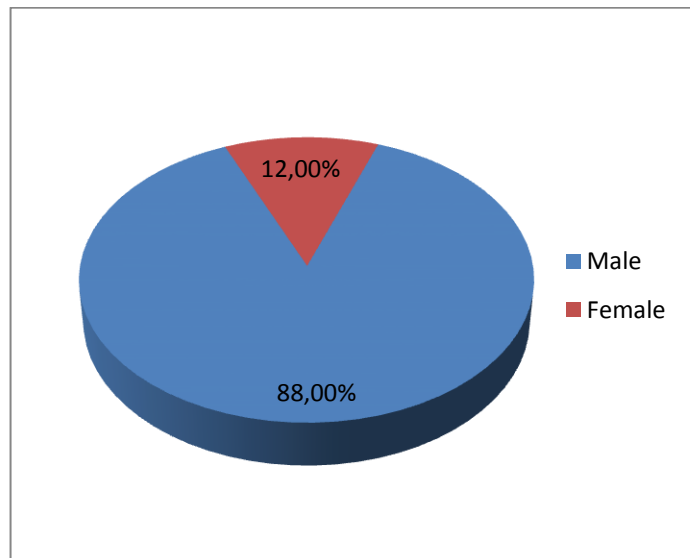
1.1 Generalities:

➤ Gender:

Table n° III.4: Effectives by gender

	Effectives	Percentage %
Male	88	88
Female	12	12
Total	100	100

Figure n°III.2: Effectives by gender



Source: Realized by us (Excel)

Source: Realized by us (Excel)

Comment: We conducted our study on a sample of 100 people, according to the obtained results; we note that 88% of the surveyed population is male against 12% female. This is explained by the fact that the nature of the enterprise activities requires more men in order to realize the highway.

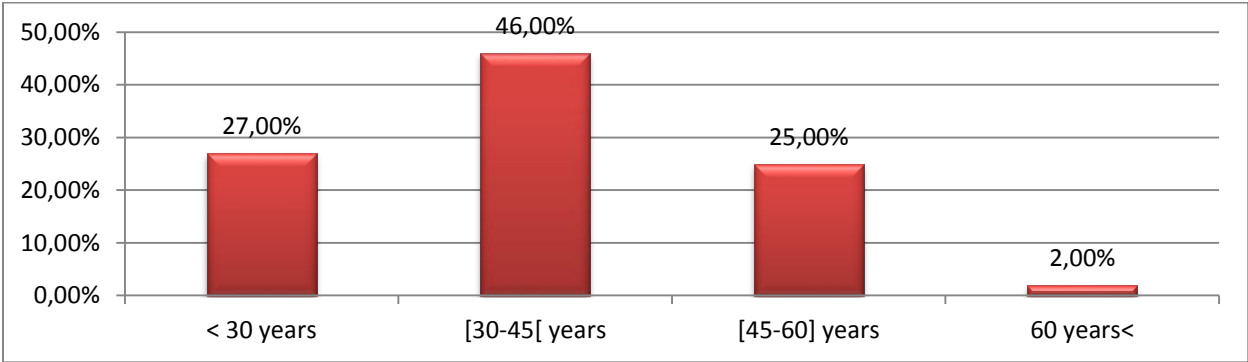
➤ **Age:**

Table n° III.5: Effectives by age

	Effectives	Percentage %
< 30years	27	27
[30-45[years	46	46
[45-60]years	25	25
60years<	2	2
Total	100	100

Source: realized by us (EXCEL)

Figure n°III.3: Effectives by age



Source: Realized by us (EXCEL)

Comment: According to the obtained results , we note that 27% of the people questioned are aged under 30, followed by 46% between "30 and 45", overall 73% of the sample is made up of people under 45 years, so we can conclude that the studied population is relatively young. However, we cannot overlook the existence of the age group of 45 years and over which comprises almost one third of those surveyed (27%).

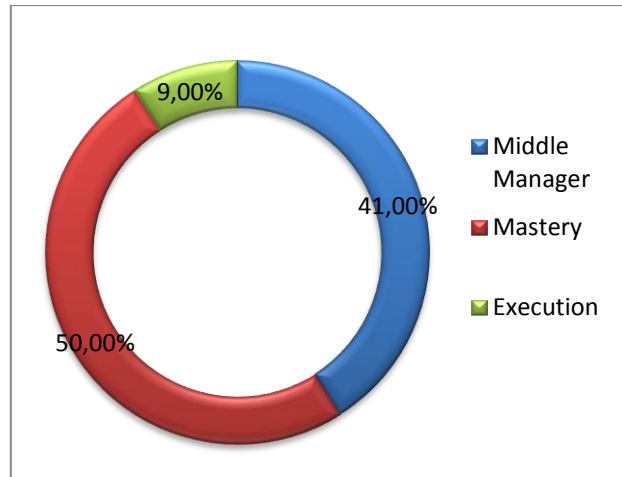
➤ **Socio-Professional Category:**

Table n° III.6: Effectives by Socio-Professional category

	Effectives	Percentage %
Middle manager	41	41,00
Mastery	50	50,00
Execution	9	9,00
Total	100	100,00

Source: Realized by us (EXCEL)

Figure n°III.4: Effectives by Socio-Professional category



Source: Realized by us (EXCEL)

Comment: According to the table half of the population of the sample has the status of mastery, 41% has the Middle Manager status, and 9% of the surveyed population has the title of execution, this is explained our presence in the administrative side where we can reach our purpose from this survey.

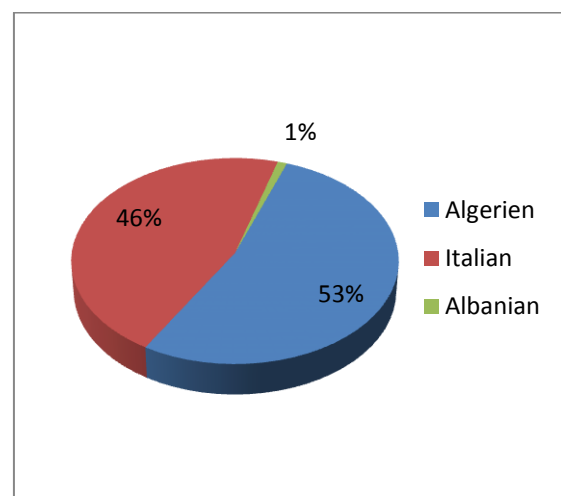
➤ **Nationality:**

Table n° III.7: Effectives by nationalities

	Effectives	Percentage %
Algerian	53	50
Italian	46	49
Albanian	1	1
Total	100	100

Source: Realized by us (EXCEL)

Figure n°III.5: Effectives by nationalities



Source: Realized by us (EXCEL)

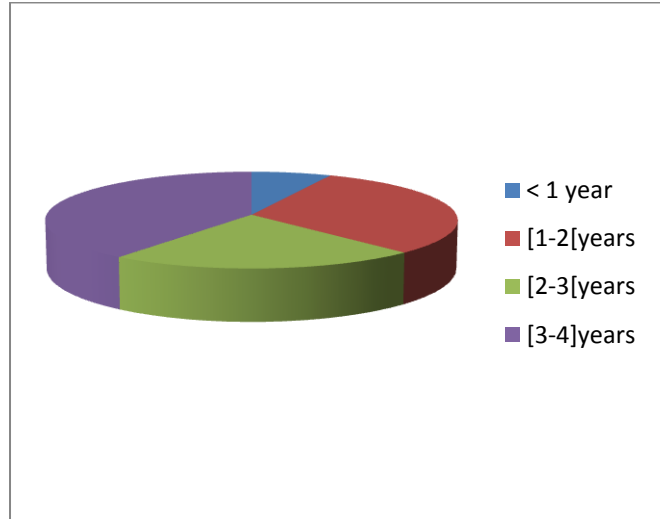
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Comment: The sample include several nationality, Algerians with a percentage of 53%, Italians with a percentage of 46% and the Albanian nationality has a percentage of 1%, this explain the existence of the multinational team within the frame work of the realization of the project of the motorway JIJEL-ELEULMA.

➤ Seniority:

Table n° III.8: Effectives by seniority **Figure n°III.6: Effectives by seniority**

	Effective	Percentage %
< 1 year	7	7
[1-2]years	31	31
[2-3]years	22	22
[3-4]years	40	40
Total	100	100



Source: Realized by us (EXCEL)

Source: Realized by us (EXCEL)

Comment: from the 100 questioned persons, we note that 7% are relatively new (less than one year of working in the realization of the project), 31% have less than two year of experience, 22% have a seniority that varies between 2 and 3 years, and 40% are the most experienced with an interval of 3 to 4 years. We conclude that the project has been in progress since 4 years.

1.2 Analyzing the culture's notion:

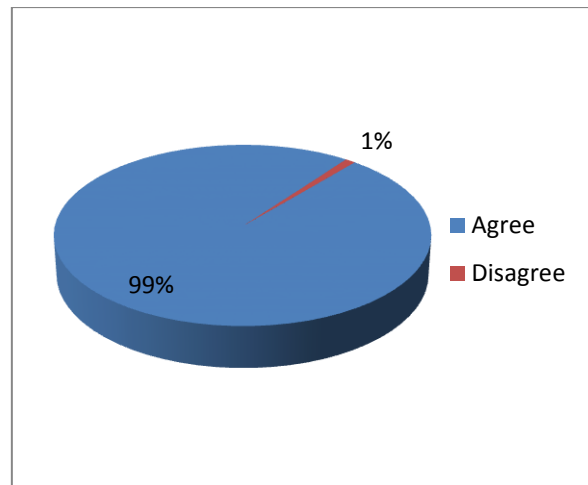
Academic definition of culture which belongs to HOFSTEDE, scholar in anthropology: «Culture is the mental program of human spirit that allows distinguishing the member of another category. It is the conditioning that we share with the other members of the same group »

Table n° III.8: The perception of HOFSTED's definition

	effectives	Percentage
Agree	1	1%
Disagree	99	99%
Total	100	100%

Source: Realize by us (EXCEL)

Figure n°III.7: The perception of HOFSTED's definition



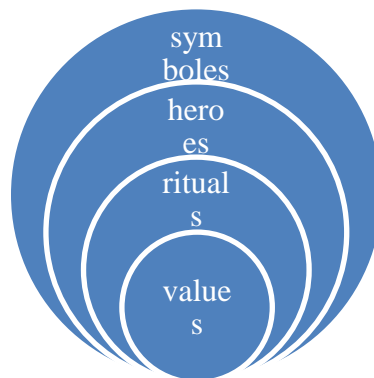
Source: Realize by us (EXCEL)

Comment: Almost the entire sample agreed with HOFSTED's definition of culture with a percentage of 99%, which means they agreed that the culture is a mental program which allows distinguishing people from foreign groups.

➤ **Layers of culture; onion model:**

The layers of culture were embodied by HOFSTED in the following onion model, from the deeper component of culture to the surface component.

Figure n°III.8: Onion model

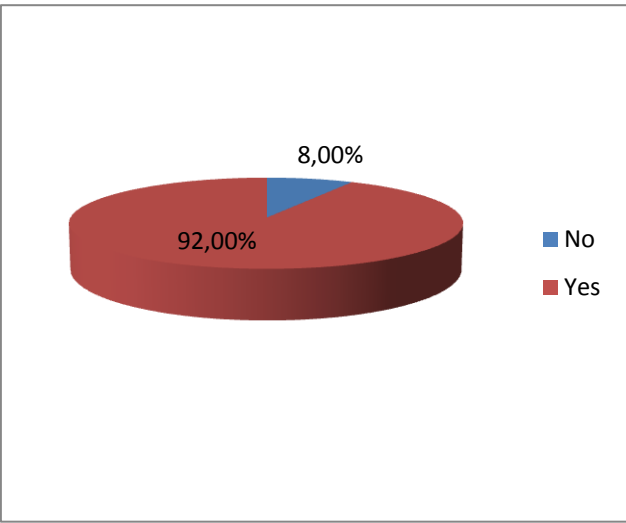


Source: HOFSTED (G), HOFSTED (G, J) and MINKOV (M): **cultures and organizations: software of the mind**, Op.cit, p, 7-9.

Table n° III.8: The perception of onion model

	effectives	Percentage %
No	8	8
Yes	92	92
Total	100	100

Figure n°III.9: The perception of onion model



Source: Realized by us (EXCEL)

Source: Realized by us (EXCEL)

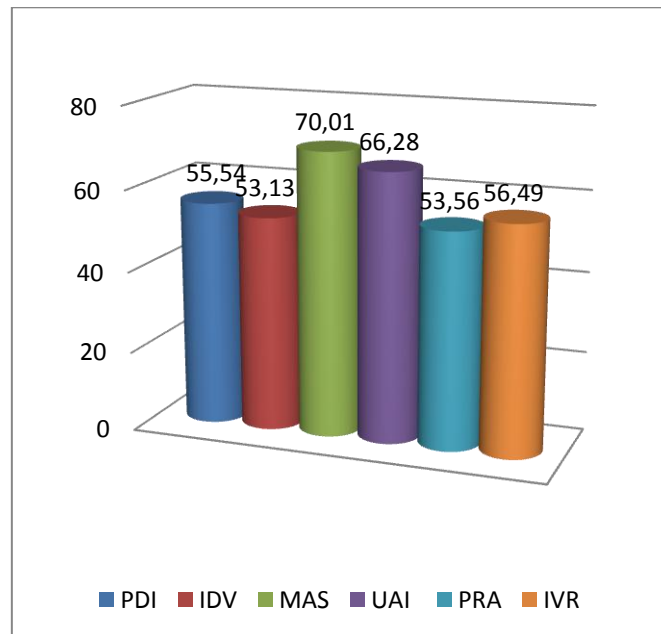
Comment: 92% of the sample agrees with the order of culture’s layers as in onion model, where the deeper layer is the values followed by rituals, then heroes and lastly the symbols in the surface, while 8% of questioned population disagrees with the order of the components of culture as in the onion model. Although of this differences the values hasn’t moved by both Algerians and Italians from its place, while the rest components has switched between the rest of onion layers.

➤ The six dimension of culture (HOFESTEDE):

Table n° III.9: The average of dimensions in Algerian society

Dimension of culture	Average
Power Distance Index (PDI)	55,54
Individualism Versus Collectivism (IDV)	53,13
Masculinity versus Femininity (MAS)	70,01
Uncertainty Avoidance Index (UAI)	66,28
Pragmatic Versus Normative (PRA)	53,56
Indulgence Versus Restraint (IVR)	56,49

Figure n°III.10: The average of dimensions in Algerian society



Source: Realized by us (EXCEL)

Source: Realized by us (EXCEL)

Comments: the dimension of masculinity vs. femininity has an average of 70,01% which is the highest average among the other averages of the other evaluated dimensions by the sample. This indicates that Algerian society is a masculine society.

The dimension of individualism vs. collectivism has an average of 53,13% which is the lowest average. This last indicates that Algerian society is a moderate society between individualism and collectivism, as well it is a moderate society between pragmatic and normative with an average of 53,56%.

Both of power distance index and indulgence vs. restraint have a higher average of 55,54% and 56,49% relatively to the previous dimensions and this indicates that Algerian society has a tendency toward the hierarchy and the restraint.

Uncertainty avoidance index has an average of 66,28% which means uncertainty is unwelcome in Algerians society.

1.3 Project management and the impact of culture diversity:

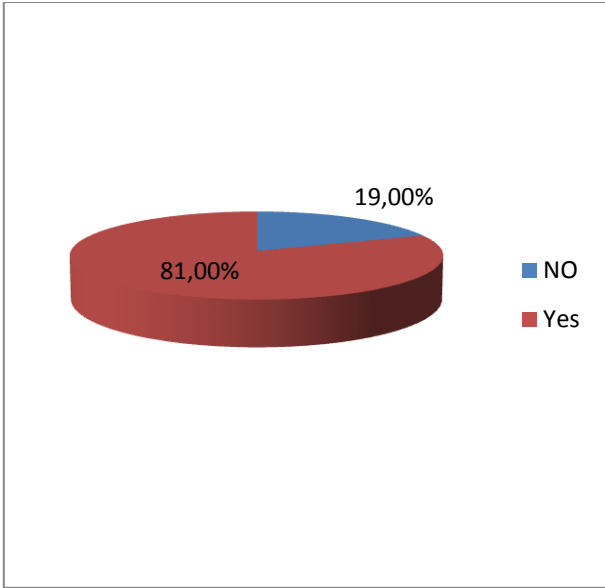
➤ **Cultural shock:**

Table n° III.10: The suffering from Cultural shock

	Effectives	Percentage %
Yes	81	81
No	19	19
Total	100	100

Source: Realize by us (EXCEL)

Figure n°III.11: The suffering from cultural shock



Source: Realize by us (EXCEL)

Comment: 81% from questioned employees are suffered from a cultural shock, while 19% they didn't suffer from a cultural shock although they had confronted new persons from foreign countries with different backgrounds.

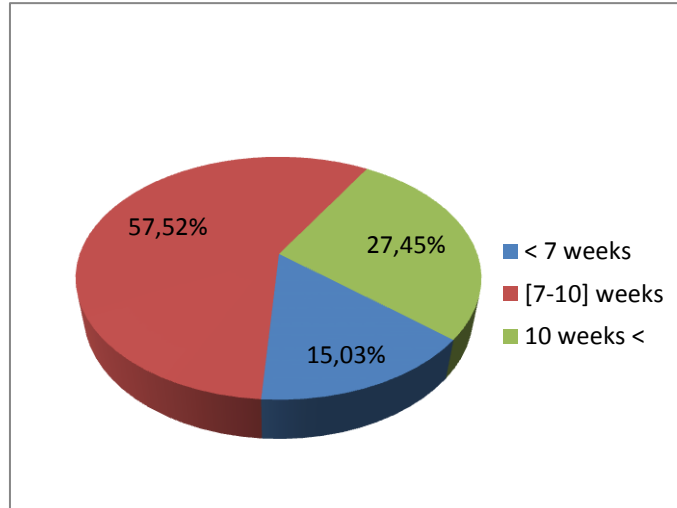
We can link the exposure to cultural shock to personal factors and the rate of knowledge of foreigners' background.

➤ **Necessary time to adapt in the multicultural environment:**

Table n° III.11: Necessary time to adapt with multiculturalism

	Effectives	Percentage %
< 7 weeks	23	27,45
[7-10] weeks	44	57,52
10 weeks <	14	15,03
Total	81	100

Figure n°III.12: Necessary time to adapt with multiculturalism



Source: Realized by us (EXEL)

Source: Realized by us (EXCEL)

Comment: We note that 17,28% of the surveyed population took less than seven weeks to adapt with cultural diversity, and the majority needed a period of 7 weeks to 10 weeks with a percentage of 54,32% and the rest group with the percentage of 28,40% required more than 10 weeks. All this illustrates that adaptation from cultural shock in order to work quietly could require several weeks.

➤ **The impact of cultural diversity on the 9 management areas of project management:**

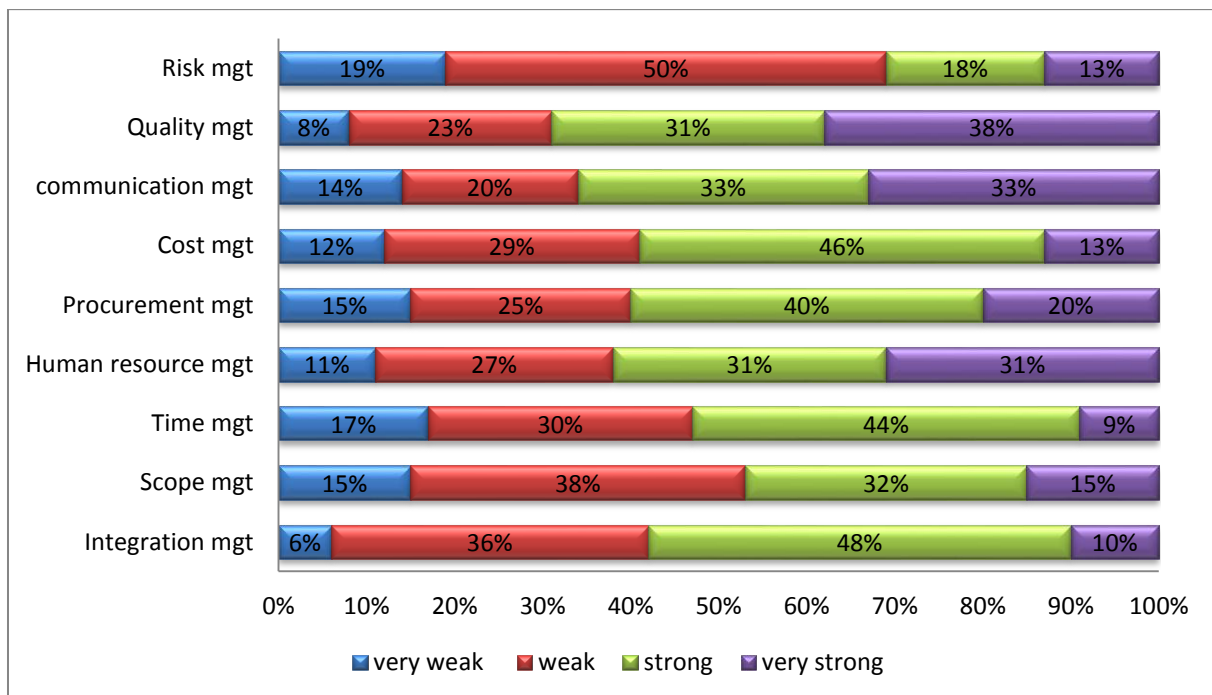
Table n° III.12: Distribution of effectives according to degree of the impact of cultural diversity on project management areas

	Very low	Low	Strong	Very strong	Total
Integration management	6	36	48	10	100
Scope management	15	38	32	15	100
Time management	17	30	44	9	100
Human resource management	11	27	33	33	100
Procurement management	7	21	59	13	100
Cost	12	29	46	13	100

management					
Communication management	14	20	33	33	100
Quality management	8	20	33	33	100
Risk management	19	50	18	13	100

Source: realized by us (EXCEL)

Figure n°III.13: The percentage of the degree of the impact of cultural diversity on project management areas.



Source: Realized by us (EXCEL)

Comment: We notice a quite variation in the degrees of multiculturalism impact on the nine project management areas within the framework of the realization the motorway JIJEL-EL EULMA. Where the cultural diversity has the lowest impact on risk management of the project (69% very weak and weak), followings by scope management with a percentage of 53% very weak and weak, and the rest of project management areas have more than 50% strong and very strong degrees of cultural impact, where the higher impact belongs to quality management (69%) followings successively by communication management, procurement management, human resource management, cost management, integration management and lastly time management (66%, 62%, 60%, 59%, 58%, 53% strong and very strong impact), without forgetting that each management area have a percentage of all degrees of the impact

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on the project because of cultural diversity, as well any person has his own perception although they belong to the same culture.

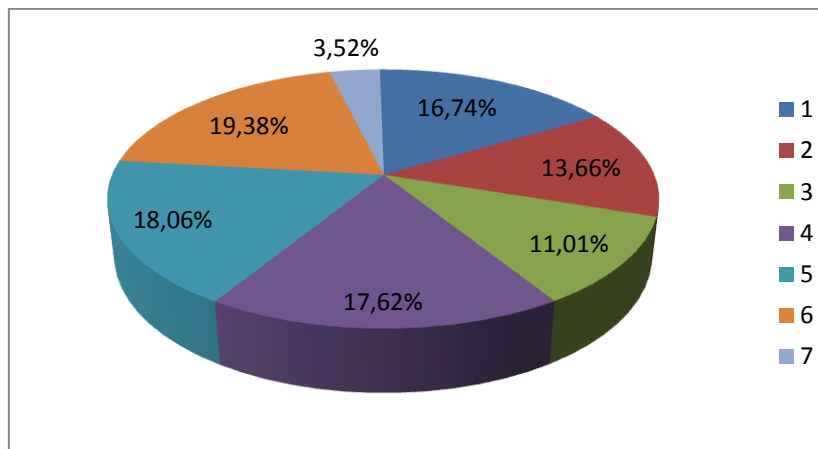
➤ **Multicultural team strengths:**

Table n° III.13: Frequency of multicultural team assets

	Assets	Frequency	Percentage %
1	Dynamism of creation and innovation	38	16,74
2	Social climate improvement	31	13,66
3	Valorization of the image of the company	25	11,01
4	Better understanding of other cultures	40	17,62
5	Creating a common culture of the enterprise	41	18,06
6	Improvement of working methods and transfer of competences	44	19,38
7	Others	8	3,52
	Total	277	100

Source: Realized by me (EXCEL)

Figure n°III.14: Frequency of multicultural team assets



Source: Realized by us (EXCEL)

Comments: We notice that the asset of Improvement of working methods and transfer skills(19,38%), Creating a common culture of the enterprise (18,03 %), Better understanding of other cultures (17.62%) and Dynamism of creation and innovation are the most chosen (16.74%), also some other assets have been mentioned. This explains that's cross-cultural team contributes to improving the company's performance.

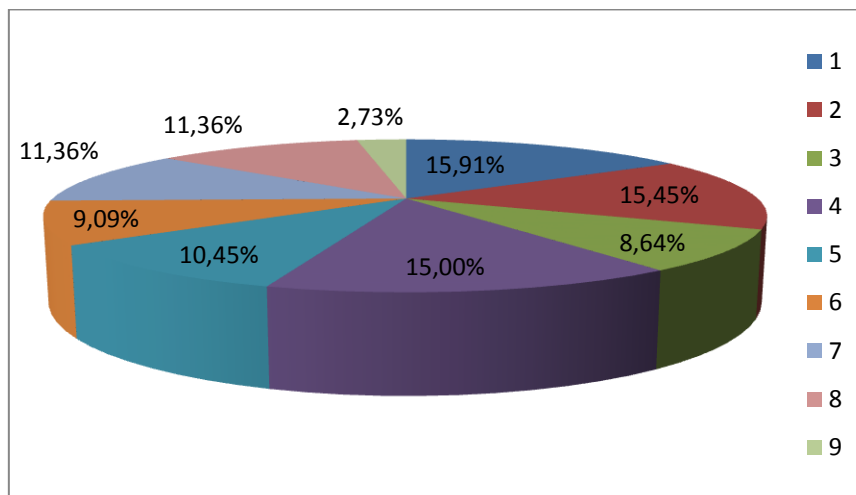
➤ **Multicultural team obstacles:**

Table n° III.14: Frequency of multicultural team obstacles

	Obstacles	Frequency	Percentage %
1	Language communication problem	35	15,91
2	Different methods of working and cooperation	34	15,45
3	Report of different hierarchy	19	8,64
4	How to manage the execution of tasks over time	33	15,00
5	Implicits not revealed	23	10,45
6	Report men-women	20	9,09
7	Management style	25	11,36
8	lack of accompaniment for human resources	25	11,36
9	Others	6	2,73
Total		220	100

Source: Realized by us (EXCEL)

Figure n°III.15: Frequency of multicultural team assets



Source: Realized my us (EXCEL)

Comments: We notice that the language communication problem, Different methods of working and cooperation, and how to manage the execution of tasks over time are the main obstacles with an average of percentage of 15%, following by management style and lack of accompaniment for human resources with the same percentage of 11.36%. The rest obstacles have been chosen; also some employees mentioned their own constraint. This explains that multicultural team could face many constraints because of the existence of several perceptions.

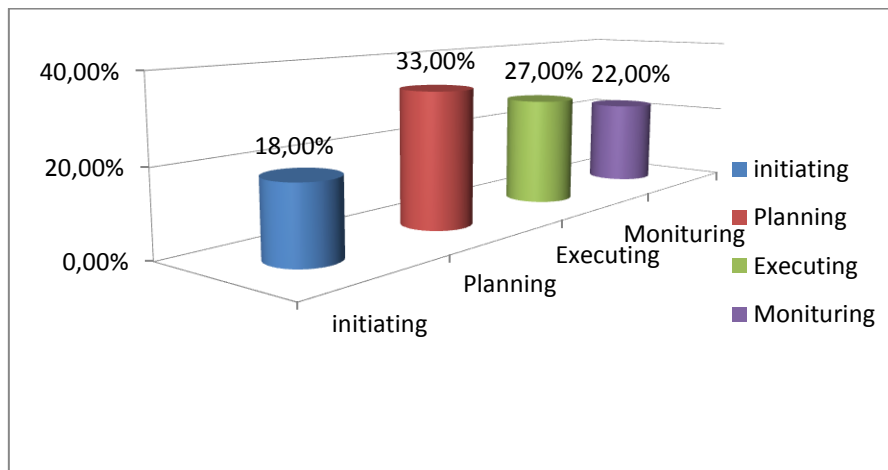
➤ **Project life cycle:**

Table n° III.15: The effectiveness of the project life-cycle phases

	Effectives	Percentage %
Initiating	18	18
Planning	33	33
Executing	27	27
Monitoring	22	22
Cloture	0	0
Total	100	100

Source: Realized by us (EXCEL)

Figure n°III.16: The effectiveness of the project life-cycle phases



Source: Realized by us (EXCEL)

Comment: We notice that the surveyed population has voted the planning phase as the most important (33%) succeeded by execution phase (27%), then monitoring phase (22%), and finally initiating (18%) as the less important phase according to our survey, while we notice the totally absence of cloture phase. The reasons of choosing one phase from project life cycle as the most important are varied even for the same choice.

From the above analysis we conclude that the international project of the realization of the highway JIJEL-EL EULMA had a special intention in the planning phase, and now they are focusing on the actual phase which is the execution phase.

➤ **The analyzing of the following question:** « In your opinion, in the frame of international projects realization what is the best practice to raise the performance of multicultural teams»:

We got several diverse viewpoints concerning this question, some of questioned persons gave directly his opinion to raise the performance of multicultural team, while some others have identified a problem of cultural diversity than they gave solutions to multinational team in order to perform well, but all of them are gathered around the following common concepts:

- Communication and formation
- The respect of others
- Working under common objectives without racism
- Team spirit
- the good division of power

Also we noticed some Algerians' opinions are about the equality of salary because they saw it among the factors which influence the efficiency of cross-cultural team.

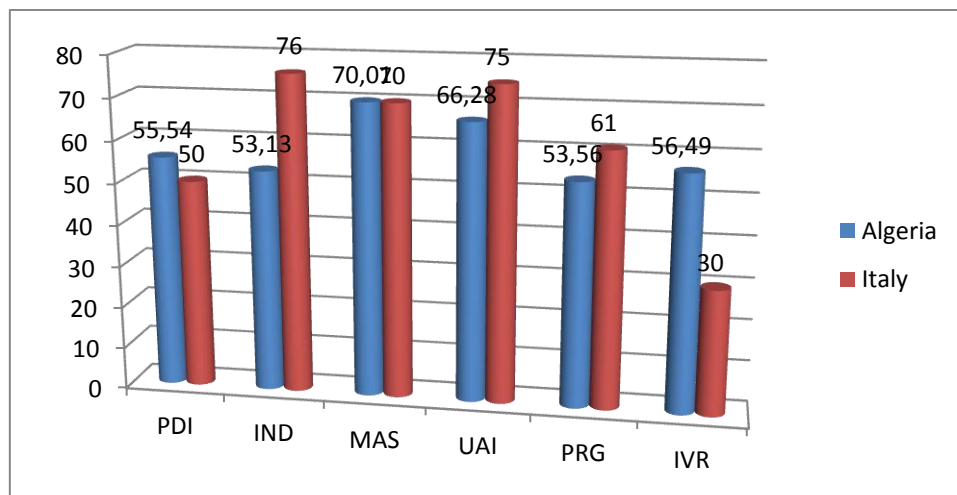
2. Synthesis and recommendations:

2.1.Synthesis

Our research aimed to analyze the impact of cultural diversity between the Algerians and Italians on management style of the project of the motorway JIJEL - EL EULMA.

Based on HOFSTED'S studies, we made a comparison of the six dimensions of culture between Algerian and Italian culture in figure below:

Figure n°III.17: Comparison of six dimensions of culture between Algeria and Italy



Source: Realized by us (EXCEL)

These shown gaps in the figure above illustrate the impact of the integration of both cultures on projects management areas within the realization of the international project of the

penetrating highway JIJEL-EL EULMA, where our study support this illustrations, and here some provided informations form this survey:

- The staff who working for RIZZANI DE ECCHER on the project of the motorway JIJEL-EL EULMA has several elements such sex, age, Socio-Professional Category, nationality and seniority, which affect the culture and the level of the carried culture, as a result of these varieties the employees found themselves working in a multinational and multicultural environment. This cross-cultural environment made this project an international project which requires special collaboration of the multicultural team.
- Among the Algerian and Italian human resources of RIZZANI DE ECCHER 81% reciprocally had suffered a cultural shock, and majority of them 57,52% needed a considerable period from 7 to 10 weeks to integrate with foreigners, from this point we detect that the variation between the components of culture (values, rituals, heroes, symbols) are the origin of cultural differences between Algerians and Italians which are the source of the impact on the adopted management style within the framework of the realization of motorway JIJEL-EL EULMA project.
- Cultural diversity has influences on all nine areas of project management unevenly. According to our case quality management is the head (69%) among the rest areas of project management in terms of the degree of the impact of cultural diversity, from this reality we can affirm its influences on all others areas of project management and obviously the proceeds of realizing the motorway.
- Within RIZZANI DE ECCHER, the staff creates a common culture, as well they acquire new things from each other, especially in term of Improvement of working methods and transfer of competences.
- The multicultural team confront some obstacles, mainly language communication problem and different methods of working and cooperation, as well How to manage the execution of tasks over time, although the pervious constraint, the team overcome all of them by the creating of the common culture and the adoption of intercultural management.

2.2.Recommendations:

The collaboration of cross-cultural team must be taken into consideration, because carrying different cultures means that, its component from the deeper one to the surface one have a directly influences on staff's behaviors ,and dealing with expatriates creates a cultural shock which require several attitudes in order to adapt within the new multinational environment and guaranty a higher performance as:

- Adoption of intercultural management.
- Creating a common culture.
- Reinforcing team spirit and establishing the links of confidence.
- Reading about the cultures of collaborators to get a clear idea.
- Listening, respect and openness.
- Improving the level of communication and coordination.
- Take on consideration the variable of culture and generation.
- Accompaniment for human resources.
- Work under a common goal without discrimination of culture.
- Reciprocal transfer of technology.
- Conserve modesty.
- Acceptance of the other
- Recognizing mistakes.
- Breaking down barriers.
- Getting rid the intolerance.

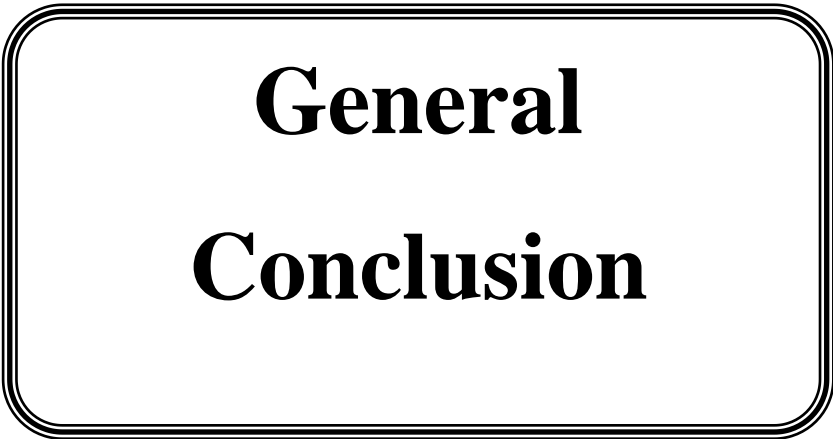
Conclusion of the chapter:

We conclude this chapter by recalling these main axes:

In this chapter, we identified the host company RIZZANI DE ECCHER, and each department by its missions.

Secondly, we explained the following method of our research, as well the used technique of data collection, which they are in our case a quantitative research, and the questionnaire as a tool for data collection

Finally, we represented the results and the analysis of our survey.



**General
Conclusion**

General conclusion:

This study aimed to explain the management of an international project in a multinational environment; it seeks to examine the existence of a link between cultural diversity and management style.

Our topic involves the understanding of the concept of culture, its components and its different dimensions, also having knowledge about the project and project management to finally be able to detect practically the factors that influence the realization of an international project and answer the fundamental question of our research.

After our training at the level of "RIZZANI DE ECCHER", we can affirm that this internship was beneficial, because it allowed us to practice our theoretical knowledge to understand the practical issues of international project management; as well it allowed us to complete our formation by practicing our theoretical knowledge, which acquired throughout our academic career.

To orient our work we referred to a set of hypotheses that we could confirm or deny as following:

- The empirical researches of HOFESTED illustrate the six dimensions of culture, where the gaps between each dimension between nations' culture explain the origin of cultural diversity and the appearance of nations, also we can explain the experience of cultural shock by this gaps of cultures' dimensions, in this point we confirm the first hypotheses: cultures cause the existence of nation's diversity.
- The realization of a project in cross-cultural environment creates more dimensions that must be taken in consideration, because this diversity brings several perceptions, which cause different concentrations on the phases of project life-cycle, as well on different priorities among the nine areas of project management. All this make us confirm the second hypotheses: cross-cultural environment impacts project management style.
- When staff are from different nationalities are gathered under an international project, they bring variety of ideas, opinions and experiences, which are beneficial to the project because they allow to create a new dynamism of innovation, improving working methods and transfer competences as well adopt a common culture, all of this

show the multicultural team as an asset, that's why the third hypotheses: multicultural team is an asset to international projects is confirmed.

- Any multicultural team may face obstacles, but it's not a big deal to pass these constraints, the proof is almost countries still endeavor international project although these obstacles, they just require adopting the intercultural management as a style of management not just to pass obstacles but also to improve the performance of multinational team, so we deny the last hypotheses: multiculturalism affects negatively the performance of multicultural team.

After treating hypotheses, we would say that any multinational projects within a multicultural context, and when the staff conserve a mutual respect, wear civilization behavior under a management style which fits them all, which is the Intercultural Management, without doubt this multicultural team will optimize the performance and witness improvement.

To conclude, we would like to say that this modest work of research represents my first experience that allowed me not only to deepen and enrich my theoretical knowledge acquired during my master's degree course within EHEC, but also to confront the reality, that initiated me to the professional environment as well knowing the difficulty of scientific research.

It is hoped that this work will serve as a reference for future research on the topic of project management in an international context, and I hope that the limits of this work are filled and improved through further research that can enrich it.

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Appendixes

List of Appendixes

Appendix n°	<u>Title</u>
01	Organization chart of RIZZANI DE ECCHER
02	Questionnaire in English language
03	Questionnaire in French language
04	The physical circumstance of the project
05	Synoptic plan of the highway of JIJEL-EL EULMA

Appendix n°01

Appendix n°02

Dear,

These questionnaires which we are asking you to fill out are established within the framework of the realization of a dissertation with a view to obtaining a master degree in commercial sciences option: Management and Entrepreneurship from HEC Alger the topic of dissertation is: the impact of cultural diversity on project management.

We inform you that these questionnaires are anonymous: which guarantees you against any indiscretion.

We thank you for your good and sincere cooperation.

I. Generalities:

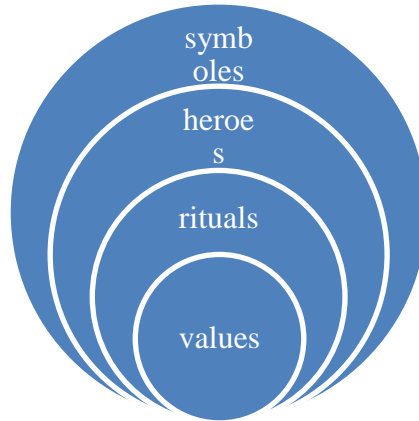
1. What is your gender? : Female Male
2. what is your age ? :
- < 30years [30-35[[35-45[[45-60] 60<
3. What is your socio-professional category?:
- Middle Manager Mastery Execution
4. What is your nationality? :
- Algerian Italian Other and specify
5. How many years you are working for RIZZANI DE ECCHER in the realization of the penetrating motorway?
- < 1 year [1-2[years [2-3[years [3-4] years

II. Analysis of the notion of culture:

6. Do you agree with the following academic definition of culture which belong to HOFSTEDE, scholar in anthropology: «Culture is the mental program of human spirit that allows distinguishing the member of another category. It is the conditioning that we share with the other members of the same group »

Yes No

7. Do you agree with HOFSTEDE about the order of culture's layers in onion model from the deeper to the surface?



Yes

No

8. If No, reorder the components of culture according to your point of view?



9. Put your assessment on the scale of 1 to 100 for each dimension of the culture for Algerian society (knowing that evaluations of Italian society are carried out by HOFSTEDE)?

A. Power Distance Index (PDI)

low	1	100	high
-----	---	-------	-----	------

B. Individualism Versus Collectivism (IDV):

individualism	1	100	Collectivism
---------------	---	-------	-----	--------------

C. Masculinity versus Femininity (MAS):

Femininity	1	100	Masculinity
------------	---	------	-----	-------------

D. Uncertainty Avoidance Index (UAI):

Law	1	...	100	High
-----	---	-----	-----	------

E. Pragmatic Versus Normative (PRA) :

Normative	1	100	Pragmatic
-----------	---	------	-----	-----------

F. Indulgence Versus Restraint (IVR):

Law	1	...	100	High
-----	---	-----	-----	------

III. Project management and the impact of culture diversity:

10. Have you got a cultural shock experience when you started to work with a foreign staff whom belong to other nationalities?

Yes

Non

11. If yes, how many weeks did it take you to adapt yourself to this new environment?

< 7 weeks

[7-10] weeks

10 weeks <

12. In your opinion, what is the degree of the impact of cultural diversity on the project management of JIJEL-EL EULMA motorway?

	Very weak	weak	Strong	Very strong
Integration management				
Scope management				

time management				
Human resource management				
Procurement management				
Cost management				
Communication management				
Quality management				
Risk management				

13. What are the strengths of multicultural teams?

- Dynamism of creation and innovation
- Social climate improvement
- Valorization of the image of the company
- Better understanding of other cultures
- Creating a common culture of the enterprise
- Improvement of working methods and transfer skills
- Others (specify) :

14. What are the obstacles faced by multicultural teams?

- Language communication problem
- Different methods of working and cooperation
- Report of different hierarchy
- How to manage the execution of tasks over time
- Implicits not revealed
- Report men-women
- Management style
- lack of accompaniment for human resources
- Others (specify)

15. Among the phases of the project life cycle (phase 1 initialization, phase 2 planning, phase 3 execution, phase 4 monitoring, phase 4 closure) according to you what is the most important? Why (explain briefly)?

.....
.....
.....

16. In your opinion, in the frame of international projects realization what is the best practice to raise the performance of multicultural teams?

.....
.....
.....

Appendix n°03

Madame, Monsieur ;

Ce questionnaire qu'on vous demande de remplir est établi dans le cadre de la réalisation d'un mémoire en vue de l'obtention d'un Master en sciences commerciales au niveau de l'école des Hautes Etudes Commerciales HEC Alger, option : Management et Entrepreneuriat dont le thème est intitulé : « l'impact de la diversité culturelle sur le management de projet ».

Nous vous précisons que vos réponses sont anonymes, ce qui vous garantit contre toute indiscretion.

Nous vous remercions de votre bonne et sincère collaboration.

I. Généralités :

1. Quel est votre sexe ? : Féminin Masculin

2. Quel est votre âge ? :

< 30ans [30-35[[35-45[[45-60] 60<

3. Quelle est votre catégorie socioprofessionnelle ? :

Cadre Maitrise Exécution

4. Quelle est votre nationalité ? :

Algérienne Italienne Autre (précisez)

5. Depuis combien de temps êtes-vous sur le projet de réalisation de la pénétrante autoroutière chez REZZANI DE ECCHER ? :

< 1 ans [1-2[ans [2-3[ans [3-4] ans

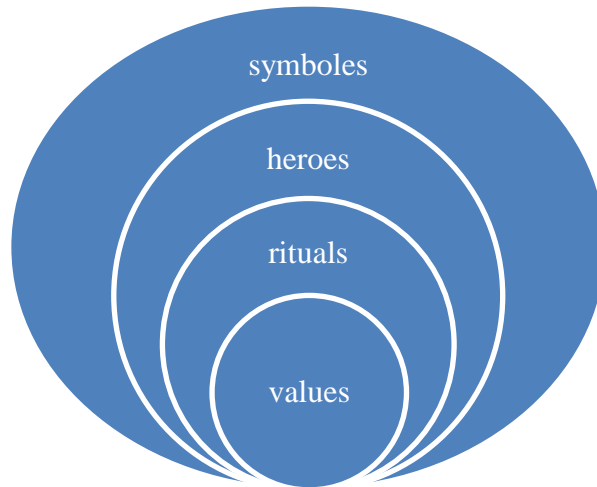
II. Analyse de la notion de la culture :

6. Êtes-vous d'accord avec la définition académique suivante de la culture qui appartient à HOFSTEDE, chercheur en anthropologie : «*La culture est le programme mental de l'esprit humain qui permet de distinguer le membre d'une autre catégorie. C'est le conditionnement que nous partageons avec les autres membres du même groupe.* » ?

Oui

Non

7. Êtes-vous d'accord avec l'ordre des couches de la culture dans le modèle d'oignon de HOFSTEDE ? :



Oui

Non

8. Si non, reclassifiez les composantes du model selon votre point de vue ?



9. Évaluez sur une échelle allant de 1 (moins bon) à 100 (très bon) pour chaque dimension de la culture par rapport à la société algérienne (sachant que les évaluations par rapport à la société italienne sont des données effectuées par HOFSTEDE) :

a) L'index de distance par rapport au pouvoir :

1	100
---	-------	-----

b) Individualisme contre collectivisme :

Individualisme	1	100	Collectivisme
----------------	---	-------	-----	---------------

c) Masculinité contre féminité :

Féminité	1	100	Masculinité
----------	---	-------	-----	-------------

d) Indice d'évitement de l'incertitude :

Faible	1	100	Elevé
--------	---	-------	-----	-------

e) Pragmatique contre normative :

Orientation à court terme (normative)	1	100	Orientation à long terme (pragmatique)
---------------------------------------	---	-------	-----	--

f) Modération:

1	100
---	-------	-----

III. Management de projet et l'impact de la diversité culturelle :

10. Avez-vous subi un « choc culturel » en ayant des collègues de nationalité autre que la vôtre ?

Oui

Non

11. Si OUI, après combien de temps vous êtes-vous adaptés à ce nouvel environnement ?

< 7 semaines

[7-10]semaines

10 semaines <

12. Selon vous, quel est le degré de la diversité culturelle sur la gestion de projet de la réalisation de l'autoroute JIJEL-EL EULMA ? :

	Très faible	faible	Fort	Très fort
Management d'intégration				
Scope management				
Management du temps				
Management du personnel				
Management des achats				
Management des coûts				
Management de la communication				
Management de la qualité				
Management des risques				

13. Quels sont pour vous les atouts des équipes multiculturelles ?

- Dynamisme de création et d'innovation
- Amélioration du climat social
- Valorisation de l'image de l'entreprise (attire plus facilement des talents)
- Meilleure compréhension des autres cultures
- Création d'une culture d'entreprise commune
- Amélioration des méthodes de travail et transfert des compétences
- Autre (précisez) :

14. Quel sont pour vous les obstacles rencontrés par les équipes multiculturelles ?

- Problème de communication linguistique
- Méthodes de travail et de coopération différentes
- Rapport avec la hiérarchie différente
- Manière de gérer l'exécution des tâches dans le temps
- Nombreux sous-entendus non-exprimés
- Rapport hommes/femmes différents
- Style de management
- Manque d'accompagnement des ressources humaines

Autre (précisez) :

15. Parmi les phases du cycle de vie de projet (phase1 : initialisation, phase2 : planification, phase3 : exécution, phase4 : surveillance, phase5 : clôture), d'après vous quelle est la plus importante ? Pourquoi (expliquez brièvement) ?

.....
.....
.....

16. A votre avis, dans le cadre de réalisation des projets internationaux, quelle est la meilleure pratique pour atteindre un niveau élevé de performance des équipes multiculturelles ?

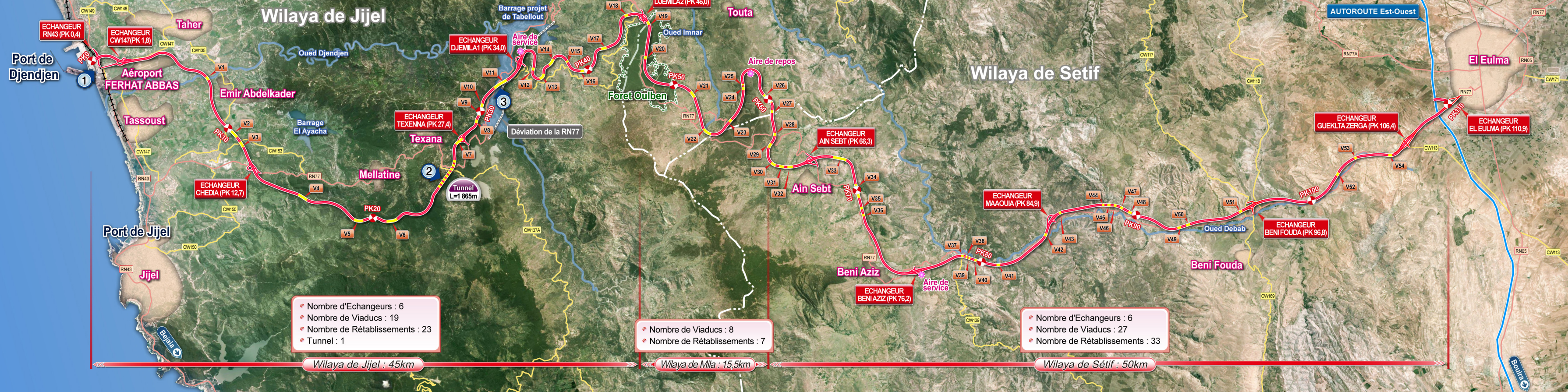
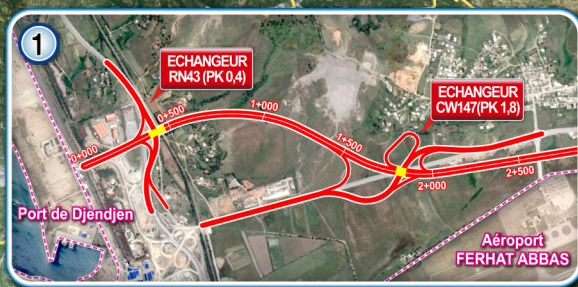
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Appendix n°04

Carte de clé

Légende

- Autoroute Est-Ouest
- Voie ferrée existante
- Déviation de la RN77
- Route nationale
- Chemin de wilaya
- Limite de wilaya
- Forêt Oulben
- Viduc
- Tunnel



• Nombre d'Echangeurs : 6
 • Nombre de Viaducs : 19
 • Nombre de Rétablissements : 23
 • Tunnel : 1

• Nombre de Viaducs : 8
 • Nombre de Rétablissements : 7

• Nombre d'Echangeurs : 6
 • Nombre de Viaducs : 27
 • Nombre de Rétablissements : 33

Wilaya de Jijel : 45km

Wilaya de Mila : 15,5km

Wilaya de Sétif : 50km



Bouira

Appendix n°05

- Démolitions éventuelles;
- 3. Les déviations provisoires en cas de sections routières et/ou autoroutières réalisées et ouvertes à la circulation avant réception provisoire y compris l'élaboration des plans de phasage et la mise en place des dispositifs de signalisation et de sécurité, étant entendu que les frais de ces études et travaux de déviation, préalablement approuvés par le Service Contractant sont à charge de ce dernier et seront payés au Cocontractant dans le cadre d'un avenant.
- 4. Les travaux de réalisation pleine et entière des ouvrages (lots routes, OA, Viaducs, tunnels et tous autres travaux qui seront demandés par le Maître de l'Œuvre ou BCS;
- 5. Les travaux des urgences sur la voie publique (routes - autoroute - échangeurs)
- 6. Les travaux de remise en état des lieux environnants, tels que :
 - réparation d'ouvrages concessionnaires,
 - Remise en état ou aménagement des voiries liées aux ouvrages,
 - Nettoyage de chantier
- 7. Le repli de chantier (démobilisation).

L'ensemble des travaux et installations tel que défini aux articles 2 et 5 du présent Marché sera réalisé conformément aux dossiers de plans et autres documents techniques, et détails estimatifs correspondants.

Et, nonobstant toute disposition contraire du présent Marché, il est de la responsabilité du Cocontractant d'identifier tous les équipements et les fonctions détaillées nécessaires à la réalisation d'un objet global opérationnel répondant à toutes les exigences d'une exploitation optimale et procurant les possibilités et exigences définies dans les documents Contractuels.

Il est ainsi de la responsabilité globale du Cocontractant d'identifier et/ou de concevoir, de fournir et/ou d'exécuter et d'intégrer tous les équipements/matériels, la documentation, ainsi que toutes les tâches et activités y afférentes nécessaires à la réalisation de l'objet contractuel pleinement opérationnel.

5.3 Consistance physique des ouvrages

La consistance physique des ouvrages, telle que définie par les études d'APD, est reprise succinctement ci-après, étant entendu que cette consistance sera affinée et définitivement arrêtée dans le cadre des études d'exécution.

5.3.1 Lot Route

- Terrassement :	46.400.000 m ³ , dont :
▪ Déblai	33.370.000m ³
▪ Déblai mis en remblai	10.030.000m ³
▪ Remblai d'emprunt	3.000.000 m ³
- Enrobés (GB+BB+EME)	2.251.575 T

5.3.2 Lot OA et Viaducs

Passages supérieurs (PS)	Nombre(u)	19
	Linéaire(m)	1 048 ml
Passages Inférieurs (PI)	Nombre(u)	16
	Linéaire(m)	711 ml
Viaducs	Nombre(u)	54
	Linéaire(m)	14 800 ml
TOTAL	Nombre(u)	89
	Linéaire (m)	16 559

- Béton 970.725m³
- Aciers Haute Adhérence 161.148T
- Aciers de précontrainte 9.750T

5.3.3 Lot Tunnel

Tunnel	Sens	Longueur (m)
Tube 1 (m)	Djen Djen	1 850
Tube 2 (m)	El Eulma	1 850
TOTAL (m)		3700

- Terrassement 763.161 m³
- Béton 135.517m³

Il est précisé que la consistance physique des **Echangeurs et Aires de services dont les métrés y relatifs** fait partie intégrante du Marché et est incluse dans le lot route et le lot ouvrages visés ci-dessus et définis par les études d'APD, il s'agit de :

- 12 échangeurs,
- 3 aires de services et aire de repos

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