PROJECT MANAGEMENT CHALLENGE AND ISSUE AN INTERNATIONAL CONTEXT COMPANY
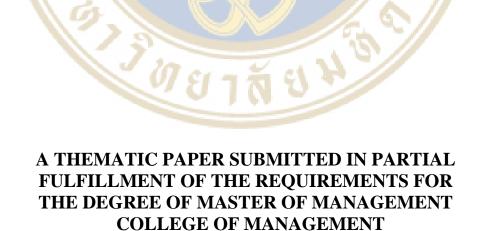
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PROJECT MANAGEMENT CHALLENGE AND ISSUE AN INTERNATIONAL CONTEXT COMPANY

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M.M. (INNOVATION IN MANAGEMENT)

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ABSTRACT

Nowadays, organizations implement project management to achieve their customer satisfaction and requirements. To manage project be successful, project manager needs to handle and balance to meet time, cost and requirement of the project. Communication among team member and department is one of the key success factors that help facilitating the project to be successful. This study aims to study project management issue in high and low context communication of project department of Ericsson Thailand. Project management model and cross-cultural context theory have been implemented in this study. In depth interview method has been utilized as a way to gather information. The study has shown that currently Ericsson Thailand is facing conflicts between high and low context employees that impact directly to the project outcome. Miscommunication, Non-systematic process and time management issues have caused the delay of the project which make the project could not successful as project objective or outcome expected. However project manager can manage international context by culturally aware leadership, mutual respect and apply technology and provide proper knowledge among team member for prevent risk and do not overlook some factor that influence project to be success.

KEY WORDS: Project management /High context / Low context /
                    Western culture value/ Miscommunication

30 pages

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CHAPTER I
INTRODUCTION

Nowadays, organizations implement project management approach to increase effectiveness of their business activities. As project management facilitates each business task to meet customer's expectation to be completed on time, reach the requirement of customers within the estimated budget. Project management is the process of reaching particular requirement by application of tools, knowledge and techniques. It contributes to deliver project as expected result to be on time under the estimated budget with the great performance. Leading organizations in many industries across the geographic frontier have steadily combined project management as a way to control their expenditure and improve the performance. During the economic recession, project management became more important to eliminate unnecessary activities. It also helps the executive to discover strategies to reduce risk, cost and improve performance for the company. As a result, project management is one of the most important practices for the company to survive in economic crisis.

A survey conducted by McKinsey & Co has found that almost 60 percent of senior executives admitted that building a strong discipline in project management is a top-three priority for their companies and they focus to the future. (a)

Implementing the project management across organizations help creating values and supporting strategic value chain that allows the company to be on an edge of their competitors. Moreover, the ability to deliver the projects on time within the estimated budget often influence the company to get more projects and launch new products to the market.

In the present day, cross-cultural work environment is a norm, especially when Asian Economic Community (AEC) is coming, it will tend to dramatically increase cross-cultural work environment in Thai multinational organizations.

Cross-cultural work environment, however, if handle inappropriately can create conflict, miscommunication and delay the work process. These circumstances

may cause the delay in the whole project which affects customer satisfactions, organizational profitability, and creditability in the long run.

The different between cultures among project or organization may create some issues that many multinational companies face at present. One of main task of project management is solving or clearly understand this problem as well develop others factor through organization. Swedish country is implied as the low context communication and operates in globally. I would like to study rather than project management factor to lead project success and how context communication affect to managing multinational project.

Ericsson Thailand is one branch of 180 globally offices that operate and direct to international Ericsson Sweden headquarter. At Ericsson Thailand composes of over 300 employees and 20 nationalities employees. The generally, employee rotations that move along branches are suitable condition for increase their employee productivity and explore new working environment and knowledge from each particular project globally. Then whole working environment and organization in each branch of Ericsson is multinational.

For these reasons, cross-cultural environment in project based work environment is a subject that worth studying to increase the efficiency of each business activities which will lead to the long term profitability of the company.

The purpose of this study is to analyze high and low cross-cultural communication that effect to project management in Ericsson Thailand project. Moreover, this study aims to identify key factors that impact to project management success of Ericsson Thailand to emphasize and manage in each project including intercultural communication management in their organization.

In this paper, the author will cover the literature review on project management in high and low context communication before describing research methodology. The company background of Ericsson Thailand will be provided before presenting the research findings. Finally, the research will purpose recommendations to improve the probability for project manager or project management to see what they could have missed or overlook in each project.

Objectives:

1) To explore the key success factors of project management in an international company in Thailand.

2) To investigate related cross cultural communication issues at Ericsson Thailand as case study.

3) To improve the project management process in the organization to achieve project objective or success that they could have missed or overlook.

CHAPTER II
LITERATURE REVIEW

My literature review includes two parts: The first one is related to project management key success factors and the second one covers the field of cross cultural communication.

Project Management

As Project Management Institute (PMI) defines a project is temporary activity that creates unique output as product, service or result. Nature of project is temporary that indicate obviously the beginning and ending point, not routine. Project Management Body of Knowledge Guide (4th edition) defined project management is application of knowledge, skills, tools and techniques to project activities to meet the project requirement. Project management process comprise of 5 process groups:

Figure 2.1: Project management process group.

There are including identifying requirement or objective, addressing the several of needs, concerns and expectations of stakeholders as project planned. Additional, the balancing of project constraint for example scope, quality, schedule, budget, resource and risk.

Project managers who are leader in each particular project and must understand how to apply these tools including knowledge for managing project in clearly by identifying project requirement, addressing needs and be able to handle all stakeholder expected outcome and lastly handle balancing scope, timeline, money,

quality, resource as people or technology or foreseen any risk that affect direct or indirectly throughout the project. Not only if, understanding, competence and technique of project manager or project management to conduct project reach expected project outcome or successful.

Project Success Definition

Cleland (1968, p6) pointed out "Project success is meaningful only if considered from two viewpoints: the variation of project technical performance objective was reached on time and within budget; the contribution that project made to the strategic mission of the enterprise"

De Wit (1988), define project success is measured against the overall objectives of each project and project management success is measured of performance to control cost, time and quality.

In 1994, Standish CHAOS report, classified project outcome into 3 types

1) Resolution Type 1(project success):

Project is completed on-time, within budget and complete all function and requirement as originally specified.

2) Resolution Type2 (project challenged):

Project is completed and operational but over budget, over timeline and offers fewer functions than originally specified.

3) Resolution Type3 (project impaired or failed):

Project is cancelled at some point during development cycle.

The Standish group report, categorize these 3 measurement types into portion, the success rate was only 16.2%, while challenged project accounted for 52.7% and impaired (cancelled) was 31.1%

Jeffrey K. Pinto and Denis P. Slevin described project is measured to be successfully that it should meet 4 main basic criteria;

1) on time

2) within budget

3) Achieve all goals that initiate and create since the beginning.

4) Meet the customer expectation who is stakeholder in that project.

Peck and Scherer (1962) and Marshall and Meckling (1984) presented three criteria are typically applied to evaluation of project success were cost, time and technical performance.

Van Aken defined (1996) defined project success as: the satisfaction of all stakeholders, project success simply follow with time, cost and quality constraint can be qualified as more narrow view in this respect.

Freeman and Beale(1992) review the project management literature and identified seven main criteria for measuring project success and five of them are more frequently used:

1) Technical performance

2) Efficiency of execution

3) Managerial and organizational implications (Main focus on customer satisfaction)

4) Personal growth

5) Business and manufacturability performance.

Based on several theories, literature review, report and framework mentioned above about : complete project on time, project consume within the budgeting plan and technical performance achieve as objective are main three key components for measurement success of project.

Cross-cultural: High and Low context

Hall and Hall (1990) describe context is an information that surrounds an event. "The cultures of the world can be compared on a scale from high to low context". They also described different between high context and low context as shown below:

A high context (HC) communication or message is one in which most of the information is already in the person, while very little is in the coded, explicit, transmitted part of the message. A low context communication (LC) is just the opposite; ie., the mass of the information is vested in the explicit code.

Table 2.1: Culture arrange along High and Low context dimension (Hall & Hall 1990)

High Context culture
Japanese
Chinese
Korean
African American
Native American
Arab
Greek
Latin
Italian
English
French
American
Scandinavian
German
German-Swiss
Low Context culture

As table 2.1 above describe, Japan is considered a high context country while Scandinavian is considered as the low context country. Asian countries tend to be high context culture and Western countries tend to be low context culture and Arabic and Latin countries are in the middle.

Edward T. Hall (1976) introduced the relationship between communication and culture discovered by context and described communication mostly transmit clearly through language or message is low context. In the opposite, transmit other ways than through language is High context. High context communication is communicated implicit, need additional information to understand and some little is in the coded. Low context communication is communicated explicit and more directly.

Based on Hall & Hall explained the distinction between high and low context in communication part, Western countries would like to perceive information via communicate directly and explicit and Non-western country would like to perceive information via communicate implicit and need some coded. When High context person would like to get clear information and directly from Low context person if

they cannot get the enough information they will express more question or ask blunt and consequence will follow as Hall said, "High context people are apt to become impatient and irritated when low context people insist on giving them information they don't need.

Different in culture values:

Khols(1981) and Marquardt and Kearsley (1999) discussed the differences between Western and Non Western culture than used to clarify the impact of diverse values on motivation and training.

Frank T Anbari, (2009), adapt from Kohls (1981); Marquardt &Kearsley (1999) shows value differences between Western and Non-western cultures. Table 3 as shown below identifies area in which clash of culture values may result in conflicts that impact project outcome in term of positively that using plus sign(+), negatively that using minus sign (-).

Table 2.2: Value Difference between Western and Non-Western Culture

Western Cultural Values	Non Western Cultural Values	Impact on Project Management
Individualism	Collectivism/Group	+
Achievement	Modesty	x
Equality/Egalitarianism	Hierarchy	-
Winning	Collaboration/Harmony	+
Guilt (internal self-control)	Shame (external control)	x
Pride	Saving face	x
Respect for result	Respect for status/ascription	+
Respect for competence	Respect for elders	-
Time is money	Time is life	-
Action/doing	Being/Acceptance	-
Systematic/Mechanistic	Humanistic	-
Tasks	Relationships/Loyalty	-
Informal	Formal	-
Directness/assertiveness	Indirectness	-
Future/change	Past/tradition	-
Control	Fate	-
Specific/linear	Holistic	+
Verbal	Non-verbal	+
(+) = positive impact of combining both value on outcomes	(-) = negative impact of combining both values on outcomes (culture clash)	(x) = No direct impact on outcomes.
Adapted from Kohls (1981); Marquardt & Kearsley (1999)		

Based on the different culture value there are negative and positive impact to project when combining both value of Western as Swedish and Non Western as Thai. They classified and provides helpful conceptual framework to understand different point of view that project manager encounter when manage project in multination organization environment.

CHAPTER III
RESEARCH METHODOLOGY

In this paper, the current real situation within Ericsson Thailand Implementation project that each project managers in Ericsson Thailand will be experience and faced with previous or current project in Thailand that will discussed as the case study. Because studying real situation or experience in project will provide rich description and insightful to understand a particular problem and can be narrow down to one or few research example. This case study also can be useful for testing whether a specific theory and model actually applied in the real situation.

The information was gathered by interview approach. Project manager who is the memory of project, manage entire process and their number of experience working life can aim to study in deep insightful of information. The interviews sessions will conduct from selected project managers among team member at operation department in order to collect in-depth information and opinion of their previous and current working project management life by categorize in term of their working experiences in project manager position and their nationality that consider High or Low context country culture value. The characteristic of data expect to be richer and explanatory in nature the open end question will conducted to ask. I will analyze the case through project success definition framework and value different of Western and Non Western impact with project management. Problem and Limitations applying this framework are discussed from practical point of view. Recommendations will also provide in practical way.

Criteria to choose candidate to interview

I choose interviewee by the nationality that categorize by the using Hall & Hall Framework in table 2.1 above.

1) 2 Swedish project managers that consider is Low context country as Scandinavian.

2) 1 Scottish project manager that consider is Low context country as nearly English.

They are considered to be Low context people that are currently working at Ericsson Thailand as High context country.

High Context culture
Japanese
Chinese
Korean
African American
Native American
Arab
Greek
Latin
Italian
English
French
American
Scandinavian
German
German-Swiss
Low Context culture

Interview:

I interviews 3 project managers who are different in term of project management experiences and nationality. All of them have been working in multination projects and currently working under Ericsson Thailand project.

1) Senior Project Manager.

His experience is 9 years in project manager position with cost over 10 billion THB in 5 projects in Thailand project. He is Swedish nationality and currently representative from operation department of DTAC account project at Ericsson Thailand who is leader of implementation DTAC project account since 2010. His main role in DTAC project is Roll out Project Manager (ROPM) that taking care and controlling overall in implementation DTAC account project. As enrich of experiences and multi number of projects that he took care of that I expect to get in depth and explore new information that never know before and interview him as the 1st interviewee with the open end question as following topics:

1) How do you define project success? Please explain.

2) What is the working style in your culture?

3) What is considered most respectful in your culture?

4) Are the roles of men and women specifically defined in your culture?

5) When you face with something misunderstand or incorrect information from someone, how do you do with that person next?

6) How do you think about cross cultural in organization?

7) Did you face any kind of cross cultural issue in project? If yes, please give me some example?

8) From cross cultural issues in project, how do they affect with project? Please explain and give some example.

9) What is the most uncomfortable or difficult to work with Thai people? Why?

10) What is the most comfortable or happy to work with Thai people? Why?

11) What is the best thing to working in Thailand culture?

12) Can you share lesson learn from project management in Ericsson Thailand project?

2) Experience project manager

His experience is 7 years in project manager position and 3 projects with cost over 1 billion THB in Thailand project. He is Swedish currently representative from operation department of DTAC account project at Ericsson Thailand who is leader of Quality Assurance department. His main role in DTAC project is Quality Project Manager (QAPM) that taking care and quality audit in implementation part especially. He is consider as Western PM in DTAC project that I would like to interview him in different view in culture or others project that he faced with. To understand more cross cultural in different point of view of interviewee. I interviewed him and apply with the same question with first interviewee.

3) Implementation Project Manager

His experience is 3 years in project manager position and 2 projects with cost over 100 million THB in Thailand project. He is Scottish and currently representative from Implementation department of DTAC account project at Ericsson Thailand who is leader of Implementation engineering team. His main role is DTAC project is Implementation Manager (IEPM) that take care and controlling over all involve with the engineering part. He is Western foreigner in DTAC project that I would like to interview in different culture that he faced in many countries as well as in Thailand project. The question wills apply same with both previous project managers.

Criteria to choose candidate to interview

I choose interviewee by the nationality that categorize by the using Hall&Hall Framework in table 2 above.

1) 2 Swedish project managers that consider is Low context country as Scandinavian.

2) 1 Scottish project manager that consider is Low context country as nearly English.

They are considered to be Low context people that are currently working at Ericsson Thailand as High context country.

CHAPTER IV
DATA ANALYSIS AND FINDING

This chapter intended to present the result of the data analysis and finding of this study. The data were collected and processed based on the research question and analyzed with applying when they talk about working with Thai people in different project in Thailand especially some example that they explained in deep detail in DTAC project, the critical issue that affect direct through the project is miscommunication, not systematic and time keeping. This result from three of them mentioned is the same without no doubt or surprise. They mentioned about language is quite main issue because some Thai staff could not speak English very well. They are shy to speak out during normal or even they face any difficulty of working. All of them agree about the most comfortable and favorite of working environment in Thailand are friendly and helpful.

From interview result, I apply framework from Frank T Anbari, (2009) [14], adapt from Kohls (1981); Marquardt &Kearsley (1999) shows value differences between Western and Non-western cultures that impact with project management from project manager currently experience with Thai people in Thailand project. The Western cultural and Non Western cultural value and measurement in project success as detail below.

From the model of culture, after interview each project manager mentioned about their working culture style is individual, straightforward, action and result oriented and to be professional. They are same defined in success by self-achievement and be team work when work as a team. As observe during interview the way of their communication are directly meaning and clearly understand what they are trying to explain. They respect people in working by time keeping, responsible and quality of working. Result from interview that same with the table show the culture of three project managers was Western cultural.

Table 3.1 Value Difference between Western and Non-Western Culture from each Ericsson project managers' opinion.

Western Cultural Values	Non Western Cultural Values	Impact on Project Management From ROPM	Impact on Project Management From QAPM	Impact on Project Management From IEPM
Individualism	Collectivism/Group	+	+	+
Achievement	Modesty	x	x	x
Equality/Egalitarianism	Hierarchy	-	-	x
Winning	Collaboration/Harmony	+	+	+
Guilt (internal self-control)	Shame (external control)	-	X	x
Pride	Saving face	x	x	x
Respect for result	Respect for status/ascription	+	+	+
Respect for competence	Respect for elders	-	-	-
Time is money	Time is life	-	-	-
Action/doing	Being/Acceptance	-	-	-
Systematic/Mechanistic	Humanistic	-	-	-
Tasks	Relationships/Loyalty	-	-	-
Informal	Formal	-	-	-
Directness/assertiveness	Indirectness	-	-	-
Future/change	Past/tradition	-	-	-
Control	Fate	-	-	-
Specific/linear	Holistic	+	+	+
Verbal	Non-verbal	+	+	-
(+) = positive impact of combining both value on outcomes	(-) = negative impact of combining both values on outcomes (culture clash)	(x) = No direct impact on outcomes.		
Adapted from Kohls (1981); Marquardt & Kearsley (1999)				

For individual and Collectivism, all of them are agree that is positive impact with project when combine because project work as a team and individual people learn how to work with others and share knowledge among the team. This is affect in positive to the project obviously.

For achievement combine with modesty, all of them are agree that is not impact with project because people feel have their personal goal and express

themselves, about personal motivation that no any effect with project in term of operation or support activity.

For Equality combine with Hierarchy culture, ROPM and IEPM think its negative impact with project because hierarchy is the way to show respect for people among team in Thai culture. They concern and avoid this quite much and this may be lead conflict inside the team if people don't know understand. But QAPM think that the time has changed and people need equality, even Thailand women then in his experience it is not impact with project much because organization also show responsible for each staffs.

For Wining and Collaboration combine, all of them agree that this is positive with project in term of project team work. They mentioned that Thai people work as the companion and when they went to team building or outing, can see when Thai people working together with Swedish or other Western at that time. ROPM explained in benefit of "Team building and Outing event" that make people bring their ability, seek friendship and reduce some barrier together.

For Guilt and shame, two project managers agree as the same that not impact directly with project because it's personal action and realize but ROPM project think in different because he mentioned people express in many ways especially Thai people always shy to speak out and uncertainty avoid that will lead some issue will happen if not mentioned earlier. He said that Thai people never mentioned what they have done wrong until issue is found.

For Pride and Saving face combine, all project managers agree that this is not impact with project much because it's personal express and not induce any effect to the project.

For Respect for results and Respect for status, all project managers agree in the same that this combine culture will get positive impact because it reduces conflict between leader and some staffs. IE project manager mentioned one experience that he had been conflict with this manager because they speak directly and confident. But in Thailand when he mentioned something with his team and their staffs listen to him as respect in term of his position as manager. He mentioned that he never had conflict with his team in term of share opinion among team.

For Respect for competence and Respect for elders, all of project managers are agree that the elder in Thailand culture is still show in term of respect. Staff who are have good competence but still younger they will stick with the same role because they have to respect who are older and more experience especially growing in career path and let them less motivate to show up more competence or move to new company. Respect for competence still doesn't work in Thai working culture.

For time is money combine time is life, all of project managers are totally agrees big negative impact with project that Thai people don't like to speed up in time and usually relax. One manager mentioned about sample that shows he just asked for the deadline to submit one reports to Thai lady Administration but she felt that he pushed her a lot in term of working and he also mentioned not only lady react this combine culture, one engineer leader also react the same because that project manager ask about why some installation part not complete in that day. All project managers also mentioned about time keeping is the uncomfortable with Thai staffs including mentioned about customer as well.

For Action combine being culture, all project managers are agree that this is negative impact with project in term of some obviously action that lead Thai people feel that was order and push them. IEPM mentioned that sometime he needs to ask for action from one engineer even still not deadline and later that engineer went to complain with Thai manager about IEPM always pushing to him work.

For Systematic combine Humanistic culture, all project managers are agree that this impact with project because of Thai people live or work as the way they like to do and more sensitive. It's quite difficult to let them do as systematic and they think systematic feel as "Pushing more or treat them as a robot" as ROPM said. Others project managers gave one kind of example during process improvement meeting and agenda of this meeting just would like to improve some process to be more systematic, they ask anyone to express idea but one engineer said that we can do our best in the way that we did before and later people don't follow that new process. One administrative said it's too complicate, take more time and difficult to follow new process.

For Task combine Relationship/loyalty culture, all project managers are agree that this impact quite obviously to the project because Thai people will more

closely in term of networking, one project manager said they don't care too much for what they "have to do" but they can what their "right to do". IEPM said some staffs always express only their favorite manager that they work very hard but nothing in term of the result then make some staffs that have responsibility and kindness need to involve with this issue and support some activity as double working.

For Informal combine with Formal culture, all project managers are agree that this impact to the project a lot especially in communication, QAPM said when he communicated among team especially about weekly progress meeting he need to inform the progress or issues in formal communication and he will get the prompt response or information that he expect from their teams. He said if not, some issue that he mentioned it's not emphasized from his team anymore.

For Directness combine Indirectness culture, all project managers are agree that this impact quite big negative impact with the project because highest experience project manager consider as the high level and when he would like to get information then he need more direct information for make it faster and correct decision but he always faced this issues about Thai staffs didn't response what he expect, "Yes" sometime implied as" No". They always mentioned indirectly even never inform him or escalate some issue until it happen.

For Future/change combine Past/tradition culture, all project managers are agree that this impact to the project. One manager mentioned about discussed about job rotation and promotion but one engineer leader would like to take this responsibility because he aware that he could not do it well and think in currently his role is suited for him. One manager mentioned about some staffs doesn't like to change or improve themselves especially older staffs. They did the same ways that they do and believe this is best choice to do. Both managers mentioned that is lesson learn about people improvement.

For Control combine Fate culture, all project managers said that Thai staffs believe in fate and destiny too much. One situation that ROPM faced with one administrative calls him during afternoon that would like to on leave half day and that day they had to attend meeting with customer but she just explained and ask for leave they need to take new car from car dealer today because it's lucky or proper day. He is

quite surprise why Thai people believe in lucky time or day but no choose by available or free time to do this kind of thing.

For Specific combine Holistic culture, all project managers agree is positive impact to the project. ROPM mentioned in example during progress weekly meeting that he needs to follow up progress to get it on track. As he always focus on the each issue and particular problem but some Thai managers explain more in consequence and talk about impact to some process and supplier. He found out that he overlook about impact with others stakeholder like supplier and Thai people focus in the big picture and consequence.

For Verbal combine Non Verbal culture, all project manager agree that this combine culture impact in positive way that reduce conflict during in the meeting and discussion because normally Thai people will express less than foreigner and keep good environment surrounding. In other hands, IEPM disagree on this because he feel that Thai people don't want to express by speaking but only action or behave what they would like to show but if some project manager still don't understand or focus much it will lead to miscommunication later.

From interview the combining of both culture value table above that the most of their opinion are quite similar to the framework, only some point that some managers have in different opinion that come from different experience and what they had to deal or face with. To be more specific and impact to the project I would like to use others framework to apply in how impact to project success as describing in below.

Impact to project success:

From three project managers defined project success is ahead or on schedule, below or budget and good in performance. ROPM only mentioned one more criteria in term of all "Stakeholder Satisfaction", not only customer and should include team project member. This is quite obviously the balance of three constraints still be norm and emphasize to measure project objective in each particular project.

Based on interview result from each project manager mentioned that the critical issues that impact with project are miscommunication, not systematic and time keeping and further explain in term of measurement in project outcome. I summarize

their prioritize impact measurement from each critical issue in detail that how these three issues effect with project criteria measurement as time, cost and performance below.

1) The measurement each issue impact to the project from ROPM

Table 3.2 Degree Impact of miscommunication, Nonsystematic and Time keeping with project criteria from ROPM .

Miscommunication

Area of impact	Low impact	Medium Impact	High Impact
Performance/ Requirement	N/A	1 or 2 major deliverable are not achieved	N/A
Time	N/A	Delay disrupt some stakeholders	N/A
Cost	N/A	N/A	N/A
Safety	N/A	N/A	N/A

Nonsystematic

Area of impact	Low impact	Medium Impact	High Impact
Performance/ Requirement	N/A	1 or 2 major deliverable are not achieved	N/A
Time	N/A	Delay disrupt some stakeholders	N/A
Cost	N/A	Increase is greater than 10% but <30%	N/A
Safety	N/A	N/A	N/A

Table 3.2 Degree Impact of miscommunication, Nonsystematic and Time keeping with project criteria from ROPM. (cont.)

Time keeping

Area of impact	Low impact	Medium Impact	High Impact
Performance/ Requirement	N/A	N/A	N/A
Time	N/A	Delay disrupt some stakeholders	N/A
Cost	N/A	Increase is greater than 10% but <30%	N/A
Safety	N/A	N/A	N/A

From ROPM mentioned about miscommunicate effect to project time that it make people might be double working or do something wrong since the first time. The activity might take longer time as usual or as plan and directly effect to cost as well to spend more for redo the same thing. Nonsystematic is implied that people don't have any direction to do as his opinion and affect with three criteria directly. Time keeping is issued that this manager mentioned, he describe that if cannot control or respect time, it will consume more time and spend more money in every operation. He gave example clearly about travelling, his team went to Koh Chang to fix the technical alarm at site but they missed the normal ferry boat because they spend time to do other thing long then need to rent speed boat to go to site.

2) The measurement each issue impact to the project from QAPM

Table 3.3 Degree Impact of miscommunication, Nonsystematic and Time keeping with project criteria from QAPM.

<u>**Miscommunication**</u>

Area of impact	Low impact	Medium Impact	High Impact
Performance/Req uirement	N/A	1 or 2 major deliverable are not achieved	N/A
Time	N/A	Delay disrupt some stakeholders	N/A
Cost	Increase is less than 10%	N/A	N/A
Safety	N/A	N/A	N/A

<u>**Nonsystematic**</u>

Area of impact	Low impact	Medium Impact	High Impact
Performance/Req uirement	N/A	1 or 2 major deliverable are not achieved	N/A
Time	Delays can be accommodated within the timeline	N/A	N/A
Cost	Increase is less than 10%		N/A
Safety	N/A	N/A	N/A

Table 3.3 Degree Impact of miscommunication, Nonsystematic and Time keeping with project criteria from QAPM. (cont.)

<u>Time keeping</u>

Area of impact	Low impact	Medium Impact	High Impact
Performance/ Requirement	Minor deliverables are not achieved	N/A	N/A
Time	N/A	Delay disrupt some stakeholders	N/A
Cost	N/A	Increase is greater than 10% but <30%	N/A
Safety	N/A	N/A	N/A

From QAPM mentioned about miscommunicate effect to project time that some activity need to spend time more in his example situation he mentioned about his team went to the wrong site to audit the sub-contractor and affect that that staffs need to spend more time to revisit actual site and audit progress could not make it. Nonsystematic is implied how professional they are as he mentioned. If people don't work systematic will spend time in working, cost for improve process activity and cannot measure the performance actually. Time punctually is respectful in his culture then he think that time keeping relates every criteria in project

3) The measurement each issue impact to the project from IEPM

Table 3.4 Degree Impact measurement of miscommunication, Nonsystematic and Time keeping with project criteria from IEPM.

Miscommunication

Area of impact	Low impact	Medium Impact	High Impact
Performance/Requirement	Minor deliverables are not achieved	N/A	N/A
Time	N/A	Delay disrupt some stakeholders	N/A
Cost	Increase is less than 10%	N/A	N/A
Safety	N/A	N/A	N/A

Nonsystematic

Area of impact	Low impact	Medium Impact	High Impact
Performance/Requirement	N/A	1 or 2 major deliverable are not achieved	N/A
Time	Delays can be accommodated within the timeline	N/A	N/A
Cost	Increase is less than 10%		N/A
Safety	N/A	N/A	N/A

Time keeping

Area of impact	Low impact	Medium Impact	High Impact
Performance/Requirement	N/A	N/A	N/A
Time	Delays can be accommodated within the overall timeline	N/A	N/A
Cost	Increase is less than 10%	N/A	N/A
Safety	N/A	N/A	N/A

From IEPM mentioned about miscommunicate affect quite a lot with project and come from language problem. His explanation is quite similar to QAPM that need to spend more time to do something and cannot complete some objective or activity but not impact much in term of milestone. He mentioned the same meaning with ROPM about systematic is discipline to do something. But he mentioned about time keeping is acceptable in term of performance because he quite understand in Thai culture and give example that his engineer leader attend meeting late most of the time but his responsible and working output is very good, not affect in term of project performance.

CHAPTER V

RECOMMENDATIONS

As all project managers have mentioned three main issues that have impact on project management during working at High context environment as Ericsson Thailand office. Project manager need to classified and emphasize all the risk that impact to the project, not only in technical problem. Project manager should follow the framework plan risk management process to identify, perform qualitative risk analysis and risk response. (PMBOK 4th edition, project management process) including cross cultural since the planning phase.
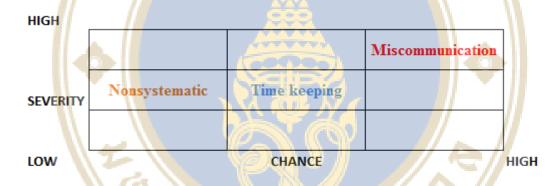

Figure 5.1: Risk Severity Matrix

Issue 1: Miscommunication.

Recommendation: Communication plan needs to emphasize through entire project phase because project is group of people and communicate happen all the time. The language also need to be training for staffs who still have less language skill and people who have issue how to communicate well, communication training course. Project manager should develop types of communication in different ways: Verbal and Writing. These types of communications are something that staffs might comfortable with. For example, communication via media like e-mail or chat program.

Issue 2: Nonsystematic.

Recommendation: Project manager needs to set up the some system since starting or kick off meeting in each project and encourage people to participate together. Motivate them how work well and systematically share knowledge among teams to understand what the systematic benefits for the entire project. Training and workshop are necessary to all staffs in project in order to gain knowledge to work systematically.

Issue 3: Time management.

Recommendation: Project manager need to concern about the time management by guiding other team members as example about time discipline. Leader is good example for others to follow. The project manager also needs to choose specific people match with each task and each situation at time by putting the right man into the right job. They also need to give knowledge to team member to know how to manage the time well. The rush or aggressive work will not be comply with Thai people. As a result, they should be flexible about the time of working and planning in each project. This includes additional or contingency time as different of time culture. Once everyone has created the sense of urgency, the management needs to encourage or contribute in term of achievement compared with the target and show what are the values or time management in each situation and task.

Others recommendation: As Ericsson company has the policy to rotate people to work globally, the company should provide culture training session in e-learning or manual for example like "Do" and "Don't" in each country that employees will go to work with. This is to provide the knowledge to support employees to understand basic cultures and avoid or reduce some conflicts that could have occurred.

CHAPTER VI
LIMITATIONS AND CONCLUSION

This study however, has some major limitations. First, because of time and work load of each project manager, it is difficult to interview more in some criteria and need to ask for interview in second or third time. Second, some project managers are not express or give more information in deep detail. They might overlook some issues because they felt that the issue might affect with interviewee who is Thai people that working in the same organization. This is quite sensitive issue when asking for example especially, the negative impacts with project in term of Thai people culture. Last, this study aims to focus only on the effect of high and low communication context in Thai multinational company (Ericsson Thailand) further study should be applied for different result because of different company culture environment.

To achieve project goal and avoid other potential risks, project manager or leader should be understand culturally sensitive and classify in one risk since planning stage. To ensure project management, not only process, project manager should promote creativity among team and motivation by flexible leadership. Moreover, the training, workshop and outing trip are helpful tools for reduce barrier among to the people or project team member.

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