Project management of international and European programs in the context of globalization

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Abstract:

A number of changes in International Relations paradigms occurred through the recent decades: the economy became post-industrial, culture became post-modern and society, post-national. Be it the global financial transactions, foreign direct investment or Internet/ mobile/satellite communications, Master Card or Visa payments, all are grouped under one corollary: globalization. In this framework, there is more and more talk about international management. Europe has developed a new type of international and intercultural management, specific to this area. Within the European model of management there are sub-regional and sub-national differences that exist in the form of various European sub-models: Anglo-Saxon, Germanic, Latin, Nordic. An important aspect of program management is the governance of the program. At the same time, project management has become a profession in itself, the market displaying a need for training programs in project management.

Keywords: globalization, international management, euro-management, international programs, international projects.

GLOBALIZATION, AN ABSTRACT word that until a few decades ago had no correspondence in real life, is responsible for almost all complex transformations that modernity has brought to mankind in the last decades of the twentieth century. All links between citizens of the planet, between countries and between different companies are gaining global attributes. Be it the global financial transactions, foreign direct investment or Internet/ mobile/satellite communications, Master Card or Visa payments, all are grouped under one corollary: globalization (Holsti, 1999: 44).

In the last four decades of the twentieth century a number of changes in paradigms occurred: the economy become post-industrial, culture become post-modern and society, post-national. We can thus talk about specific processes within the sociopolitical organization plan of the society, namely post-consumer and post-capitalism. The transition

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to a different type of economic, social, cultural and political relations, both between states and individuals and the exit from a bookish modernity are defined as political units and social networking in the world, which is what we call generically globalization (Postelnicu and Postelnicu, 2000: 86).

Globalization is not a new phenomenon attributed exclusively to the twentieth century. Nations/states, economic communities have always been connected to each other through economic relations, political alliances, etc. Thus, we can discuss the manifestations throughout history that have been emphasized and developed by the evolution of society, especially in the second half of the twentieth century (the scientific and technological discoveries, industrial developments, communications etc.). On the one hand there is the process of globalization with the specific problems of local communities, and on the other hand we have the global society (a virtual sphere), towards which modern society seems to be moving inexorably. It is almost inconceivable for individuals today to put aside the advantages of modern progress, made available to everyone through an effective mechanism of globalization.

Globalization leads to a permanent transformation of the use of the efforts, skills and resources in management so that managers, officials and researchers can face new realities. Globalization has put us in front of an interdependent world in which the interests of states, companies and citizens meet on common markets. How will they be managed? We see that the borders have ceased to be an obstacle to economic flows. Markets are continuously expanding and integration is a necessary process to harmonize interests. Globalization through fragmentation and then integration is a process in which actors must adapt to new rules for survival. In this framework, there is increasing talk about international management.

The term *management* has become important within the language of the social sciences as soon as the management of companies encompassed scientific methods. Management is mainly coordination of the resources of an organization in private or public companies in order to achieve established objectives. A second sense of the term *management* is the discipline that studies the practice of management and seeks to discover the rules and techniques for improving the efficiency of human action within the organization (Popa and Filip, 1999: 13-14).

The evolution of the concept of *management* has gone through several stages. Formal managerial structures have existed since ancient times, but those actually developed within the military administration, the church and the civil organizations rather than within the industry (Lock, 2010: 2). Projects completed before 1900 were generally managed by the architects and engineers who created them. Rapid industrialization in the first half of the twentieth century led to industrial management science (scientific man-

agement). The person who enshrined the concept was Frederick W. Taylor (1856-1915). In his book published in 1911, the American author stated that "the main objective of management should be ensuring maximum prosperity for the employer, coupled with maximum prosperity of each worker" which meant the exclusion of conflicts between the employer and his employees (Taylor, 1919: 9).

Henry Gantt (1861-1919) studied, in the same period, the work order operations. Diagrams drawn by him (Gantt charts) recorded the sequence and duration of all the tasks within a process. The underlying principle of the Gantt method is that "management is always concerned about the future" (Clark, 1922: 3). In order to apply this method it is necessary to have a plan. The Gantt method is an alignment of objectives, activities and time. This method of overlapping calendars aims to make the activity more efficient in order to maximize results.

At the same time, in Europe arouse the science of management administration which seeks to establish general principles governing any administrative system. Max Weber is the one who developed the general theory of bureaucracy, defining the features of an ideal organization, from this perspective: high degree of specialization, hierarchy, rules and regulations, discipline, skills principle (Weber: 1993: 23-29). The looming administrative management is focusing mainly on improving the efficiency of human resources within staff management.

In the context of the two approaches a new theory is outlined, that of operational management (functional) or operative management science. This type of management is theorized by the French engineer Henry Fayol (1916) with reference to the classification of activities carried out in an industrial firm (technical, commercial, financial, security, management). He defined the functions of management (planning, organization, command, and control) indicating that they are found in almost all organizations.

Based on these types of management approaches and concept, after the Second World War the connotations of this term become more accurate through networking with various societal factors. Thus, we can speak of a situational management which requires that decisions taken by the manager depend on facts and management is done in a changing environment. This causes a relativistic management science and practice, considering the circumstances of the managerial action. Another orientation in management science is developing comparative management that reveals the importance of considering the specific environment in which the organization is developing (American management versus European management). Years 1950-1960 developed new techniques in management, like CPM (Critical Path Method) and PERT (Program Evaluation and Review Technique) that facilitated access to levers of control over complex and advanced projects (space and military projects etc.).

By far, the man who influenced the development of the concept of modern management remains P. Drucker, an Austrian immigrant to the United States in the 1930s. Opponent of totalitarianism, Drucker became a spirited promoter of individualism and individual liberties as preconditions for economic development. He considered essential that hazard be removed from the process of industrialization. The successful and modern organization of an industrial enterprise was, in Drucker's opinion, General Motors. One of his debut works, *Concept of the Corporation*, played a significant role in introducing the functionalist paradigm in the construction of organization (Jack and Westwood, 2009: 119-122).

Gradually, over several decades, we have witnessed an expansion of the scope of management. Initially identified with industry, management has become familiar with government, human resources, multinational corporations, international institutions. This expansion resulted in the inclusion of new variables in the definition of management: people, institutions, rules, governments, cultures. After all they only ensured a harmonization of interests, a more efficient work and maximized results.

More recent there is talk about intercultural management, in this case having in mind the characteristics of management science when we deal with the communion of several cultures (Bosche, 1993: 19).

International Management Vs. Euro-management

When talking about international management we mean business practices conducted in more than one country, in an international context. According to Aurel Burciu, the major objective of international management is "to provide corporations with easier access to resources, materials, money and skilled people to support their expansion to foreign markets and their success in the global competition." (Burciu, 2008: 567).

Regarding international management, this concept postulates initially the leadership of corporate multinationals (Nicolescu, 1997: 31). However, we appreciate that this is not just about the work of those companies, but it refers to the management practice of all the organizations operating internationally.

Therefore, international management can be defined as "the management of organizations involved in international business activities and transactions that are carried across the borders of two or more states" (Kamal, 1997: 17). The fundamental characteristic of this type of management is to maintain organization in a dynamic equilibrium within the global environment (Arvind, 1989: 2-3). International management development is therefore a consequence of the internationalization of the economic sector, which grad-

ually transferred the operation of the organization in a global space. Given these conditions, management practices should include a good and enhanced knowledge of the cultural differences, aiming to increase efficiency of the managerial action. Identifying the values of each nation is relevant in the practice of international management. Thus we can speak of different management models, such as the American model, the Japanese model, the European model etc.

Euro-management or management in the European Union?

Europe has developed a new type of international and intercultural management specific to this area. The Euro management concept was developed by Keith Thurley and Hans Wirdenius in 1989 when they launched the question of whether one can speak of a European style of management just as one talks about an American or Japanese style. According to the two authors, Euro management is defined as "distinct structures and behavioral approaches to management decision-making and problem solving at all levels of the organization that define European identity as distinct strategy which focuses specifically on planning, implementing and evaluating changes." (Thurley and Widernius, 1992).

It is difficult to specify a date when Euro management was first seen in literature. In 1989, the above-mentioned authors emphasized that "European Management ... must be understood as referring not to practice, but to a possible alternative approach." (Thurley and Widernius, 1989: 4).

Euro management is a concept that, starting with the 90s has emerged as a subject distinct from other types of management (international, intercultural, corporate) and comprises in its research object a concrete reality and well defined zonal specificity: the vision and practice of management in European organizations (EU) and firms in Europe. They all claim a common cultural model that gained greater cohesion (both in terms of legal, administrative, political, financial, social) while was promoted among the 28 EU member states along with the European common policies.

Within the European model of management there are sub-national differences that take the form of various European sub-models: Anglo -Saxon, Germanic, Latin, Nordic. These sub-models of European management have interference with other non-European types: namely the Anglo-Saxon has similarities with the U.S. system, thanks to the special relationships cultivated over time between the two nations; the Nordic and the German models are close to the Japanese one while the Latin model has links with the Latin American countries (this prototype being exported by Europe along with other customs

and traditions and enforced by the close ties with these countries) (Calori and De Wott, 1994: 31-54).

The main features of the European model of management are targeting the individual and his needs, internal negotiations within the organization, the management of cultural diversity, harmonization of the extremes, product orientation and a lower degree of formalism.

Orientation towards the individuals – the European organizations (companies) pay great importance to caring for employees and social responsibility.

Internal negotiations within European companies between different levels of management and employees, between headquarters and subsidiaries in view of specific facilities, the promotion and acceptance of reforms, etc., give the management a flexible style of leadership, one which is open to compromise. An important role here has the European trade union movement, which is an important variable in the management of European companies and organizations.

Management of cultural diversity involves, on the one hand, highlighting the cultural specificity of staff organization and the development of a community intercultural capacity, and, on the other hand, human resource development in a multicultural approach.

Regarding harmonization extremes, the European management model is a middle-way one, compared to the U.S. model and the Japanese that are considered polar patterns. This avoids old attitudes and promotes the harmonization of extremes, seeking a balance between the individual and the collective.

A lower degree of formality of the European management translates into a lower degree of strict procedures, in relation to the U.S. model, for example. By reference to the American model, European management is characterized by a much lower degree of formality and procedures required.

Regarding the orientation feature on the product, it means that what matters with priority for European management is the quality of the product and the lower attention for its marketing, unlike the American management.

Taking into consideration Lessen and Nuebauer information regarding European management features, Ion Manole and Mirela Popa proposed the following representation (Manole and Popa, 2005: 139-140):

Dimension	Characteristics			
	Western	Nordic	Estearn	South
Corporation	Comercial	Administrative	Industrial	Family
Managerial features				
Behaviour/ Attitude	Experiments	Profesional	For development	Convivial
	Senzations	Thinking	Intuition	Feeling
Institutional models				

Function	Sale agents	Control	Production	Personal
Structure	Tranzaction	Hierachy	System	Network
Society ideas				
Economy	Free market	Dirigiste	Social Market	Community
Philosophy	Pragmatic	Nationalist	Holistic	Humanistic
Cultural images				
Art	Theatre	Arhitecture	Music	Dance
Culture	Anglo-saxon	Gaelic	Germanic	Latin

Talking about European management, we return to the diversity that characterizes Europe. It's not just a cultural difference, but a societal one. Thus, as remarked Manole and Popa, for a hierarchical society it is difficult to adapt to a network system in which there are equal partners and functions are divided in order to ensure better representation of interests, but also because needs must be fairly satisfied. In this case is defined a set of principles which should underpin the governance of European policies and which are found in the logic of European programs. In this logic the specialized literature talks about integration opportunities and the diversity constraint.

	Functional Disciplines					Organization		Environment		Strategy
	Management Market	Production Management	Human resources management	Information Management	Financial management	Organizations theory	Behavior within organizations	Macro Environment	Industrial Environment	Strategic Management
Authors	Vadermerwe (1993); Diller &Bukhari (1994)	Bolwijn & Kumpe (1991); Dunham & Morgan (1991)	Watson (1992); Hiltrop (1993)	Avison (1991); Flynn (1993)	Gray (1991); Blake & Amat (1994)	Vadermerwe (1993); Mitchel (1993)	Hofstede (1989; 1993); Trompenaars (1993)	Whitley (1992); Mahinin & Turcq (1993)	Landreth (1992); De Jong (1993)	Urban & Vendemini (1992); van den Bosch & van Prooijen (1992)
Opportunities for integration	Euro - networking The European prices	Increasing the efficiency Access to specific resources	New knowledge sources The transfer of labor between Member States	Creating European Information System	Efficient capital market Improved ability to transfer capital by European organization	Creating a European organization which carries out extensive potential economies staff	Synthesis of cultural advantages	Growth of the European economy	Improving the competitive advantage of European industries within global market Mergers and acquisitions	Euro - partnership Developing intercultural management capabilities
Types of diversity	Preference customs, places and languages	Standards Production standards	Staff industrial Relations	Systems used for coding practices	Taxation rules Accounting rules	staff	Preferences, motivations employees, Diversity mentalities	Business Systems	Business Systems local markets	national wealth

In terms of management in the European context and of examples of integration opportunities and types of diversity mentioned in the literature devoted to this topic, Peter F. Boone and Frans AJ van den Bosch offer the tabelar representation above (Manole and Popa, 2005: 139-140).

Analyzing the characteristics listed in the table above, the authors emphasize that integration provides opportunities for production that imply maximizing the efficiency and a better access to specific resources. In this logic, a more flexible production system is necessary in order to enable companies to adapt to new ways of doing business in each country, but also to adapt to local market standards of quality and safety.

It is possible to distinguish, in this case, three major types of diversities (Manole and Popa, 2005: 114-114):

- Diversity in negotiations
- Administrative diversity
- Inherited diversity.

Diversity types	Examples
Diversity in the negotiations	Taxations norms
	Grant practices
	Financial reporting requirements
	Quality and production standards
Administrative diversity	Internal accounting rules
	Information Systems
	Manufacturing systems
Inherited diversity	Customs Preferences
	Characteristics of employees
	Business systems

In conclusion, we can say that the projects are undertaken to help states, organizations, companies realize their strategic plans. The strategic planning is essential for the survival of the organization and the projects are generated also by a strategic planning process. And all this is possible because science project management like human mind, as J.P. Sartre said, is a project that decides on its own (Sartre, 1946/1989).

Program Management vs. Project Management

Today, in general, we are trying to distinguish between program management and project management. However, we deal with a general terminological confusion in the public discourse. We may consider two main reasons as to determine this confusion:

a)   projects are often approached by beneficiaries who often do not try an exercise to

include the initial logic that led to projects;

b)   programs have different but less obvious management than that of projects, which does not require going through all the stages as in the case of the latter.

The major difference is that programs are generally defining the business logic of an organization for a certain period of time in order to achieve targets affecting many areas. Instead, projects envisage specific goals, for which time is well defined.

In a typology of project management, Roberto Evaristo and Paul C. van Fenema define *the program* as multiple projects. The same authors argue that "a characteristic of a single project, although there are subprojects, is that all its parts are closely interrelated and share the same goals" (Evaristo and van Fenema, 1999: 276).

In 1991, D.C. Ferns proposed the concept of program management when referring to a cluster of projects (Fens, 1991: 148-156).

Program management seeks to promote values and achieve goals. In this regard, it will develop a strategy. In fact, global strategic management follows a set of some general tasks that we can identify also in the case of program management:

- creating a mission and a vision;
- set measurable objectives;
- objectives should be both short and long term;
- management strategy for achieving objectives;
- implementing and enforcing the strategy;
- performance evaluation, a review of the situation and new developments, initiating corrective action.
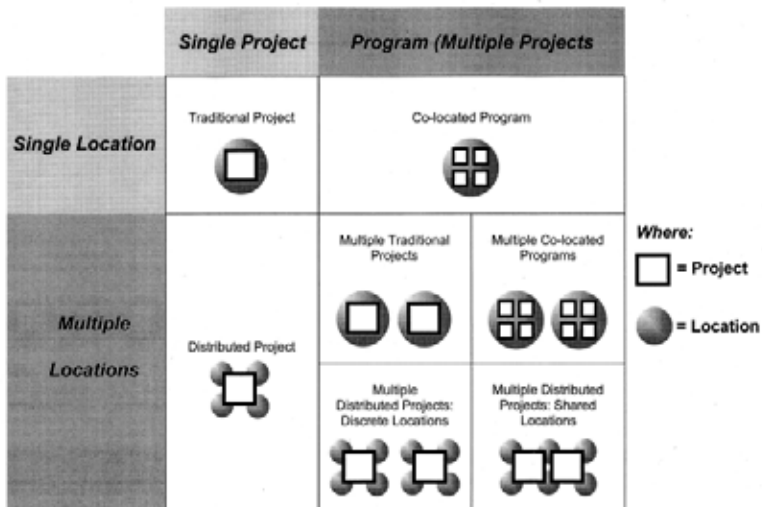
Source: (Evaristo and van Fenema, 1999: 277).

Paula Wagner and Bruce T. Barkley argue that the program involves space and time scales. In terms of space, a program can be expanded or restricted as it may involve more resources, more projects and support from several systems. The programs are generally global in nature if only for the fact that their engage in several countries and markets involved, opening up many opportunities for development. An extensive work program requires coordination within a certain time frame. In fact, no program management means managing individual projects, but managing a larger picture, especially the general benefits. In other words, the benefit program means integrating all efforts into a coordinated system. The purpose of the program is to ensure optimal use of the general resources involved. According to the same authors, in the program, one must manage risks affecting multiple projects or affect the program as a whole (Wagner and Barkley, 2010: 31-32).

An important aspect of program management is governance of the program. Here we enter a logic that presupposes a mechanism that ensures consistency between business strategy and the results of the program. Clearly, aspects of governance refer to the process of program development, communication, implementation and monitoring of policies, procedures, structure and the progress of the program. The success of the program depends largely on compliance with the following indicators:

- efficient structure and effective decision making;
- a consistent method of focusing on results in order to achieve program objectives;
- an approach for program risks and requirements involved.

The effectiveness of a program depends on how the team meets its organizational structure to ensure effective decision making and implementation. An institutional superstructure results in a reduction in the efficiency of the program. In other words, program governance requires that the management team have the right to coordinate a process that focuses on the mission, vision and strategy of the organization without witnessing a doubling of the decision of the organization leadership itself. Such a managing process may be represented as follows:

Project Management

Since the 1980s, the increasingly complex business environment prompted the leaders of companies to focus on achieving and sustaining economic performance of their organizations. Putting such emphasis on the determinants of success and failure in business has led to increased interest in the formulation and implementation of corporative strategy (Turner and Simster, 2004: 31).

The 1990s brought new developments in business management: new concepts ap-

peared – flexibility (design and implementation are adapted to customer requirements), speed of delivering the ordered product to the customer, reducing the overall cost of the production system. In the late 1990s and the early twenty-first century appeared electronic commerce, along with the development of the Internet. Summarized, this is the general context in which project management has emerged as a science (Popa and Filip, 1999: 5).

Strategic management, as well as modern forms of project management, became very popular in a short time period. Both types of management were centered on changing organizations – a world in continuous dynamics. A rapid succession of threats and opportunities bore equally on individuals, companies, and economy sectors globally. This overall context has generated profound and irreversible changes to the very nature of managerial work. Many experienced managers, whose competence was based on the highly perfected ability to act within a hierarchy of command and control, witnessed an erosion of the value and relevance of skills at their disposal. Many organizations have realized that the pace of change in the international trading environment makes it impossible to separate planning from implementation. So they began to gain experience in the processes that were running and which later came to be called "project management". Many of these early methods of project management were designed for use in development projects of internal computer systems, based on practices developed in areas that already had work projects focused on aerospace, petrochemical, weapons. The next step was to expand the existing processes of project management on integration and implementation of all strategic aspects and organizational development stratagem. This was the evolution of the idea of project management, beginning with its origins somewhere in the major reconstruction projects after the Second World War, following the stage of technological systems development projects and currently including planning, coordinating and controlling various and complex activities in all areas and implementation of all forms of organizational change (countries, international institutions, multinational corporations, companies, etc.) (Turner and Simster, 2004: 32-33).

Project management has emerged as a consequence of the globalization processes manifested in all areas, such as economic, social, political, military, cultural and legal. The challenges faced by an increasingly economically integrated system in the global competitiveness urged the development and improvement of new methods and techniques to deal with new issues in a more comprehensive formula. Whether it was the strategy of multinational companies or the socio-political vision of world states, the project essentially defined as a possible solution to a problem has become a universally accepted solution. Performing projects that use resources efficiently and respond in real time to society's needs has become the concern of specialists (academics and practitioners) who

founded and developed the science of international project management.

Economic and political developments in the history over the last four decades of the twentieth century and the first decade of the twenty-first century have transformed the initial perspective of bilateral relations between states in a multilateral world. The plurality of problems that mankind has had to respond to (population growth, interdependence of financial markets, diminishing natural resources, nutrition, conservation issues, underdeveloped areas of the planet) involved integrated solutions for which the involvement of all actors was needed. The determining factor in the development of this holistic approach to common issues for mankind was economics. The extent of international economic cooperation after the Second World War was crucial in terms of the current approaches in international project management. Under these auspices an international partnership was developed, based on several principles such as: attracting external research resources, the international capitalization of national results, integration within organizations at European / international level, the existence of mutual benefits between partners, etc.

Setting various state unions, associations, partnerships between different economic corporations and between countries (EU, ASEAN, NAFTA, etc.) was based on the idea of mutual gains. To maximize their development a strategy was needed to organize these organizations in terms of projects to be managed. The new dimension which assumes the concept of project in this context is international project and its management endorses a new name *international project management*. Such projects require a level of correlation and collaboration within the system of international organizations that were created. Consequently, participation in international projects has become a *sine qua non* condition for the existence of the modern state, its progress and welfare of its citizens. From the beginning there was however, and this aspect prevails, an adaptation and mutual flux between national interest and the international one, so that the various national projects have been integrated to maximize their results in projects / international programs. Thus the global environment in which competition is the key concept printed an international character on national projects, which have been strongly influenced by the interactions within it. So we can say that the management of international projects is an extension of project management.

According to Portney, "project management principles are simple and the most complicated technique requires a maximum of ten minutes to be treated" (Portney, 2001: 2). This assertion can be taken as an encouragement to those who want to make a career in project management, but cannot be treat it as an absolute truth. There are techniques developed within current undergraduate programs (bachelor, master, doctorate) dedicated to training specialists in project management, which therefore requires thorough

training, but the principles of this occupation are indeed logical and consistent. The same author shows that techniques and skills associated with project management should be seen rather as a way of thinking, a way of acting (Portney, 2001: 3). So, the novelty for international project management stems from the fact that the project can be seen as a chain of activities that produces measurable effects; regarding the mode of action, this is performed on the basis of drawing targets for a defined period of time and with a pre-established budget.

The objective of project management is to anticipate as many problems possible and to plan, organize and control activities so that projects are completed successful despite the risks.

The challenge that managers face today, whether they are in the private or in the public area, is the need to make a permanent change in the desired direction, and in a world increasingly unstable. One must find ways to harmonize the flexibility of the structure with the direction chosen, all this while keeping a high level of creativity.

Project management has become a profession in itself, the market displaying the need for training programs in project management, need that, as noted earlier, was addressed by American universities. It stemmed from the need to bring integration and control to highly complex technical projects and organizational systems, especially in construction and technological systems (Turner and Simster, 2004: 40).

On the other hand we must say that in the last three decades, project management, originally developed within large corporations migrated towards the public sector. This trend is mostly visible in the EU, where the need for economic integration under the pressure of new member states made so that project management became a constant.

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