CRITICAL SUCCESS FACTORS IN PROJECT PORTFOLIO MANAGEMENT IN MULTICULTURAL ENVIRONMENTS: THE CASE OF MILLICOM INTERNATIONAL COMPANY-TANZANIA (MIC-TANZANIA)
CRITICAL SUCCESS FACTORS IN PROJECT PORTFOLIO MANAGEMENT IN MULTICULTURAL ENVIRONMENTS: THE CASE OF MILLICOM INTERNATIONAL COMPANY-TANZANIA (MIC-TANZANIA)

By

Abdalla Ali SALIM

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Award of the Degree of Masters of Business Administration-Corporate Management (MBA-CM) of Mzumbe University.

2013
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled Critical Success Factors for Project Portfolio Management in Multicultural Environments: The Case of Millicom-Tanzania in partial fulfillment of the requirements for award of the degree of Masters of Business Administration-Corporate Management of Mzumbe University.

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I, Abdalla Ali Salim, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for similar or any other degree award.

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Date________________________
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ACKNOWLEDGEMENT

On the very beginning of this report, I would like to thank God, the most beneficent, the most merciful, for providing me the opportunity to step strongly and smoothly in the excellent world of business administration. I pray that you guide me through the straightway.

I am deeply indebted to all Mzumbe University Dar es salaam Business School lecturers specifically my supervisor Mr. Maige Mwasimba for all the direction and feedback during this research process.

I also acknowledge with a deep sense of respect, my gratitude towards my mother, my daughter, my wife, member of my family and friends, who have always supported me morally as well as materially.

While this is indeed not a complete list, for taking their time to respond to interviews and questionnaires, my gratitude goes to interviewees and respondents in “factory” department at MIC-Tanzania for responding to my questionnaires and interviews tirelessly.

Any omission in this acknowledgement does not infer lack of appreciation.

Thanking you
DEDICATION

To the sincere love of my family
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<tr>
<td>AACE</td>
<td>Association for Advancement of Computing in Education</td>
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<td>ABS</td>
<td>Australian Bureau of Statistics</td>
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<td>BCG</td>
<td>Boston Consulting Group</td>
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<td>BSC</td>
<td>Base Station Controller</td>
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<td>BTS</td>
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<td>CPM</td>
<td>Critical Path Method</td>
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<td>CSF</td>
<td>Critical Success Factor</td>
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<td>CTIO</td>
<td>Chief Technical and Information Officer</td>
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<td>CUDB</td>
<td>Common Usage Database</td>
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<td>Home Location Register</td>
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<td>IN</td>
<td>Intelligent Network</td>
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<td>IP</td>
<td>Internet Protocol</td>
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<td>KPMG</td>
<td>Klynveld Peat Marwick Goerdeler</td>
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<td>LTO</td>
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<td>Masculinity Score</td>
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<td>Media Gateway</td>
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<td>MOP</td>
<td>Methods of Procedures</td>
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<td>MPBN</td>
<td>Mobile Packet Backbone Network</td>
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<td>MSC</td>
<td>Mobile Switching Center</td>
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<td>MTSO</td>
<td>Mobile Telephone Switching Office</td>
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<td>NOC</td>
<td>Network Operation Center</td>
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<td>Network Switching Subsystem</td>
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<td>OSS</td>
<td>Operations Support Subsystem</td>
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<td>PA</td>
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<td>PERT</td>
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<td>R &amp; D</td>
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<td>RF</td>
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<td>RNC</td>
<td>Radio Network Controller</td>
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<td>RTM</td>
<td>Regional Technical Manager</td>
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<td>SBU</td>
<td>Strategic Business Unit</td>
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<td>SLA</td>
<td>Service Level Agreement</td>
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<td>SRA</td>
<td>Science, Research and Application</td>
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<td>TIPM</td>
<td>Tanzania Institute of Project Management</td>
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<td>UK</td>
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<td>VAP</td>
<td>Value Added Platform</td>
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<td>Acronym</td>
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<td>VAS</td>
<td>Value Added Services</td>
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<td>UAI</td>
<td>Uncertainty Avoidance Index</td>
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<td>UAE</td>
<td>United Arab Emirates</td>
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<td>USA</td>
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ABSTRACT

How to be successful in this global era has different implications to what it was destined in the past. Project processes have moved from project management to portfolio management which needs strategic decision making in order to optimise resources and overall returns as well as to balance risks posed by projects.

Traditionally it was assumed that project stakeholders were in one location and had similar cultural backgrounds. Under the status quo, this belief has become worthless; project stakeholders are culturally more diverse and the advancement in ICT has made it easier for projects to be implemented from anywhere in the world. As a consequence, other critical success factors have started to impact the traditional benchmarks.

The aim of this study is to find out the reasons why multicultural projects delay or fail and consequently to convey critical success factors for multicultural project portfolio management at MIC-Tanzania. The research was carried out by means of questionnaires and interviews where project portfolio managers as well as stakeholders from “factory” were invited to share their experiences of the same.

Literatures acknowledge the importance of project portfolio management and why at MIC-Tanzania some projects fail or delay yet address the impact of cultural diversity in project portfolio management.

Based on the research findings, the following critical success factors have been identified: project stakeholders’ competency, commitment, positive attitude, proper time management, quick adaptation skills, cultural diversity training prior to departure to international assignments as well as exhaustive knowledge of industry culture, organisational culture and host culture. There should also be organisation’s good communication policy, well-articulated dispute resolution mechanisms, precisely planned supply logistics, well-defined project roles and responsibilities as well as reliable Information and Communication Technology infrastructure.
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CHAPTER ONE

OVERVIEW OF THE STUDY

1.1 Introduction

Projects exist in areas where change and the rate of change are frequently increasing. In order to survive and grow, organizations need to constantly modify their products and services. These innovations are affected by means of projects. Greater change reflects more innovations which in turn reflect more project portfolio, thus, in order to survive and prosper organisations need to successfully manage their project portfolio in different environments.

Project management refers to centralized management of one or more portfolios and includes identifying, prioritising, authorizing, managing and controlling projects and other related works (Adu, 2004). Project portfolio management is all about doing the right things right; doing the right things means prioritising and selecting projects to achieve organizational objectives whereas doing things right is delivering high quality projects in different environments. It is an application of tools, knowledge, skills and techniques to align resources and achieve the objectives of the client within specific constraints of time, cost, quality, scope and resources.

The goals of project portfolio management disciplines are to ensure that organisations invest in the optimal project portfolios and help them realise business value by delivering projects on time and within budget in whatever environments. In other words, portfolio management helps organisation to select the right things and project management ensures organisations execute and deliver the projects on time and within budget in different environments. In multicultural environments, successful organizations invest in improving both disciplines.

Increasing globalisation, collaboration across borders, reduced trade restrictions and quotas are presenting great opportunities for government agencies, private and public organisations to enter overseas markets (ABS, 1998). Domestic market is also being increasingly characterised by strong ethnic diversity and multicultural populations due to high mobility of skilled labor and overseas recruitments. These have indeed
resulted in an increasing trend of project delivery in multicultural environments (Kerzner, 1998).

The opening up of global market has a lot of challenges; there have been numerous reports of projects terminations and manager failures in multicultural environments (Ricks, 2000; Kerzner, 1998). Contributing to these projects failures are cultural differences (Vonsild, 1996).

This dissertation analyses and presents critical success factors in project portfolio management in multicultural environments, specifically at Millicom International (TIGO Tanzania).

This part covers background information, statement of the research problems, research questions, research objectives, significance of the study, scope and limitations of the study.

1.2 Background Information

By their very nature, global projects require higher degree of sensitivity and awareness; what seems acceptable in local projects may not be acceptable when boundaries are being crossed. Thus a strong cultural understanding is fundamental to the success of international endeavors.

Telecommunications industry is a specific industry within the utilities sector which is a swiftly merging adopter of project management methodology, especially as the telecommunications environment grows more complex, multinational telecommunication firms like Millicom needs to have project portfolio managers who are experienced in multicultural environments for successful completion of projects.

Globally, statistics on projects failure in terms of cost overruns, exceeded schedule target, unmet user requirements and cancellations are frightening. In an attempt to analyse failed projects, Burdick et al. (1998) conveyed a worldwide survey conducted by PA Consulting group which revealed that half of development projects fail to meet their cost and schedule targets, with typical overruns ranging from 40%
to 200% across several industries.

Moreover, study conducted by KPMG group on 134 top listed companies in Australia, UK and USA showed that these organisations lose between £8m and £133m per company per year to project failure (Goodwin, 2002). The cost of these failures is not in financial terms only but also in terms of lost opportunity costs, manager turnover and damaged corporate reputation or goodwill.

A suggested cause of project portfolio failure is inadequate management of project portfolio stakeholders (McElroy and Mill, 2000), including failure to notify decision makers of critical problems on time (Keil and Robey, 2001). In the multicultural environment, project failure is high due to the extra complexity of managing cultural differences among multicultural project stakeholders (Turner, 1999).

In their study, Black et al (1990) stated that approximately twenty percent (20%) of expatriates leave their companies within one year from an international assignment, partly due to frustration experienced overseas. The reasons of these failures have been the subject of number of studies.

To improve the understanding of global project portfolio managers’ experience in cross cultural interactions, Bruno (1995) conducted a research of ten cross cultural experienced expatriate managers in Indonesia and declared that the quality of cross cultural interaction is a function of participants’ understanding of each other’s cultural context. The data confirmed that definite influence of cultural backgrounds of participants matter a lot.

To sum up, project portfolio management in multicultural environments require different approaches to management in mono-cultural environments. With increasing globalisation, project portfolio managers of multinational companies like Millicom International are thus being increasingly exposed to multicultural project portfolio environments which need them to be adequately trained for multicultural assignments to reduce or completely eliminate project failures.
1.3 Statement of the Problem

Though it has been a culture for all telecommunications companies, among other firms, to freeze all network projects by December and other major festivals for avoiding havoc that might impact revenues and decrease customer loyalty, at Millicom Tanzania this has been a story; some projects fail, some cross deadlines and many are forced to meet deadlines with no proper mitigation plan resulting in serious mishaps.

When some key project stakeholders are asked, their responses were that they are working with consultants from different locations with different attitudes, education, gender, and different cultural backgrounds which make it difficult for them to reconcile on time. They added that, some projects are even delivered by multiple consultants from different locations with poor handovers which often resulted in unnecessary projects delay or failure. To cite examples, “Regional MPBN Implementation” project was to be completed in 2012 but it is still ongoing due to poor handover (individualism) and lack of commitment between Ericsson resources; it takes time for new engineers to study configurations as the previous engineers leave no enough information, “Blade Cluster” project also delayed because of incompetency and improper time management by supplier resources which took them long time to troubleshoot configurations for blocked calls, PABX project has become a “white elephant” project as has been rolled back endlessly. The project, since its commencement, has been delivered remotely from different locations with high uncertainty avoidance; this makes it difficult in troubleshooting and on time completion.

Furthermore, projects reports show that for some failed or delayed projects, scope and resources were underestimated. To mention, “NB/IP” project was initially scheduled to be implemented by Ericsson in Dar es Salaam only but it delayed because during implementation the scope was changed to include Tanga, the “Power shift” project delivered by Ericsson resources had its scope underestimated as a result once the old rectifiers were swapped to new ones we realised that some services were out of service because they were not included in the scope, the shift from “monolithic
to layered” architecture also delayed for the destination node was not ready to accept services,

The provisioning system, EMA, had initial scope failed, it was successful after changing its scope, CUDB project was completely halted due to supplier issues.

Additionally, whenever these projects are forced to meet deadlines with no proper mitigation plan they often end up bringing poor quality of service which results in loss of immediate sells and bad customer reputation. Just to mention, DABSC16 which is serving subscribers in Temeke and Mbagala areas had to be completed before December 2012 to offload DABSC08 and DABSC17 but due to underestimated scope and improper mitigation plan it delayed to Christmas and came up with congestion and cross talks.

Project management remains to be most widely researched topics in telecommunications discipline. However, despite significant research progress, there still remains a great deal of investigating the real cause of multicultural projects failures and/or delays. The reason why this study is being undertaken is to find out critical success factors for multicultural project portfolio management at Millicom Tanzania.

1.4 Research Questions

1.4.1 General Research Question

What are the critical success factors in multicultural project portfolio management at Millicom Tanzania?

1.4.2 Specific Research Questions

Specifically, this study addresses the following research questions;

i. What are the causes of multicultural project portfolio delays and/or failures in Millicom Tanzania?

ii. Which cultural factors are critically perceived to significantly influence multicultural project portfolio success at Millicom Tanzania?
iii. How are these causes of failures and/or delays relate to critical success factors in multicultural project portfolio management in Millicom Tanzania?

1.5 Research Objective

1.5.1 General Research Objective

To find out critical success factors for multicultural project portfolio management at Millicom Tanzania.

1.5.2 Specific Research Objectives

Precisely, the objectives of this study are;

i. To establish causes of multicultural project portfolio delays or failures in Millicom Tanzania;

ii. To determine cultural factors that are perceived critical at Millicom Tanzania for multicultural project portfolio success;

iii. To identify relation between causes of failures and/or delays and critical success factors which are most influential for project portfolio success at Millicom Tanzania.

1.6 Significance of the Study

Assigning inexperienced and under-skilled project portfolio managers has been identified, among others, as the causes of multicultural project portfolio failures (Ricks, 2000). From this, identification of Millicom Tanzania project portfolio managers’ intercultural competencies and strategies for better improving project portfolio delivery is critical for mitigating multicultural projects and portfolio failures.

Hofstede (1984, 2001) provides a significant platform for understanding national cultural differences and their impact on organisational behavior and managerial style. However, his studies are mostly focused on host national cultures as if there are no other relevant cultures influencing multicultural project portfolio settings. This study
investigated the influence of cultures other than host national and critical success factors for the successful project portfolio delivery in multicultural environments. Since Millicom Tanzania is a multinational company operating across the globe, this study will help to prepare Millicom’s project portfolio managers for even future multicultural assignments for its better outcomes.

This study effects all other organisations especially telecommunications organisations that wish to improve their project performance in multicultural environments; consultants, trainers and other key stakeholders which are involved in preparation of project managers for multicultural assignments; human resources specialists responsible for policy making regarding project portfolio managers preparation for multicultural assignments; and project portfolio managers who require understanding facts for more effective management of multicultural project stakeholders to achieve better project portfolio outcomes.

The research findings brought the foundation for positive project portfolio management at the Millicom Tanzania and other organisations especially telecommunications firms.

1.7 Scope of the Study

This study focused on the primary players of all projects at the Millicom Tanzania including Network Development Manager Cybercom TIGO-Tanzania Projects, Technical Core Rollout Manager and Access Network Rollout Manager. The study is not limited to Project and Rollout Managers only but also to functional managers including, among others, Power Manager, BSS Manager, NSS Manager, Transmission Manager, IP Support Manager, IN Manager and VAS Manager.

Project portfolio managers are liable for day-to-day communication between all these parties together with vendors, contractors and sub-contractors in the portfolio environments.

These stakeholders are from different cultural origins and major vendors are Huawei from China, Ericsson a Sweden headquartered company whose engineers are from all over the world, Siemens headquartered at Germany and Alcatel-Lucent French
headquartered whose engineers are from all over the world.

1.8 Limitations of the Study

Although the research has reached its objectives, the following were unavoidable limitations during data collection and dissertation writing:

i. Time constraints; time constraints were present in the interview with stakeholders themselves as most of them did not have enough time for the interview, some of them even put a time-limit on the interview.

ii. Access to information; the researcher faced problem of secondary data access as some data were held confidential and some those which were provided were general.

iii. It was unpredictable whether the subjects would respond to the questionnaires honestly.

1.9 Delimitations of the Study

The delimitations of this study are as follows

i. Researcher had to work up to unofficial hours to make appointment to key project stakeholders because at the time of collecting data some stakeholders were held up of official obligations. The researcher also had to conduct some interviews in phases in order to finish data collection task;

ii. For his research to be credible and reliable the researcher made the best of his effort to verify the accuracy of information obtained from stakeholders; the researcher validated the secondary sources by evaluating them thoroughly and compared with primary data such as interviews.

iii. The researcher had to request project records from project managers to verify validity of information provided by respondents and interviewees.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

While chapter one discusses about the background, scope and justification for this study, noting the need to better equip project portfolio managers at Millicom International by examining the factors critical for smooth and successful delivery of project portfolios in multicultural environments, this chapter reviews theoretical and empirical literatures related to these so as to help the company manage its project portfolio efficiently.

The chapter focuses on the relevant knowledge areas of the research which span the academic disciplines of management in multicultural project environments. The literatures also provide conceptual framework to help researcher clarify his research questions and objectives.

2.2 Theoretical Literature Review

Before driving in to the empirical discussions about the factors critical to the success of multicultural project portfolio management at Millicom Tanzania, it was important to situate the argument within a theoretical context for they guide the study and it is from these theories that the researcher identified factors critical for the success of multicultural project portfolio management.

This part presents key definitions, theories and concepts; while theories provide the foundation for the study by giving the reader what he/she needs to know in order to interpret and understand the results and how those results are arrived at, concepts serve as justifying choices which give theoretical background of the choices made during the course of this work.

2.2.1 Definitions and explanations

Attitude

This reflects a way of thinking, behaving and feeling (Adu, 2004).
BCG Model/Matrix

The BCG Model/Matrix is a portfolio planning model developed by Bruce Henderson of the Boston Consulting Group in the early 1970’s (Wysocki, 2009). The overall goal of the model is to optimise portfolio and effective resource allocation. It allows decision makers to compare different business Strategic Business Units (SBU) and analyse their strengths, weaknesses, and develop the appropriate strategies.

Communication

This is the act of sharing information (Adu, 2004).

Competency

This refers to knowledge, skill and attitude required to do job successfully (Adu, 2004).

Critical success factor (CSF)

This is the term for an element, activity, procedure or area that is necessary for an organization or project to achieve its mission. It is a critical factor or activity that has a direct and serious impact on the efficiency, effectiveness and viability of an organization, program, or project. It is also called key success factor or key result area. Critical success factors are unique to each organization, and reflect the current business and future goals (Rockart, 2001).

Culture

There have been various definitions and descriptions of concept of culture, as it seems different things to different people. Kroeber and Kluckhon (1952) reviewed over 500 descriptions of culture as a concept and suggested the following description of culture; Culture consists of patterns of behavior (explicit and implicit) acquired and spread out by symbols, constituting the special achievements of human groups. The principal core of culture subsists of traditional (historically derived and selected) ideas and especially their attached values. They simply defined culture as beliefs and
values shared by members of the society and include patterns of feeling, behaving and reacting; and the premises underlying behavior and ways of thinking. Hofstede (1984, 2001) supports this definition and defines culture as collective mental programming of people in a particular setting; that is a set of values, beliefs, attitudes and patterns of behavior which are shared by a group of people in an environment.

**Multicultural Projects**

These are projects in which projects stakeholders have varying cultural backgrounds (Adu, 2004).

**Portfolio**

Portfolio refers to collection of projects or programs and other works that is grouped together to facilitate effective management (PMI, 2004). The projects or programs of a portfolio are not necessarily being directly related or interdependent. For example, at Millicom Tanzania, a portfolio may include different projects such as among others, power projects, IN and VAS projects, IP projects, transmission projects, core projects BSS projects and access network projects.

**Portfolio Management**

This refers to centralized management of one or more projects and/or programs and includes identifying, prioritising, authorizing, managing, and controlling projects and other related works (Adu, 2004). Portfolio management concentrates on guaranteeing that projects and programs are reviewed to prioritise resource allocation, and that management of the portfolio is aligned to and consistent with the organisational corporate strategies.

**Portfolio managers**

Portfolio managers are responsible for high-level governance of a collection of projects or programs, which may or may not interdependent. Portfolio managers usually receive direction from organisation’s business strategy (Adu, 2004).

**Program**
A program is a group of related projects administered in an integrated way to obtain benefits and control not available from managing them individually (Adu, 2004).

**Project**

Projects differ from other types of work. PMI (2004) defines project as a temporary endeavor undertaken to produce a unique product, service or result. These unique and temporary characteristics are the ones determining if a particular endeavor is a project.

The temporary nature of projects indicates a definite beginning and definite ending. The end is reached when the project’s objectives have been achieved, when the project is terminated, or the need for the project no longer survives. Temporary does not consequently mean short time; many projects last for several years.

The unique nature of projects means every project creates a specific product, service, or result that differentiates it from other products, services, or results. It is important to note that repetitive elements present in some project deliverables do not alter the fundamental uniqueness of the project. For example, at Millicom Tanzania, many BSCs, BTSs, MSCs, RNCs, MPBN, MGw, among other nodes are constructed with the similar materials or by the same vendor or team but each facility is unique with a different location, different design, and different vendors and so on.

The duration of a project is a finite; can range from a week to several years. At Millicom Tanzania, many project tasks are new to project teams and involve multiple organisational units which necessitate more dedicated planning than other routine works.

**Project Delivery**

It refers to project execution or implementation (Adu, 2004).

**Project Life Cycle**

Meredith and Mantel (2009) defined a project life cycle as a collection of successive project phases whose name and number are determined by the control needs of the
organisation or organisations involved in the project. While every project has a
determined start and a determined end, the particular deliverables and activities that
take place in between vary from project to project. They stressed that the project life
cycle provides the basic framework for managing the project.

No matter whether the project is small or large, simple or complex; all projects can
be mapped to the following generic life cycle structure; starting, organizing and
preparing, carrying out the project work, and finishing the project.

**Project Management**

According to PMI (2004), project management is the application of knowledge,
tools, aids/skills, and procedures or techniques to project activities to achieve project
needs. Project management is accomplished by using the application and integration
of the project management processes of commencing/initiating, planning,
effecting/executing, monitoring, controlling, and closing.

Typically, managing projects includes; identifying requirements, adopting
specifications and plans, and balancing the competing demands for quality, scope,
time and cost.

**Project Manager**

A project manager is a person who heads up project teams and is assigned the
authority and responsibility for conducting the project and meeting project objectives
through project management (PMI, 2004).

**Project Phases**

Project phases are collection of logically related project activities (PMI, 2004). The
phases are mainly completed sequentially but can overlap in some project situations.
At Millicom Tanzania, many projects are divided in to separate phases such as
equipments installation, system commissioning, integration and acceptance test.

**Project Success**

Adu (2004) defined the project success as the extent to which project is delivered on
time at budgeted cost and to the client’s satisfaction. It can alternatively be defined as the extent to which project objectives have been met within time, within cost, at the desired performance or specification level, while utilizing the assigned resources effectively and efficiently and accepted by the customer or user.

2.2.2 Theories and Concepts

The success or failure of projects can decide the success or failure of company’s corporate strategy. Often, project success or failure can be determined by what leadership styles are adopted in the early stages of the project. It is accepted worldwide that strategy is a changing process. So are project environments. The unexpected events, developments and opportunities that emerge in a project life cycle are multiplied by many factors in a multicultural, multi-partnered, portfolio (multi-project) environment.

To understand how to make project portfolio work more efficiently in multicultural environments, we must first understand the underlying theories and concepts of project portfolio management as explained here under;

**Hofstede’s Intercultural Dimensions Theory on Project Portfolio Management**

Geert Hofstede is, for many years, the most well-known theorist of national cultures. In his study, Hofstede (1984, 2001) identified five main dimensions of culture that could be used to differentiate between countries, that is, various countries could be grouped in to five main clusters of characteristics; extent to which employees accept power from their superiors (power distance), whether individuals cultural ties are loose or strong (collectivism versus individualism), extent of avoiding anything that doesn’t go along with their rules and regulations (uncertainty avoidance), the extent to which dominant values in a society tend to be assertive (masculinity versus femininity), and fostering of virtues towards future rewards or past and present (long term versus short term orientation). These factors affect social interactions to such an extent that it is necessary for a sender of a message with cultural background different from that of his or her intended receiver to have knowledge of the culture of the receiver if he or she wishes to communicate effectively (Ozturk, 1992).
The Hofstede cultural dimensions and their likely implications for efficient and effective project delivery in multicultural project portfolio settings are discussed here under.

a. Power Distance

Power distance refers to the extent to which particular societies accept power inequality in making their decision; this is the degree of centralisation of authority. It is the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally. It is a measure of the degree and acceptance level of hierarchy within national culture. In small power distance cultures, individuals relate one another regardless of formal positions. Subordinates are more convenient with and demand the right to contribute to and critique the decision making of those in power. Work relationship is more independence rather than dependency on bosses.

In high-distance cultures, like Millicom Tanzania (with PDI of 70), less powerful accept power relations that are more autocratic and protective. People are more likely to expect clear decisions from authority figures and that vertical arrangement is seen to be more appropriate. In such situation, the project portfolio managers may only need to deal with a small number of team leaders. Project portfolio managers are, therefore, expected to resolve disputes as well as make all the difficult decisions and their subordinates will simply comply with their leader rather than challenge him or her or try to arrive at their own solutions in dealing with conflict. Therefore, a smaller power/distance would indicate a greater participation of staff in decision making while a larger power distance will indicate the opposite, for example, according to Hofstede's model, in a high PDI country like Malaysia (with PDI equals 104), a project portfolio manager would probably send reports only to top management and have closed door meetings where only few selected, and powerful leaders are in attendance.

The bottom line is that if you are coming from a low power/distance culture and having to deal with someone in a high power/distance culture nothing is going to happen without your boss's say. It is thus critical for a project or portfolio managers
at MIC Tanzania.

The PDI value for Tanzania is depicted in figure 2.1

b. Individualism-Collectivism

This is the degree to which individuals are integrated into groups. In an individualist culture, employees are expected to act at their own responsibility and organise their work gathering their own interests with those of their employers while in a collectivist culture an employee is a part of a group and has to act according to the group interest.

In an individualist society ties between individuals are loose and people look after their own self-interest. A collectivist society on the other hand is one in which ties between individuals are a lot stronger. It appeared that an individualist country is wealthier than a collectivist country. (Hofstede, G., 1984, 2001). Collectivist culture tends to be more nonverbal and communicates through contextual and implicit codes that are based on culturally defined social rules and expectations whereas individualistic culture relies on factual information for decision making as opposed to seeking group harmony and consensus. These communication preferences have huge implications for project portfolio managers’ efficiency in project delivery. While in individualistic cultures it might be effective to present very specific facts to assist individuals in their decision making, in collectivist it is more beneficial to use image-based or symbol appeals to present message in a positive light. Tanzania scores 25 (Low IDV) in the Hofstede’s Individualism World Map. With this score, Tanzania can be considered as of collectivistic society. Loyalty in a collectivist culture is prevalent, and has dominance over most other societal rules and regulations. Society’s offence leads to shame and embarrassment. Employer/employee relationships are recognised in moral terms like a family link. Hiring and promotion arrangement account for the employee’s in-group and also management is the management of groups; therefore, for project portfolio managers to efficiently and effectively deliver projects they have to show respect for age, overcome feelings and emotions to work in harmony, as well as respect traditions and introduce changes slowly. The IDV value for Tanzania is depicted in figure 2.1.
c. Uncertainty avoidance

This relates to the degree of anxiety employees feel when in uncertain or unknown situations. It focuses on how multicultural employees tolerate and cope with ambiguity in the workplace. Countries with strong uncertainty avoidance prefer highly formalised and structured organisations with a need for high security while countries with low uncertainty avoidance tolerate and encourage different ideas and innovation. According to Hofstede (1984, 2001), countries that show high levels of uncertainty avoidance usually also seek for group harmony and consensus.

This dimension implies that when discussing a project with people from high uncertainty avoidance, for example Belgium (which scored 94 on the UAI), project portfolio managers should investigate the various options and then present a finite or limited number of choices, but have very exhaustive information available on his/her contingency and risk plans. It is important to note that there will be cultural differences between French and Dutch speakers in the same environment.

Multicultural project portfolio managers must, therefore, be aware of this cultural dimension, for example in details and modes of project delivery. Tanzania has a UAI of 50 score, therefore, people have preference for avoiding uncertainty. In addition, they have an inner drive to work hard, they are accurate and punctual, innovation may be resisted, and security is an important element in individual motivation. Therefore, project portfolio managers must minimise their emotional response by being calm and contemplating situations before speaking and also express curiosity when they discover differences. The UAI value for Tanzania is depicted in figure 2.1.

d. Masculinity-Femininity

This addresses distinct and overlapping social gender roles and is a measure of the dominant characteristics of a society. Feminine societies highly regard quality of life as compared to masculine societies which are achievement oriented. For example, Japan is highly masculine with a score of 95 whereas Sweden has 5, the lowest measured value. According to Hofstede's, if you are to open an office in Japan, you must have greater success if you appoint a male employee to lead the team and have
a strong male contingent on the team. In Sweden, however, you would aim for a balanced team in terms of skill rather than gender. Tanzania scores 40 on this dimension and is therefore considered a feminine society. Managers struggle for consensus, people worth solidarity equality, and quality in their working lives. Conflicts are settled by compromise and negotiation. Motivations such as free time and flexibility are favoured. Focus is on welfare, status is not shown. An effective multicultural project portfolio manager must be supportive, and decision making should be achieved through involvement. With this in mind, multicultural project portfolio managers have to avoid “old boy’s club’ attitude, assure job design and practices are not discriminatory to either gender and treat men and women equally. The MAS value for Tanzania is depicted in figure 2.1.

e. Long Term Orientation-Short Term Orientation

This refers to how much society traditions and values long-standing as opposed to short term. This dimension was added by Hofstede in the 1990s after finding that Asian countries have strong link to Confucian philosophy acting differently from western cultures. In countries that possess high LTO score, delivering on social responsibilities and avoiding humiliation (loss of face) are considered very important.

According to Hofstede's study, in the United States and United Kingdom people have low LTO scores. This advocates that you can considerably expect anything in this culture in terms of creative expression and unique ideas. The model infers that people in the UK and US do not value tradition like many others, therefore are likely to be enthusiastic to help you implement the most innovative plans as long as they participate fully.

Tanzania has low LTO of 30 scores on this dimension making it a short term orientation culture. Societies possessing a short-term orientation generally exhibit great respect for traditions, a comparatively small tendency to save, strong social pressure to match the lifestyle of their neighbors and new cultures, impatience for achieving swift results, and a strong concern with establishing the truth. This suggests that project portfolio managers are expected to live by the same standards
and rules they create, be respectful of others and do not have to hesitate to introduce necessary changes. Figure 2.1 reveals Tanzania’s LTO score in the dimension.

Figure 2.1: Tanzania in Hofstede’s 5-D cultural dimensions model

![Bar chart showing Tanzania's scores in Hofstede's 5-D model]


Figure 2.2 shows Tanzania in comparison with Nigeria and MIC Headquarters (Luxemburg) in 5-D Model. LTO for Luxemburg is not shown because it was not included in Hofstede’s research during data collection and will be included in future researches. As culture changes very slowly, all its scores will still be considered up to date.
Hall’s theory of Time Perception in Multicultural Project Portfolio Management

It is imperative to note that the Hofstede’s cultural dimensions are by no means exhaustive. Other important cultural dimensions have been suggested. This is Hall’s theory on time. Hall (2000) narrated that different cultures have different perspectives of time. This dimension categorises cultures based on their attitude toward time. Most western societies view time as a limited, restricted resource; communication is quick, work is planned, and execution within the time specified is perceived as most important. In contrast, many developing countries including Tanzania views view time as infinite; one cannot control it, and so timescales are less strict and time based planning seen as less important.

Time perception is indeed a critical cultural dimension for a project manager in developing and managing project portfolio schedules. There is also another important time-related host national characteristic which project portfolio managers have to understand, this is religious holidays. International project portfolio managers must not only be sensitive to local rules as stated in the codes, statutes, and work regulations, but must be familiar with and abide by the cultural and/or religious
practices in the local project environments. Many saint’s days in Catholic countries and the Ramadhan, the month of long fasting in Muslim countries are typical examples of time related host national issues that project portfolio managers may need to manage. Hall (2000) recited that an understanding of the cultural framework of a particular country, would give project managers the general operating rules to start with in terms of rules of speech and custom.

**Fons Trompenaars’s Theory of Multicultural Project Management**

Fons Trompenaars studied under Geert Hofstede’s supervision. He based his research on thirty thousand people from over more than forty countries. Instead of Hofstede’s 5 dimensions Trompenaars (in collaboration with Charles Hampden- Turner) created 7 dimensions of culture that affect delivery of multicultural projects. These dimensions are:

a. **Universalism vs. Particularism**

This dimension is simply based on the importance between rules and relationships. Universalism is defined as the application of rules to everybody: no exceptions. Project stakeholders in universalistic countries share the belief that general rules, codes, values and standards take priority over particular needs and claims of friends and relations. Universalism looks for similarities in all members of a project team, and attempts to apply common rules to them.

On the other hand, particularism searches out differences, and assumes that there will be exceptions to every rule. Rules are more replaced by stakeholders’ friendships, achievements and certain situations within a relationship.

b. **Individualism vs. Communitarianism**

The second dimension explains whether project stakeholders better function in a group or as an individual. This dimension is based on Hofstede’s cultural dimension individualism versus collectivism. Trompenaars defines it as orientation to oneself or to a group which share common goals and objectives.

Individualist project stakeholders from Canada, Denmark, USA, Australia, Nigeria
and Russia would consider the defect to be the fault of an individual, whereas communitarian stakeholders from Indonesia, Singapore, Italy, Japan and Germany would consider the defect to be the fault of the group (Trompenaars and Hampden-Turner, 1997).

c. Specificity vs. Diffusion

This dimension questions on how far project stakeholders get involved. It refers to the extent to which stakeholder engages others in specific areas of project management. For example, in a specific culture, a project portfolio manager has power over his subordinates only as in the workplace. In a more diffuse culture, if the subordinate and the manager meet on unofficial course, the subordinate complies with the manager there as well.

Trompenaars demonstrates the difficulty in a project team environment, when specific cultures, such as American rub up against diffuse cultures such as Chinese. The specific American project team members are immediately friendly and welcoming to the Chinese team members, but do not expect that the Chinese team members will be a part of their lives outside work. The Chinese project team members, on the other hand, are cautious and proceed carefully in making friends in the workplace, as these friends will not only be invited into a working relationship, but also into a relationship with the person as a whole (Trompenaars and Hampden-Turner, 1997). Chinese believes that hanging together after project hours creates good relationship which they believe could enhance collaboration between them.

d. Affective vs. Neutral

Trompenaars defines this dimension by the belief of participants in the appropriateness of showing emotion to project team. In neutral cultures such as Sweden, Austria, India and Japan, it is highly inappropriate for someone to show his or her feelings in public, while in affective cultures, such as France, Spain and Russia, it is fully acceptable.

He also made a distinction between cultures that express emotion but separate it from reason such as Americans for example, and cultures that express emotion and do not
separate from reason, such as Italians and other southern Europeans. (Trompenaars and Hampden - Turner, 1997).

e. Achieved status vs. Ascribed status

This dimension describes how a culture determines the status of individuals. A culture rating highly on achieved status believes that project stakeholders are judged according to what they do and deliver, while cultures rating highly on ascribed status are in the opinion that stakeholders are given status based on who they are: their education, age, class, gender, et cetera.

Trompenaars used the example of family background and discovered that in Austria, India, Hong Kong and Thailand respect depended heavily on one’s family background, while participants in the USA, Canada, the UK, and the Scandinavian countries believed that family background was immaterial in a business environment. (Trompenaars and Hampden - Turner, 1997).

f. Internal vs. External control

This dimension refers to an individual’s orientation toward nature. Cultures that believe they control their environment are defined as internal orientated, whereas cultures that believe that their fortune is pre-determined are defined as external orientated.

Using a case study that asked participants whether they believed they controlled their own fate, he found that participants from Australia, Canada, the UK and the USA were firmly inner-directed, whereas those from Egypt, China, Russia and Japan were outer-directed. (Trompenaars and Hampden - Turner, 1997).

g. Sequential time vs. Synchronous time

Trompenaars defined this dimension as the culture’s view of time; sequential cultures view time as a series of passing events, while synchronous cultures view it as interrelated, with the past, present and the future working together to shape actions. Time is firmly scheduled in sequential cultures, with specific time slots available for activities so that a late appointment will throw out the entire day’s schedule. In
contrary, in a synchronous culture, it is considered rude not to interrupt an activity to make time for an unexpected visitor.

Tied in to the view of time as sequential vs. synchronous is one’s outlook of the past, present and future. This is similar to Hofstede’s dimension of Long Term Orientation (Trompenaars and Hampden -Turner, 1997).

Theories of Project Management

According to Koskela and Howell (2002), the basic theories of project management have great contribution to the success of multicultural project portfolio management. However, they declared that there is not one theory that explains project management; it is a collection of several fundamental ideas; the theory of project, and theories of management, theories of planning, execution, controlling, among other theories.

a. Theory of Project

Turner (1999) conceptually claimed that project management is about managing work. He added that work can be managed by decomposing the total work effort into smaller chunks of work called activities and tasks. Finally, he concluded that this conceptualization and the principle of decomposition serve three essential purposes of project management; scope management, time management, and cost management. This has been supported by Morris (1994) in the work breakdown structure sequentially as follows; what needs to be done; who is going to do what; when actions are to be performed; how much is required to be spent in total; how much has been spent so far; and how much has still to be spent.

b. Theory of Management

On their effort to explain the theory of project management, Koskela and Howell (2002) concentrated on only three core processes of project management; planning, execution, and controlling.

i. Theory of Planning
According to PMBOK Guide (2004), the planning processes are structured into two; the core processes and facilitating processes. There are ten primary processes: scope planning, scope definition, definition of activities, resource planning, activity sequencing, activity duration estimation, cost estimation, schedule development, cost budgeting and project plan development. The output from these processes and the project plans make up an input to the executing processes. Johnston and Brennan (1996) defined management to consist of a management part and an effector part where management at the operations level is seen to consist of the centralised creation, revision and execution of plans.

ii. Theory of Execution

This is how the project plan is executed. According to PMBOK Guide (2004), the underlying theory of execution turns out to be similar to the concept of job dispatching in manufacturing where it provides the interface between plan and work.

Dispatching consists of two elements; decision making and communicating the assignment to the workstation. In the case of project management, decision is largely taken care in planning, and thus dispatching is reduced to mere communication: written or oral authorization or notification to start work. Here, the underlying theory seems to be the classical theory of communication where a set of symbols (voice or written speech) is transmitted from sender to receiver.

iii. Theory of controlling

The PMBOK Guide (2004) divides controlling into two; performance reporting and overall change control. Performance is measured at the output or input.

Cultures that have Impact on Multicultural Project Portfolio Delivery

According to Trompenaars and Hampden-Turner (1997), substantial cultures that could impact on project delivery include host national culture, multinational organisational culture and local industry culture. All these levels of culture interact and result in a unique “project culture” for each project or portfolio.

a. Host National Culture
This kind of cultural influence in multicultural project portfolio settings refers to the general culture relating to the host country where projects are taking place.

b. Multinational Organisational Culture

Multinational organisational culture is the complex operating system of the organisation which drives the organisation and its actions. It has sets of shared beliefs and values which form part of the organisational identity giving rise to common assumptions and behavioral patterns. The organisational culture provides standard and guidelines to employees’ actions, how they act and feel.

Lately, a number of authors have emphasised the importance of cultural factors on project, portfolio and multinational company performance, making cultural audits and measurements an important part of business management (Rees, 2000).

c. Local Industry Culture

Cultures differ in the various industry and professional groups as in the ethnic groups. Labor practices, for example, hiring and payment, differ with industry and geography and that practices that works at home will not necessarily work overseas (Trompenaars and Hampden-Turner, 1997). Pheng and Leong (2000) added that project portfolio managers should understand business procedures and labour practices in the project portfolio location.

In his study, Hancock (2000) insisted that project portfolio managers working in multicultural environments do not only need to be aware of cultural differences between comparable professional groups across countries but must give considerable outlook to differences between professional groups within their own countries.

**The Project Culture**

The culture prevailing in multinational projects environments is likely to a composite culture made up of the host nation’s culture, the organisational culture (including some elements of cultures of the various nationalities that may be part of the project team) and the local industry culture (Pheng and Leong, 2000). Gancel and Hills (1998) narrated that integrating various cultures to produce a particular project
culture requires an understanding of these cultures, values, and behaviors of project stakeholders.

In a study in which participants from 175 different projects described the cultures of both their most recent projects and their organisations, Andersen (2003) reported that a stronger task oriented culture prevails with projects, in comparison to their organisations and that the task orientation improves the chances of projects staying within budget. The challenge is for the project portfolio managers to manage this diversity and establish project portfolio cultures that lead to success in terms of greater productivity, better relationships and higher morale in the multicultural project portfolio environments.

Moreover, establishing project portfolio culture requires balancing the continuous adaptation processes and adoption of new practices and preferences of the other cultures with one’s own unique heritage of parent company practices. Ideally, the project culture must be based on cultural relativity where one culture is not better that another but all are respected equally. Overlooking any culture denies the opportunity to manage diversity. This open-minded approach that acknowledges all the relevant cultures is likely to assist project managers to tailor and target communication for maximum effect (Gancel and Hills, 1998). Cleland et al. (1994) added that the integration and sensitive management of cultural diversity would ensure that a unique project identity takes priority over individual identities.

Gancel and Hill (1998) have suggested that the three fundamental conditions required for integration of cultures are clarifying objectives for integration, negotiating its implementation where appropriate, and implanting as best suits cultural environment. A lack of understanding of the complexities of different cultural elements operating in the multicultural project portfolio environments could present serious challenges to project delivery. It is critical that when these cultural values are ignored often emotional reactions occur. Thus, ignorance of certain cultural outlooks could cause problems in intercultural project portfolio management. International project managers, therefore, need to identify different relevant cultures and their implications for effective and efficient project portfolio management because effective management of business culture is an opportunity to gain
competitive advantage (Rees, 2000).

Channels and Modes of Communications in Multicultural Project Environments

A number of channels such as spoken, written and pictorial, are available to project managers for project communication. Each channel of communication is associated with a number of modes of communication as shown in table 2.1. Anon (1996) suggested that the use of different channels to communicate the same message increases the chances of communication effectiveness. However, a number of authors including Gouran et al. (1994) are of the view that personal contact is the most effective means of communication, with the best of all modes of communications being face-to-face.

Cultural factors need to be taken in to considerations in the choice of channels and associated modes of communication as there is evidence to suggest that an approach that works well in one culture might not be applicable in another (Aon, 1996).

Table 2.1: Some channels and modes of communication

<table>
<thead>
<tr>
<th>Channel</th>
<th>Spoken</th>
<th>Written</th>
<th>Pictorial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face</td>
<td>Letters/Memos</td>
<td>Slides</td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td>emails</td>
<td>Overhead</td>
<td></td>
</tr>
<tr>
<td>Presentations</td>
<td>Fax</td>
<td>Photographs</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>Advertising</td>
<td>Drawings</td>
<td></td>
</tr>
<tr>
<td>Video Conferences</td>
<td>Quantitative data</td>
<td>Charts</td>
<td></td>
</tr>
<tr>
<td>Social Occasions</td>
<td>Large Publications</td>
<td>Graphs</td>
<td></td>
</tr>
<tr>
<td>Walkabout</td>
<td>Telex</td>
<td>Other print, etc.</td>
<td></td>
</tr>
</tbody>
</table>


The Impact of Cultural Differences in Project Portfolio Management

Historically, project management was a face to face environment where tea meetings
involved all players assembling together in one room and the team was often itself co-located. Today, because of the complexity and size of projects, it is hardly impossible to find all team members located in one roof; the project team is thus called a virtual project team. Mueller and Turner (2004) studied how cultural differences impact preferred modes of project management communication. They examined how individualism versus collectivism, along with the degree people in various cultures accepts unequal power and ambiguity impact project communication preferences. The results of their study show that country preferences can be shown in any of the four categories; face-to-face communication and analytical at milestones, written status reports with fixed intervals, detailed progress reports with fixed intervals, and continuous phone updates with written backup.

Global project portfolio managers can use originality of stakeholders to obtain competitive advantage and improve the likelihood of project success. Firstly, an interesting concept from recent research is all about fusing together management practices of two or more cultures so that a practice relevant to a heterogeneous culture can be assembled. Global teams can provide all elements for an effective fusion of different project management practices: people from different countries and company cultures, brought up with different experiences having different management theories, implemented by a team with a prosperous mix of skills and views (Binder & Carlo, 2007). Hybridisation is second concept/advantage on multicultural management, which can be defined as the use of a common body of knowledge, enriched with selective parts of successful practices from the countries where the project is being executed, or from the team members’ original culture. It is imperative to note that people from the same country may have different behaviors as the values and norms from the cultural dimensions are not only dependent on the nationality of team members but other characteristics including religion, region (inside the country), the ethnic origin, language, gender, level of education, job description, the industry and the company, among others.

**Primary Causes of Multicultural Project Portfolios Failure**

Many projects fail to live up to their promises and on completion they produce disappointing outcomes. Some exceed their budgets or deadlines or both.
A project is considered a failure when it does not meet stakeholder’s expectations the impact of which are cost overruns, quality degradation, frustration, among others which may led the company in to winding up. According to PMI (2004), the following are major primary causes of project failure;

a. Cultural differences

It is agreed worldwide that effective use of cross-cultural project teams can provide a basis for experience and innovation to improve the probability of project success and enhance the competitive position of the organisation. It is unlikely however that, cultural differences and related conflicts can obstruct the successful completion of the projects in today’s diverse global business community.

b. Inadequate risk management

Projects are full of uncertainties, therefore, failure to identify, evaluate, plan for mitigation (transfer, tolerate, terminate, treat) of those uncertainties, implement actions followed by monitoring and control appropriately can rapidly see them turn into serious problems and issues.

c. Insufficient resources

In many reviews on various projects, a common culprit is a lack of specific resources or resource types that were not provided, thereby leaving the project team to try to compensate using their own skill sets.

Although management will always invariably try to minimize costs while working with maximum productivity, every project needs resources, especially projects running under lean philosophy; how much and how many depends on the size and scope of the project. Insufficient resources happens when there are no enough resources, the right skillsets, or uncommitted team resulting in to jeopardised project completion date.

d. Undefined or poorly defined project requirements

This happens when customer needs and wants did not documented clearly. Defining
specific project requirements is necessary to maintain alignment of project tasks to
desired business outputs and to ensure that projects have clear and specific project
objectives established. So, project managers should collaborate directly with key
stakeholders to describe specific detailed project requirements and deliverables.

e. Poor communications

This is when team stakeholders do not have information they need when they need it
causing unnecessary delays of the project when changes are not escalated on time.

f. Inaccurate estimates

In spite of the increasing focus on project estimation, in some industry, however, the
activity of determine how long a project will take and how much it will cost is still
more guesswork and wishes than realistic as a result, on trying to meet an impossible
estimation target, shortcuts are chosen, good practices are skipped ultimately
resulting in to the project failure.

g. Poorly defined deliverables

Defining deliverables is essential in project management methodologies such as Six
Sigma and/or Lean and Agile management as these methodologies work within
specific guidelines. Skipping or poorly defining your project management
deliverables can result in project chaos or failure. This scenario happens when
milestones were not quantifiable.

h. Lack of change management Clause

Often, this occurs when there is a scope creep where by the end work becomes more
than expected. This happens when changes which were not initially planned for are
added to the project there is no clause to accommodate changes.

i. No time for managing project

Especially when managing portfolio with very tight schedule or timeline with little
time to plan.
Lack of project management skills

Sometimes, projects may be sufficiently staffed, have change management clause, proper timetables, sufficient resources, and all above. Yet it simply fails because the project or portfolio manager did a poor job. Like any other position within an organisation, the success of projects and business in general, hiring a competent and well skilled project managers has no exception because when project managers don’t know what they don’t know it is where projects go out of their control without understanding why.

Application of BSG Matrix in Building Effective Project Portfolio Infrastructure

The BCG Model (Matrix) defines four categories of products/services based on their growth rate and competitive position (Wysocki, 2009). In building effective project portfolio Management infrastructure, Wysocki (2009) used the BCG Matrix to position projects in reference to what products/services they are intended to provide/offer as shown in figure 2.3

Figure 2.3: Project portfolio management in BCG matrix model


Cash Cows

These are stable, profitable and well-established products/services that have a strong
market share but limited growth potential. Projects that relate to cash cows are vital to the organization because the company will want to protect that investment so as to maintain market position. Ericsson 2G projects are the best examples at Millicom Tanzania.

b. Dogs

Any project/portfolio related to these products should not be undertaken because the products/services falling under this quadrant are not competitive and have little or no growth potential; therefore, the best thing an organization can do with dogs is modernize or swap or phase them out as quickly and painlessly as possible. Lake Zone Huawei projects are the best example as they contribute few erlangs as compared to Ericsson projects in other regions in Millicom Tanzania.

c. Stars

These products/services are the future cash cows. They have strong market positions and strong growth potential. All projects related to stars are good investment opportunities; this can be explained by Value Added Services at MIC Tanzania.

d. ? (Question mark)

In the top right quadrant, the question mark represents the starting point of the model. These are typically products or services which are untested in the market but appear to have strong growth potential, thus, are worthy of spending research and development (R & D) dollars. Projects linked to those efforts are good investment opportunities. The objective is to turn them into stars and then cash cows; 2G and 3G data services, for examples, in MIC Tanzania.

**BCG Model and Resources Allocation in Project Portfolio Delivery**

Resources allocation depends on the current market position of the enterprise, the business outlook, among other considerations. Except for the dogs, the other three categories will have some level of investment. For stable investment, such as cement manufacturing, more resources might be spent on the cash cows to ensure that they maintain their market position, fewer resources will be allocated to the stars because
the enterprise will always want to keep some growth opportunities in the pipeline, and even fewer on the question marks category because the industry isn’t in the R & D mode.

However, in a volatile, high-growth, high-tech industry like Telecommunications, the allocations is very different. More resources are spent on the stars and question marks projects and fewer on the cash cows. Cash cows have a very short useful life, and any investments in them are risky.

**Decision Making under Certainty, Uncertainty and Risk Conditions in Multicultural Project Portfolio Management**

According to Mbura (2012), there are three basic decision making conditions, certainty, risk and uncertainty. Certainty condition is the one in which each alternative’s outcome is known in advance. Under this condition, decision makers, in our case the project portfolio managers, have accurate, measurable, and reliable information about the outcome of various alternatives under consideration.

In a risk situation, factual information may exist, though may be incomplete, probabilities can be assigned to each outcome. On the other hand, uncertainty condition involves lack of information or knowledge which makes the outcome of each alternative unpredictable such that no probabilities can be determined. A great majority of all decisions made in the course of project portfolio management are commonly made under conditions of uncertainty although they usually are in view that it is usually best to act as if decisions are made under risk conditions so as to help them make some estimates about the probability of various outcomes.

Mbura (2012) insisted that an effective decision making process in uncertainty and risk situations includes four main steps, namely; identifying the problem, creating alternative solutions, evaluating and choosing alternative solutions and, implementing and monitoring the chosen solution.

In the first step, problem can be identified by scanning, categorising, that is attempting to understand the signs of discrepancy between the desired and current state and, last but not least diagnosing it, that is gathering more information and
specifying the exact nature of the problem.

The second step of decision making process requires creative and innovative solutions. The concerned multicultural project portfolio manager must develop alternative solutions.

In the third stage, each alternative has to be evaluated according to six criteria, namely; feasibility, quality, acceptability, costs, reversibility and ethics.

i. Feasibility refers to an extent the alternative is to be considered based on the policy, technology, budget and other constraints of the organization;

ii. The quality evaluation must consider how effective the alternative is in solving the problem;

iii. The acceptability creation refers to the degree to which the decision making will affect the decision maker et cetera.

iv. The costs consideration should be taken into account in implementing an alternative depending upon the resources of the organization;

v. Any alternative decision taken must be reversible (rollback possibility) in case it is found antagonistic to the organization during implementation;

vi. An alternative shall be compatible with the social responsibility of the organization and ethical standards.

Implementation and monitoring the chosen solution requires careful and intelligent planning within the domain of the first three steps. In this stage multicultural project portfolio managers also need to monitor the decision implementation to be sure that things are progressing as planned; the more important the problem is, greater effort of follow up mechanism will be needed.

In emphasizing the important of accurate decision making in multicultural project portfolio management, Mbura (2012) mentioned some important decision making tools. These involve, among others, a Gantt chart, Decision tree, Program Evaluation and Review Technique (PERT), Critical Path Method (CPM), and Linear programming tools.
**The Project Life cycle**

As defined earlier in this section, the life cycle provides the basic framework for managing project, irrespective of the specific work involved. Most Projects go through similar steps/stages. Meredith and Mantel (2009), defined these stages as shown in figure 2.4.

The project is born (start-up phase) and a manager is chosen, the project team and initial resources are organised, and the work program is organized. Then work gets initiated and momentum quickly increases. Improvement is then noticed. This continues until the end is in visibility. But completion of the final tasks seems to take too much time, because there are often a number of parts that must come together and partly because team members, probably from different cultural backgrounds, “drag their feet” for various reasons and avoid the final steps. It is important to know that the pattern of slow-rapid-slow progress toward the project goal is common.

Figure 2.4: The project life cycle.

Source: Meredith and Mantel (2009)

Figure 2.5 shows project effort, normally in terms of person-hours or resources used per unit of time, where time is split into the several phases of project life. Minimum effort is needed at the commencement, when the project concept is being developed
and subjected to project selection processes (though it is argued that increasing effort in the early stages of the life cycle improves the chance of project success).

There is a strong correlation between the life-cycle progress curve of figure 2.4 and the effort curve of figure 2.5 because often, effort usually results in corresponding progress. Hence the mathematical derivative of the former tends to resemble the latter (Cioffi, 2004). Activity increases as planning is completed and the real work of the project starts. This rises to a peak and then begins to decline as the project nears completion, finally ceases when evaluation is complete and the project is finished. Despite the fact that this rise and fall of effort always occurs, there is no specific pattern that seems to describe all projects, nor any reason for the lowdown at the end of the project to resemble the buildup at its beginning. Figure 2.5 reveals.

Figure 2.5: Time distribution of project effort.

Source: Meredith and Mantel (2009)

**The Project Management Triangle**

Commonly known as “The Scope or Iron Triangle” is the triangle showing five constraints that operate in every project irrespective of project environments, namely; scope, quality, cost, time, ad resources (Wysocki, 2009). These constraints are very
important for the success or failure of multicultural project portfolio management
and thus form mutually dependent set; that is, a change in one constraint can require
a change in another constraint in order to restore the equilibrium of the project.

a. **Scope**

This is a statement that defines the boundaries of the project. Not only does it tell
what will be done but also what will not be done. It may also be referred to as a
document of understanding or a scoping statement or a project initiation document or
a project request form. By whatever name called, this document is the foundation for
all project work to follow. Beginning a project on the right foot is essential, the same
as staying on the right foot. It is obvious that a project’s scope can change; no one
knows how or when, but it will change. Recognising that change and deciding how
to accommodate it in the project plan is a major challenge for the project portfolio
managers in multicultural environments.

b. **Quality**

Wysocki (2009) mentioned two basic types of quality as part of every project:

i. Product quality; the quality of the deliverable from the project.

ii. Process quality; the quality of the project management process itself.

The focus is on how well the project management process works in intercultural
environments and how can it be improved. Constant quality improvement and
process quality management are the tools used to measure process quality.

c. **Cost**

Another variable that defines the project is the dollar cost of doing the project. It is
best thought of as the budget that has been established for the project. This is
specifically important for projects that create deliverables that are sold either
commercially or to an external customer. Cost is a major consideration throughout
the project management life cycle.

d. **Time**
The client/vendor specifies a time frame or deadline date within which the project must be completed and this is where most of the MIC Tanzania vendors fail. To a certain extent, cost and time are inversely related to one another. Time is an interesting resource; it can’t be stocked or inventoried. Whether you use it or not, it is consumed. Therefore, a multicultural project portfolio manager has to use the future time allotted to the projects in the most possible effective and productive ways. He/she can do tradeoff of this future time (time that has not yet occurred) between different projects of portfolio. Once a project has begun the primary resource available to the multicultural project portfolio manager to keep projects on schedule or get it back on schedule is time. A good multicultural project portfolio manager has to realise this and protect the future time resource jealously.

e. Resources

Resources are assets such as man power, equipments, facilities, or inventory that have limited availabilities. Resources can be scheduled or can be leased from an outside source. Some are fixed and others are variable. Certainly, they are critical to the scheduling of project activities and the orderly completion of the project. For telecommunications projects, people are the major resource. Another valuable resource for telecommunications projects is the availability of proper working tools.

Figure 2.6: The project management or scope/iron triangle

2.1 Empirical Literature Review

2.1.1 Tanzania Study

A number of researchers, professionals, associations and institutes of project management have addressed the issue of management of multicultural projects. For the case of Tanzania, few of them which are relevant to this study are discussed hereunder;

Since its establishment, Tanzania Institute of Project Management has been a forefront in addressing the issue of cultural differences in managing global projects. In its core values and professional conducts, the Institute insists that, as project professionals interact with different people, and are often faced with various ethical dilemmas throughout their careers. It is challenging to determining what is ethical, and the answers might differ depending on your organization and culture (Tanzania Institute of Project Management [TIPM], 2002). This indeed, shows the important of managing cultural diversity in project management.

In supporting professionalism in project management, the Project Management Association of Tanzania (2007) provides trainings, workshops, and forums on techniques on how to improve communication among project management professionals in multicultural environments.

In an attempt to address the importance of managing diversity issues at organizational level, Bendera (2011) asserted that as human capital is one of the most valued and scarce resource in organisations, it is important to manage it well so as to maintain positive working environment where similarities and differences of individuals are all recognised, understood and valued so that all employees reach their full potential and maximize their contributions to an the organisation’s strategic goals. This is extremely important for successful delivery of multicultural projects on time and within planned budget. She added that to remove mono-cultural organisation-domination of one group over another, it is extremely essential for private organisations to transform themselves from mono-cultural to multicultural so as to have a multicultural and diverse squad of employees who work in a nurturing and caring environment. Therefore, project portfolio managers must also lead and
manage in a way to cease the benefits that differences bring.

2.1.2 Abroad Case

Several initiatives have been taken by multicultural project management practitioners to ensure that projects are delivered on time and within budget. Among initiatives are highlighting the most frequent causes of failures in international projects, culture and conflict management style of international project managers, cultural differences in project management, among others. This is why as many Swedish companies places swedes abroad to present their companies, Ericsson (1999) for example, cited the most common problems in multicultural projects which can be used to frame critical success factors for multicultural projects and portfolio management. The common problems mentioned were language/way of communication for examples some stakeholder need interpreters and many French nationals want to speak in French only, another problem is misunderstandings of cultural origin, for example when talking to Asian stakeholders out of politeness they say that they understand even when they do not, other is different time perspective of different nations for example, Swedish and Germans are very punctual while Africans and Latin Americans normally arrive late to meetings which may result in to conflicts. However, what is positive about working on multicultural projects is that there is so much to learn from people of other nationalities.

Adu (2004) investigated the Australian project managers and narrated that for smooth delivery of multicultural projects, Australian project managers have to have knowledge of host culture, industry culture and organisational culture, skills in intercultural communication, and attitude to intercultural communication and adaptation as necessary competencies needed for successful delivery of projects in multicultural environments.

2.2 Research Gap

Project delivery in multicultural environments is on the increase with Globalisation and global project managers are being increasingly exposed to multicultural project environments. Project delivery in multicultural environments requires different approaches to project delivery in mono-cultural environments. Failure to recognise
this has resulted in many projects and some well-performing companies to fail (Burger, 2010).

Recently, the critical success factors for effective management of project portfolios in multicultural environments, specifically at Millicom Tanzania have not been researched. These critical success factors help the organisation prioritise and select projects to achieve organisational objectives as well as develop high quality projects and portfolio so as to realise business value. This provides justification for this research study.

This paper identifies critical success factors for multicultural project portfolio management at Millicom Tanzania and suggests key issues/gap which needs to be addressed to stimulate ideas for optimising the existing projects. This will also add value to upcoming projects through successful delivering of projects and portfolio on time and within budget to as to achieve best value for money.

2.3 Conceptual Framework

Bullen and Rockart (2001) outlined five sources of critical success factors for any organisation. To mention, these are; the industry where the organization operates, the competitive strategy and industry position, the environmental factors, temporal factors facing the organization and, critical success factors that are specific to each manager and their role in the organisation, project portfolio managers for our case. Therefore, the figure 2.7 depicts the conceptual framework for the critical success factors particular to multicultural project portfolio management in telecommunication industry specifically MIC Tanzania. It is important to note that there are factors which are essential during project plan but later on cease to be critical, a project scope, for example.
Figure 2.7: A conceptual framework

Source: Researcher’s idea (2013)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes research methods which were used to address objectives of the study. It contains the following areas; area of study, research design, population under the study, sample size and sampling techniques, data collection, data processing and data analysis and expected results with the aim of analyzing critical success factors in multicultural project portfolio at Millicom Tanzania.

3.2 Area of the study

Millicom is an International company operating in North and Central America, Europe (UK), Asia (UAE), USA and Africa. In Africa it operates in Chad, Congo DRC, Ghana, Mauritius, Rwanda, Sierra Leone, Senegal and Tanzania. The area of the study was at the Millicom Tanzania headquarter located at the DERM COMPLEX, Plot Number 11, Block 45A, New Bagamoyo Road, K.Nyama, Dar es Salaam.

3.3 Research Design

According to Kothari (2004), a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. He added that the function of research design is to provide for the collection of relevant evidence with minimal expenditure of effort, time, and cash.

Over the years, there has been a considerable debate over the use of qualitative or quantitative approaches in conducting research. The qualitative research is used to develop theory and is thus characterised by case studies, in-depth interviews, field/participant observations and alike. On the contrary, quantitative approach is used to test theory and can thus be explained by techniques such as sample surveys, questionnaires, among others. Wright (1996) argued that qualitative approaches are more appropriate for theory generation because the theory is induced from actual
data and broader complex issues can be addressed. She noted however, that qualitative methods are limited in terms of testing the generalizability of particular factors which can be best handled with quantitative methods. It is argued that the two methods are able to inform one another for effective answering of research questions. Therefore, this study, took advantages of both the qualitative and quantitative methods to yield more significant information from research.

3.4 Population under the Study

The targeted population was CTIO, Heads of Factory, Project Director-Cybercom, Project Managers, Heads of Departments, functional managers and other supporting staffs from “factory”. A total of 78 employees under “factory” were involved in this study as a population.

3.5 Sample Size and Sampling Technique

When we want to collect data on a population, there are different techniques to go about. In some cases, it is possible to measure the entire population to get an accurate picture of the population at hand (the exhaustive survey) and in some cases however, sub-group of the population is feasible. This sub-group is called “sample” and can be chosen following probabilistic or non-probabilistic sampling techniques.

3.5.1 Sample Size

The sample is a subset of a population. It encompasses some members selected from it. According to Mugenda & Mugenda (2003), researcher may use 50 percent of the target population to represent the characteristics of the entire population. For the sake of this study, the sample included CTIO, CTO, 2 Heads of Factory (administration and projects), Project Director-Cybercom, Head of Strategic Quality, 5 Heads of Departments, 4 RTMs, Network Development Manager Cybercom TIGO-Tanzania Projects, IP, BSS and Core Rollout Manager, IP, BSS and Core Planning Manager, Access Network Rollout Manager, 12 Functional Managers. In addition, it encompassed other 11 supporting staffs. Therefore, a sample size of 42 was treated to represent the entire population.
3.5.2 Sampling Techniques

Two general methods exist for selecting a sample; probability and non-probability sampling methods. In this research both probability and non-probability sampling were applied to select research respondents.

Judgmental/purposive non-probabilistic sampling was done with a “purpose in mind”. It was employed to select 31 respondents excluding supporting staffs. On the other hand, simple random sampling was applied to probability samples from all supporting factory staff at the Headquarter and MTSO. From this list the sample of 11 employees each with an equal chance of being selected was drawn without replacement/repetition.

3.6 Data Collection Methods

Research includes a wide range of methods for obtaining data. When the research involves the opinions or experiences of individuals, there are two common methods implemented these are interviews and questionnaires.

In this research study, the researcher used interviews and questionnaires as major instruments for data collection.

3.6.1 Questionnaires

Questionnaires encompassed both open and close-ended questions and were prepared and distributed to the Factory Managers, HODs, CTIO, CTO, Project Director-Cybercom, RTMs, Network Development Manager, Rollout Managers and Functional Managers; a total of thirty one (31) respondents. The researcher used this method because it covers a big sample for more reliable and dependable results. This method is also less expensive and uses less time to collect information as respondents had enough time to give their thoughts and answers.

3.6.2 Interviews

This method provides a room for clarification to both the researcher and respondent. It is used to get more information in detail. Also this method facilitates easy and
quick data analysis. Interview questions were prepared and administered to eleven (11) supporting staffs including senior engineers and field support supervisors.

3.7  Data processing and analysis

Both quantitative data collected with questionnaires and qualitative data collected with interviews were processed and analysed. Quantitative data were processed, analyzed and presented in tables, bar charts, and graphs. The quantitative aspects were supported by qualitative analysis and presentation of the opinions and views raised by research respondents.
CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

In this part the researcher attempted to make analysis of the critical success factors in multicultural project portfolio management at MIC-Tanzania by identifying the causes of these project delays and/or failures and whether these causes are related to the critical factors for their success. In attempt to analyse these critical success factors the researcher analysed competency of project portfolio managers in successful delivering of projects on time and within budget.

The data were gathered through interviews and questionnaires from forty two (42) respondents out of which thirty one (31) responded to questionnaires and eleven (11) responded to interview questions.

4.2 Significance of Proper Project Portfolio Management

To determine whether or not proper project portfolio management is significant in MIC-Tanzania, the researcher conducted his research and the following were the findings from thirty one (31) respondents who responded to questionnaires as presented in table 4.1:
Table 4.1: Significance of proper project portfolio management

<table>
<thead>
<tr>
<th>Recognized as significant</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Gross Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>74.19</td>
<td>96.77</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>22.58</td>
<td></td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>1</td>
<td>3.23</td>
<td>3.23</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>100.00</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Researcher’s database (2013)

The results can be shown in figure 4.1.

Figure 4.1: Proper project portfolio management significance in MIC-Tanzania

Source: Researcher’s analysis (2013)

Explicitly as shown in table 4.1, 96.77% of respondents recognized proper project management as significant in MIC Tanzania while 3.23% neither agreed nor disagree and no respondent (strongly) disagreed that proper project portfolio management as
significant in MIC Tanzania

The following Likert-scale was used to rate respondent’s views;

Figure 4.2: Likert-scale; significance of proper project portfolio management

Source: Researcher’s innovation (2013)

The respondent’s opinions suggested that proper project portfolio management is significant in MIC-Tanzania (about 97.77% of respondents). It can, from this point be said that, proper project portfolio management has value addition to MIC Tanzania. This is in agreement with Adu (2004) as was prior seen in the literature that successful project portfolio management helps in reducing risks, cutting costs, meeting deadlines and improved success rates, that is, all vital to surviving the economic crisis.

4.3 Number of years and projects stakeholders have worked on projects

The researcher wanted to know how long have respondents been implementing or supervising the implementation of project portfolio management not necessarily within current employer and the kinds of projects they have worked on with intention to know the trend of project portfolio management within the industry. The table 4.2 depicts the respondents’ responses.
Table 4.2: Number of years and projects stakeholders have worked on projects

<table>
<thead>
<tr>
<th>Kind of Projects Worked on</th>
<th>Respondents</th>
<th>Experience in the field</th>
<th>Percentage of Respondents</th>
<th>Gross Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mono-cultural only</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Multicultural only</td>
<td>18</td>
<td>Less than 5 years</td>
<td>42.86</td>
<td>100</td>
</tr>
<tr>
<td>Both Mono-cultural and Multicultural</td>
<td>24</td>
<td>5 years and above</td>
<td>57.14</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>N/A</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s database (2003)

Table 4.2 can be superlatively explained by figure 4.3

Figure 4.3: A graph of number of years stakeholders have worked on projects

Source: Researcher’s analysis (2013)

Table 4.2 shows respondents’ years of experience in project management and kinds of projects they have worked on, not necessarily with the current employer. No respondent has worked on mono-cultural projects only, 24 respondents (57.14%)
have worked on both mono-cultural and multicultural projects and have experience of 5 years and above in the field. The rest of respondents (42.86%) have worked on Multicultural projects only and have field experience of less than 5 years.

The findings revealed that those who have been in project management field for long time (from 5 years and above) are exposed to both mono-cultural and multicultural projects. This suggests that on their first appointments they were exposed to only mono-cultural projects, probably in their home countries where all stakeholders are assumed to have the same cultural background, but as the connectivity and independence of the world’s market and business increases they started being exposed to stakeholders of different cultural backgrounds and hence pursue multicultural projects.

On the other hand, those who are less experienced (with less than 5 years of experience) in the field of project portfolio management have worked on multicultural projects only. This is because in recent years, business life has become global and that projects execution has moved from mono-cultural to multicultural basis. This is in agreement with ABD (1998) who pointed out that increasing globalisation, collaboration across borders, reduced trade restrictions and quotas are presenting great opportunities for government agencies, private and public organisations to enter overseas markets and Kerzner (1998) who added that domestic market is being increasingly characterised by strong ethnic diversity and multicultural populations due to high mobility of skilled labor and overseas recruitments.

4.4 Nationalities of Project Stakeholders Respondents have Worked with

In the effort to determine the CSFs for successful delivery of multicultural project portfolio, the researcher wanted to understand nationalities of projects stakeholders so as to know how national culture affects project performance. Table 4.3 offers stakeholders’ nationalities with their countries rankings in Hofstede’s 5-D Model.
Table 4.3: Stakeholders’ countries of origin in Hofstede’s 5-D Model

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>CULTURAL DIMENSIONS (5-D)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PDI</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>70</td>
</tr>
<tr>
<td>China</td>
<td>80</td>
</tr>
<tr>
<td>Egypt</td>
<td>70</td>
</tr>
<tr>
<td>France</td>
<td>66</td>
</tr>
<tr>
<td>Ghana</td>
<td>80</td>
</tr>
<tr>
<td>Germany</td>
<td>35</td>
</tr>
<tr>
<td>India</td>
<td>77</td>
</tr>
<tr>
<td>Indonesia</td>
<td>74</td>
</tr>
<tr>
<td>Israel</td>
<td>13</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>40</td>
</tr>
<tr>
<td>Malaysia</td>
<td>104</td>
</tr>
<tr>
<td>Morocco</td>
<td>70</td>
</tr>
<tr>
<td>Nigeria</td>
<td>80</td>
</tr>
<tr>
<td>Norway</td>
<td>31</td>
</tr>
<tr>
<td>Pakistan</td>
<td>55</td>
</tr>
<tr>
<td>Philippines</td>
<td>94</td>
</tr>
<tr>
<td>Russia</td>
<td>93</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>70</td>
</tr>
<tr>
<td>Singapore</td>
<td>74</td>
</tr>
<tr>
<td>South Africa</td>
<td>49</td>
</tr>
<tr>
<td>Spain</td>
<td>57</td>
</tr>
<tr>
<td>Sweden</td>
<td>31</td>
</tr>
<tr>
<td>Tanzania</td>
<td>70</td>
</tr>
<tr>
<td>UK</td>
<td>35</td>
</tr>
</tbody>
</table>

Table 4.4 reveals stakeholders’ national cultures relative to others. Some countries have high while others low PDIs, IDVs, MAS, UAI’s and LTOs. As far as Tanzania as concerned where majority of MIC-Tanzania project stakeholders come from, she has High PDI and average UAI. IDV, MAS and LTO are relatively low compared to most of the countries where other stakeholders come from. It is important to note that some countries were not included in Hofstede’s LTO research and thus there does not exist any data.

In table 4.3 Unlike Israeli which has the lowest PDI in the group indicating that Israelis believe in independency, equal rights, and project managers count on the experience of their team members and other stakeholders, Malaysia and Tanzania on the other hand have high PDI in the group. Their high PDIs reflect inequalities, centralization, and project stakeholders expect to be told what to do, therefore, challenges to the leadership are not well-received.

Tanzania, Ghana, Indonesia and Pakistan rank the least in the IDV score in the group, they fall under Collectivism, that is project stakeholders from these countries believe in “We” while the UK has the highest in the group and thus falls under individualism and project stakeholders from UK believes in “I” and not “We”.

Sweden scores the least in the MAS (Masculinity/Femininity) scores followed by Norway. Tanzania’s score is also below 50. These countries are, thus, considered femininity while Germany, China and the UK score the highest in the Hofstede’s 5-D dashboard indicating masculinity culture.

In the group, Russia scores the highest in the UAI scores followed by Israel and Egypt indicating that stakeholders from these countries feel very much threatened by uncertain situations and thus maintain rigid codes of belief and have very complex bureaucracies. Tanzania scores 50 in the Uncertainty Avoidance Index (UAI) score and thus has a preference for avoiding uncertainty. On the other hand Singapore scores very low in the dimension and thus can be regarded as a country of “let it happen”.

Last but not least, Nigeria scores the lowest and Tanzania scores below 40 in the Hofstede’s LTO dashboard. Countries scoring below 50 indicate short-term
orientation whereas those with high LTO like China focus on market position, leisure time is not important to them and thus shareholders, project managers, and stakeholders share the same aspirations and priority is given to common sense.

Generally, table 4.3 shows that the country scores on the dimensions are relative. This implies that, societies are compared to other societies. Therefore, understanding where your stakeholders in your international project lie in the Hofstede’s 5-D Model is critical to multicultural project portfolio managers’ ability to understand the way to lead their projects, as well as to understand many of the things that will unavoidably happen as the project cultures collide. This is in line with Hofstede (1984, 2001) who proclaimed that culture only exists by comparison.

4.5 Differences between Working on Multi- and Mono-cultural Projects

In attempt to analyse the CSFs for multicultural project portfolio management the researcher wanted to know if there is much difference in working in multicultural projects as compared to working in mono-cultural projects with local project resources. Table 4.4 reveals the results obtained from 31 questionnaires.

Table 4.4: Differences; working on multicultural and monocultural projects

<table>
<thead>
<tr>
<th>Responses</th>
<th>Differences</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I don’t know</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s database (2013)

Hundred percent (100%) of respondents agreed that there is much difference in working on multicultural projects than working on mono-cultural projects.

The findings reveal that multicultural projects need diverse methods and approaches to problem solving, escalation and conflict management. As compared to mono-
cultural projects, multicultural projects also need good intercultural communication skills such as skills and attitude as well as high level of commitment and dedication towards work/scope, time, and resource management. Besides, they need high degree of professionalism and clear instruction to avoid cultural clashes and unnecessary reworks. Moreover, multicultural projects need quick adaptability of work/organisational culture for example, Chinese stakeholders are used to sleeping between 1 and 2 pm, so whenever they are engaged to projects in other countries, say, in Tanzania, they have to adapt organisational culture and have projects go on.

The findings are in agreement with many scholars, including Adu (2004) who pointed out that project managers have to have knowledge of host culture, industry culture and organisational culture, skills in intercultural communication, and attitude to intercultural communication and adaptation as necessary competencies needed for successful delivery of projects in multicultural environments.

4.6 Respondents view on Failed and Delayed Projects at MIC-Tanzania

The researcher was excited to know if there were failed or delayed projects and the causes of their delays or failures in order to establish counteractions to prevent forthcoming projects from failures or delays. The following depicts failed and/or failed projects as witnessed by respondents.

Table 4.5: Failed/delayed projects witnessed by project respondents

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>39</td>
<td>92.86</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>7.14</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s database (2013)

Alternatively, this can be shown clearly in graphical representation as shown in figure 4.4
All forty one respondents responded to this question and 39 (95.12%) observed projects delays/failures and only two respondents did have not observed any project failure/delay.

The findings tell that there are few failed and many delayed projects. The few failed projects include Ceragon Transmission Project from Dodoma to Makambako and RIM (Blackberry Integration), The delayed projects include, among others, HLR redundancy project, Trouble Ticket Project (Remedy), Traffic Channel over IP (Nb/IP), BTS Rollout Projects, TIGO Pesa, Power shifting from Old Rectifier System to New Rectifier System, Data Communication Network, BTS Rehoming Projects, Core and BSS/UTRAN Expansion Projects. The general reasons for all delays/failures of these projects include poor supply and logistics such as clearance and frequent deferral, resources availability issues, complexity of solutions under project scope, external factors such as bureaucracy in getting government permits and customs clearances, cross-cultural stakeholders/contractors incompetency issues, untimely deliveries of deliverables, poor communications and conflicts, unrealistic schedules, limited participation of key stakeholders and multivendor policy, lack of commitment and ownership by multicultural project stakeholders, under
dimensioning of project scope and budget, lack of risk assessment, poor vendor management and lack of common goal, poor project planning such as definition of precedence, uncontrollable third-party issues such as improper handovers, delays in contractors payments, top management slackness, poor decision making, poor equipments performance, wrong deliveries and improper ways of delivering materials which often results in loss, improper SLAs, lack of awareness and recognition of cultural diversity, comprehensive knowledge of host culture, lack of cultural diversity trainings or prior experience, among others. This has been consistently in accord with Adu (2004) who denoted that whenever any of personalities, backgrounds, education, gender and cultures are mixed, challenges should be expected.

4.7 Cultural Factors Essential for Multicultural Project Portfolio Success

In order to come up with recommendations about the CSFs necessary for delivery of multicultural project portfolio, apart from general critical success factors which were addressed to questionnaire respondents, researcher also wanted to know specifically from interviewees the cultural factors that are essential in successful delivery of the same.

All eleven (11) interviewees gave their opinion on this and only thirty two (32) respondents reacted to this question

When interviewees asked about cultural factors that influence multicultural projects success, they all responded to this question and the following were their opinions;

The cultural factors influential in project success are commitment and discipline. This is in consensus with Hofstede (1984, 2001) in his 5-D Model who described “Masculinity/Femininity” as vital tool in goal attainment. He added that women attach more importance to goals attainment while men attach more importance to career and money.

Also, they mentioned good attitude as another factor critical for successful delivery of multicultural project portfolio. This is also in agreement with Hofstede (1988, 2001) in his Individualism/Collectivism (IDV) dashboard which signifies sense of
ownership. That is, individual interest versus collective interest.

Furthermore, the findings showed that time management is another factor essential for project success. This agrees with Hofstede (1984, 2001) in his LTO (Short-term/Long-term Orientation) scale which shows the extent to which culture prepares its members to accept or reject delays of projects and its deliverables.

Cultural diversity awareness, appreciation, extraordinary adaptation skills, good strategies in dealing with cultural diversity, respect and interpersonal skills were mentioned as the necessary tools in successfully delivering multicultural projects. These are in agreement with Hancock (200) who insisted that project portfolio managers working in multicultural environments need to be aware of cultural differences between comparable professional groups across countries and Kerzner (1998) who asserted that special adaptation skills is vital for multicultural project portfolio managers. These distinct adaptation skills include awareness of cultural differences, open mindedness and tolerance of foreign cultures, adaptability to new cultures, ideas and challenges, ability to adjust quickly to new conditions, interest in facts, and ability to learn foreign languages and customs.

On the other hand, questionnaires respondents were in view that the factors essentials for successful delivery of multicultural project portfolio are good communication policy, well-articulated dispute resolution mechanisms, precisely planned supply logistics, well-defined project roles and responsibilities, exhaustive knowledge of host culture and organisational culture, cultural diversity training prior to departure to international assigned workstation. These are of course, facilitated via reliable Information and Communication Technology.

### 4.8 Relationship between Projects Failures or Delay Factors and Critical Success Factors in Multicultural Project Portfolio Management

Researcher wanted to know if there is relationship between project failures or delay factors and critical success factors in multicultural project portfolio management in order to answer research question.

Thirty five (35) respondents and interviewees reacted to this question both in
questionnaires and interviews.

The findings dictate that there is a direct relationship between project failures or delay factors and critical success factors. This is because failure to adhere to critical success factors may lead to delays in deliverables or wrong destination delivery, loss in transit, poor quality of service, loss of goodwill, increased payback period, penalties and increased costs which ultimately leads to multicultural project portfolio delays or failures. This has been in agreement with many intellectuals including among others, Goodwin (2002) who proclaimed that companies incur unnecessary costs because of project failures and the cost of these failures is not in financial terms only but also in terms of lost opportunity costs and damaged corporate reputation or goodwill. McElroy and Mill (2000) added that a suggested cause of project portfolio failure is inadequate management of project portfolio stakeholders, including failure to notify decision makers of critical problems on time (Keil and Robey, 2001). Turner (1999) supplemented that in the multicultural environments project failures are high due to the extra complexity of managing cultural differences/diversities among multicultural project stakeholders and Gancel and Hills (1998) emphasised that open-minded approach that acknowledges all the relevant cultures is likely to assist project managers to tailor and target communication for maximum. Finally, Cleland et al. (1994) completed that the integration and sensitive management of cultural diversity would ensure that a unique project identity takes priority over individual identities.

4.9 Pros and Cons of Multicultural Project Portfolio Management

The researcher wanted to know both advantages and disadvantages of multicultural project portfolio management to finalise his research study and the following analysis reveals the responses of questionnaire respondents and interviewees views.

Only thirty six reacted to this question making 85.71 percent of all respondents and interviewees.

The findings of the study indicated that there are a lot of advantages attained when multicultural project portfolios are managed well. These are exposures to different work methods especially to local teams, knowledge and technology transfer,
assurance of good quality services, smooth project execution, effective and efficient project delivery, individual and business success and understanding of local and foreign cultures.

On the other side, when not managed well there might be additional conflict potential to be managed. Language/communication barrier might cause project delays/failures, failures/delays might also be caused due to poor time management for projects with entities across time zones.
CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This concluding chapter summarises researcher’s most important findings. It will start by looking back at research questions that will lead the researcher to answer his purpose with this dissertation.

The chapter comprises three sections: introduction, conclusion and recommendations on critical success factors for multicultural project portfolio management at MIC-Tanzania.

5.2 Conclusion

The objects of this research study were to establish causes of multicultural project portfolio delays or failures, to identify cultural factors that are perceived critical for multicultural project portfolio success and to examine relationship between failures or delay causes and cultural factors which are most influential for project portfolio success.

The findings reveal that MIC-Tanzania has some of its projects fail while others delay. This research sheds light on several reasons why some multicultural projects at MIC-Tanzania delay/fail and what are critical success factors for their implementation. The reasons advanced vary as the backgrounds and perspectives of respondents and interviewees. For example while interviewees cited cultural issues such as host culture, industry culture, organisational culture, project portfolio manager and stakeholders’ attitude, cultural diversity recognition, and intercultural communication competency such as adaptation and skills as causes of projects delays/failures, respondents views were mainly based on general reasons specific to the industry such as poor communication policy and style, poor supply and logistics, resource incompetency issues, unclear and complex scope, untimely deliveries, conflicts, lack of commitment and ownership, lack of risk assessment, poor vendor/third parties management and improper SLAs.
There is direct relationship between project failures or delay factors and critical success factors. This is because failure to adhere to any of the critical success factors such as commitment, positive attitude, proper time management, cultural diversity awareness, good communication policy, respect and interpersonal skills, extraordinary adaptation skills, well-articulated dispute resolution mechanisms, precisely planned supply logistics, well-defined project roles and responsibilities, exhaustive knowledge of host culture and organisational culture, cultural diversity awareness or training for project portfolio managers prior to departure to international assigned workstation, competent project stakeholders as well as reliable Information and Communication Technology infrastructure might inevitably lead to delays in deliverables or wrong destination delivery, loss in transit, poor quality of service, loss of goodwill, increased payback period, penalties and increased costs which ultimately leads to multicultural project portfolio delays or failures.

5.3 Recommendations

The following are recommendations arising from this research study;

MIC-Tanzania’s project portfolio managers need to be trained to improve their intercultural communication competencies and strategic decision making skills to help him escalate and manage conflicts as well as prioritise projects;

Project portfolio managers coming on their first multicultural project assignments should have cultural diversity trainings or be provided with opportunities to draw experiences of their experienced colleagues. These would help improve project efficiency and meet deadlines.

Project portfolio managers should take in to consideration and adapt the organisation culture, host nation culture and the industry culture to avoid conflicts which could lead to projects delay or completely failure.

Project portfolio managers should also have discipline, proper time management and positive attitude as well as commitment towards delivering projects on time and within budget.
Organisation must play its part by having well-articulated dispute resolution mechanisms in place, precisely planned supply logistics, good project communication policy and easy procedures to get work orders for projects. To avoid reworks there must also be activities checklist and perfect Methods of Procedures (MOP) in whatever projects are going to be pursued.

There should also be clearly defined project roles and responsibilities to avoid clashes which might lead to project delays or failures.

Project portfolio managers should have extraordinary adaptation skills and adequate language proficiency to enable them communicate easily. Face to face communication is the most effective mode and hence preferable whenever possible.

There should also be a correct and detailed scope of work, mitigation plan prior to project commencement, involvement of competent project stakeholders and good handover mechanisms enriched by reliable Information and Communication Technology.

MIC-Tanzania’s project portfolio managers must pay particular attention to the countries from which the people they deal with on a day-by-day basis come from, review the scores by country for the various cultural dimensions as identified by Hofstede so as to have more sense interactions with them.

Above all, these managers have to learn to recognise cultural diversity and rate the differences between people and vow to honor and respect them in the course of their works.
REFERENCES


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http://www.cranefield.ac.za/abstracts/he-failure-well-performing-company-due-poor-project-management.html

http://geert-hofstede.com/countries.html

http://www.tipm.ac.tz/
APPENDIX – I

DATA GATHERING QUESTIONNAIRE TO FACTORY MANAGERS, CTIO, CTO, HEAD OF OPERATIONS, SENIOR MANAGERS, PROJECT MANAGERS, ROLLOUT MANAGERS, RTMs, AND FUNCTIONAL MANAGERS AT MIC TANZANIA

Dear Respondent,

I am requesting your favor to use your valuable time to respond to questions enclosed to this questionnaire. This will help me conduct my research on the analysis of critical success factors in multicultural projects and portfolio management.

This questionnaire is intended to be used for academic purposes only and be assured that all responses will be kept secure.

Kindly, circle the appropriate answer according to your view and give brief explanations whenever requested.

A. Personal particulars

1. What is your position/role at Millicom Tanzania?

2. For how long have you been implementing or supervising implementation of Project Management (years)?

B. Interview questions

1. Do you recognize proper project management as significant in MIC Tanzania? Cycle the correct answer in the following Likert-scale.
2. What kind of projects have you worked on (or supervised)?
   a. Mono-cultural;
   b. Multicultural;
   c. Both mono-cultural and multicultural

3. What kind of people have you worked (supervised) on these projects? (From what countries have they been? Have their backgrounds been different regarding gender, education, etc.?)

4. Is there much difference working on multicultural projects compared to working on mono-cultural projects?
   a. Yes
   b. No
   c. I don’t know
   If “Yes”, what is the difference?

5. Have you witnessed any failed or delayed project(s) at Millicom Tanzania?
   a. Yes
   b. No
If your answer is “Yes”, what are they and what are the real causes of those delays or failures?

6. In your opinion, how are these failures and/or delay factors relating to critical success factors in multicultural project portfolio management?

7. In your view, do you think Millicom project portfolio managers are equipped enough to successfully deliver projects in/on time and within budget?
   a. Yes
   b. No
   c. I don’t know

If your answer is yes/no, briefly explain what could be done to help them deliver projects more efficiently and effectively.
8. Which cultural factors are essential in successfully managing multicultural project/portfolio?

9. What are the pros and cons of a multicultural project portfolio management?

Thank you very much for your time.
APPENDIX – II

INTERVIEW QUESTIONS TO SUPPORTING STAFFS AT MIC TANZANIA

Dear Respondent,

I am requesting your favor to use your valuable time to respond to questions enclosed to this questionnaire. This will help me conduct my research on the analysis of critical success factors in multicultural projects and portfolio management.

These interview questions are intended to be used for academic purposes only and be assured that all responses will be kept secure.

The interview consists of short answer questions. Whenever necessary to give explanations please be brief in your justification.

A. Personal particulars

1. What is your position/role at Millicom Tanzania?

2. For how long have you been implementing or supervising implementation of Project Management (years)?

B. Interview questions

1. What kind of projects have you worked on (or supervised)?
   a. Mono-cultural;
   b. Multicultural;
   c. Both mono-cultural and multicultural
2. Which cultural factors do you perceive to considerably influence projects and portfolio success?

3. Do you think Millicom project portfolio managers are capable of successfully delivering projects in/on time and within budget?
   a. Yes
   b. No
   c. I don’t know

   If your answer is “Yes”/”No”, briefly explain what could be done to help them deliver projects more efficiently.

4. Have you witnessed any failed or delayed project(s) at Millicom Tanzania?
   a. Yes
   b. No
If your answer is “Yes” what are those projects and the real causes of those delays or failures?

5. How are these failures and/or delay factors relating to critical success factors in multicultural project portfolio management?

6. What are the pros and cons of a multicultural project portfolio management?

Thank you very much for your time.