INTERNATIONAL PROJECT MANAGEMENT

KATHRIN KÖSTER
# CONTENTS

<table>
<thead>
<tr>
<th>List of Figures</th>
<th>xii</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of Tables</td>
<td>xv</td>
</tr>
<tr>
<td>List of Snapshots</td>
<td>xvi</td>
</tr>
<tr>
<td>List of Minicases</td>
<td>xvii</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>xviii</td>
</tr>
<tr>
<td>Preface</td>
<td>xxii</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>xxvi</td>
</tr>
</tbody>
</table>

## 1 Introduction to International Project Management  
1.1 Introduction  
1.2 What is a project?  
1.3 What is project management?  
1.4 Who are the main project stakeholders?  
1.5 What is a program?  
1.6 Where does project management come from, and where does it go to?  
1.7 What are the main differences between a 'standard' and an international project?  
1.8 What are the characteristics of an international project?  
1.9 What determines the success of international project management?  
1.10 What is the structure of this textbook?  
Summary  
Key terms  
Review tasks  
Chapter end case: Global fight against pandemics  
Further reading

## 2 The Context of International Projects in Terms of Organizational Strategy and Culture  
2.1 Introduction  
2.2 Strategy and strategic management  
2.3 The relation between strategic management and projects  
2.4 Program management  
2.5 Program organization  
2.6 Project portfolio management  
2.7 The project management office  
2.8 Project management maturity models
## CONTENTS

### 5 Planning the International Project in Terms of Time, Cost, and Quality

5.1 Introduction 128  
5.2 The planning process 128  
5.3 Cultural impact on planning 129  
5.4 Scheduling 132  
5.5 Adding resources to scheduling 142  
5.6 Planning cost in the project budget 146  
5.7 Planning for quality in international projects 152  
   Summary 155  
   Key terms 155  
   Review tasks 156  
   Chapter end case: Gaming in Spain 156  
   Further reading 159

### 6 Organizing the International Project

6.1 Introduction 161  
6.2 Forms of project structures 161  
6.3 Cultural impact on project organization 168  
6.4 Internal project co-ordination 171  
6.5 External project co-ordination 174  
6.6 Organizing communication from a structural point of view 177  
6.7 Responsibility in organizational structures 179  
6.8 Specifics of responsibility in international projects 182  
   Summary 183  
   Key terms 184  
   Review tasks 185  
   Chapter end case: Good structure pays off 185  
   Further reading 188

### 7 Implementing and Controlling International Projects

7.1 Introduction 190  
7.2 Main tasks and output of the implementation phase 190  
7.3 Cultural impact on monitoring and controlling 192  
7.4 Tools and techniques for monitoring international projects 195  
7.5 Tools and techniques for controlling international projects 201  
7.6 Analysis of controlling results 209  
7.7 Managing change 210  
7.8 Managing claims 212  
   Summary 213  
   Key terms 213
### 8 Leading International Projects

8.1 Introduction
8.2 Cultural impact on leadership and motivation
8.3 Leadership types and requirements in an international context
8.4 Competencies of the international project manager
8.5 Main roles and tasks of the international project manager
8.6 Building the international team at the project start

**Summary**

**Key terms**

**Review tasks**

Chapter end case: Connecting the world in Hong Kong

Further reading

---

### 9 Communicating in International Projects

9.1 Introduction
9.2 Communication in international projects
9.3 Language and communication
9.4 Cultural differences in communication styles
9.5 Negotiations as a special communication situation
9.6 The choice of communication modes
9.7 The use of communication technology
9.8 Communicating in purely virtual teams
9.9 Communication governance
9.10 Selected specifics of communication in international projects

**Summary**

**Key terms**

**Review tasks**

Chapter end case: Towards project management maturity

Further reading

---

### 10 Co-operating in International Projects

10.1 Introduction
10.2 Culture and co-operation
10.3 Establishing trust
10.4 Ground rules for co-operation
10.5 Effective conflict management
10.6 Managing heterogeneity
10.7 Elements of effective co-operation

Further reading
11 Learning in and Learning from International Projects

11.1 Introduction
11.2 Organizational learning and knowledge management
11.3 Cultural embeddedness of learning
11.4 Problems of learning in and from international projects
11.5 Methods of project learning
11.6 The phase of project completion
11.7 Fostering project learning in an international context
11.8 The learning organization and international project management

Summary
Key terms
Review tasks
Chapter end case: Two continents – one world!
Further reading

Glossary
References
Index