Relevant aspects of the responsibilities in the international project management

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Abstract. Usually, the international Projects are of greater importance and with greater founding than national projects, involve multiple partners from different countries and are subject of nationals and international controls. The paper approach the case of international projects with EU funding, including cross-border projects and underline responsibilities of the management team both to the Project Contract and to the national laws requirements, responsibilities in managing human resources, time and costs. For a successful Project implementation, the same importance should be given to communication, visibility and dissemination rules as well as reports quality. Major importance is granted to the quality of Project results.

1. Introduction
Facilitating the global interconnection of human society, the increase of the volume of international affairs implies the need for appearance of international management. International management is the management of organizations involved in activities and transactions that take place across the borders of two or more states.

The financial resources used by the international projects have a growing role in economic development and their area of applicability is growing.

The managers are involved in unprecedented international activities this fact requiring specific personal abilities to overcome the language and culture barriers between partners.

International management is more complex than domestic because of economic, political, legislative and cultural diversity.

Management theories are transferable and managers perform the same functions regardless of the organization structure, project type, income differences or cultural differences.

Efficient management styles are similar in culturally related countries (languages, Religion), forms of government, attitude towards work, [1].

As a result of the experience in managing of four cross-border projects, in this paper we will highlight the profile required by a project manager to successfully operate in international projects and the responsibilities of the project management team.

2. The characteristics of the project management
The project represents a sum of activities that lead to a common goal and require an important consumption of resources (human, material, financial, equipment, documentary information and time).
The consumption of all resources is done during project implementation with the purpose of achieving the objectives and obtaining the results to the required quality.

Project management consists of tasks and resources planning, organizing and managing (controlling) to achieve a particular goal, given the constraints of time, resources and costs.

The areas covered by project management is presented in figure 1.

![Figure 1. Areas covered by project management](image)

3. The characteristics of international project

In the second half of the 20th century the evolution of management at the international scale involve the transition from internationalization to the globalization of a series of aspects of social-economic life: global nature of the science and technology, global financial system, global network for transmitting and receiving information (communication infrastructure), the world institutional framework (governmental and nongovernmental organization) who are debating actions on global issues [3].

Compared to the national projects management, a number of peculiarities are deduced in the management of international projects.

The study of international management revealed the influence of the culture of the participant countries. The most important influences on international management have the following elements of culture:
- language differences requiring the use of a “project language” known by members of the management team at such level as to allow direct communication and avoid confusion of any nature (it is not recommended to use translators in the joint activities and it is more difficult to learn the languages of the partners) - translator is recommended to be use in official document translation,
- different beliefs and behavior of the project team members reflected in different ability to make decisions, responsiveness to difficult situations or risk, ability to collaborate or competitiveness, resistance to change or to new, attitude towards work.

Planning activities in the international management is more complex due to the number of external elements involved:
- multilingual, multinational and multicultural factors;
- political factors;
- financial climate;
different legislation and rules, changing, sometimes unclear;
- coins with different stability and real value;
- different salaries for similar positions in the Project team, in accordance with national legislation.
These differences increase the difficulty of plans drafting and implementing.

The implementation team selection has a main contribution to achieve the specific objectives and obtain the results of the Project. The selected experts must cover all activities with necessary expertise in order to obtain the required quality of the Project results. Also, the selected team members must have the ability to work together in common activities, eventually previously proven in other projects and to accept the authority of the manager.

It is necessary for each team member to have real implication and determination, positive attitude and strong filing in order that the Project to succeed.

4. The characteristics of the international manager’s profile
An efficient international management need to adapt to the management style of the involved countries and understanding the cultures of these countries.

**Figure 2.** The characteristics of the international manager’s profile
To be efficient and to perform in domain, the international manager must have the profile features presented in figure 2.

The international manager decisions are based on information, listening, intuition and observation, has flexibility and adaptability to situations. Does not look for behavioral patterns, for general rules or guidelines for different situations, [2].

It is important for the manager to have the last decision on the implementation team members’ selection. The partners’ countries managers must be certain that their implementation team are the best to cover all activities in the benefit of the quality of Project’s results.

5. Responsibilities of the management team in the international project

In the international project, the entire Project management is coordinated and overseen by Project Manager Coordinator and applied by project management team composed by each partner country management team led by Partner Country Manager.

*Project Manager Coordinator,* as lider of project management team, assumes the responsibility for ensuring implementation of the entire project.

Ensures that the expenditure presented by the Partners has been incurred for the purpose of implementing the project and correspond to activities set in the grant contract and Partnership agreement;

Verifies that the expenditure presented by the Partners has been examined by an auditor or by a first level controller according to the procedures.

The managers respond of implementing the *activities* of the project *in time*, using the *designed resources* and *costs* and obtaining the *results* to the required quality.

All partners managers shall actively cooperate for the implementation of the project, they shall ensure staffing and financing of the project. Each partner manager shall be legally and financially responsible for the activities that is implementing and for the share of financing that it receives.

The Partnership Agreement provisions must guarantee the sound financial management of the funds and shall include the arrangements for recovery of funds unduly paid to the Partners [4].

A rigorous communication system links the project manager coordinator to all Partners countries managers and also to the Director of the Project representing JTS (Join Technical Secretariat) of the Financing Programme. The communication strategy between decision factors allows quick and highly efficient solution to the encountered problems. It is maximal importance that to not exist language barrier in this internal communication system.

The Project Manager Coordinator and Partners Countries Managers respond to all requirements stipulated in main documents:

- Financing Contract (including *Project Action* and *Project Budget*) signed between Contracting Authority and Partners,

- Partnership Agreement signed between Project Partners from a different country,

- National legislation and Financing Contract procurement rules,

- National legislation for human resources management,

- Visibility Guide.

Partners Countries Managers respond to all requirements of own national controllers (First Level Control) and the Project Manager Coordinator respond to international controllers (Second Level Control).

The Project Manager Coordinator must have the ability to link experts from different countries’ implementation team in joint activities of work packages and has the responsibility to brought closer the team members through professional experience exchange and mutual understanding of cultural values.

The manager should detect in time the changes occurred in project implementation and to apply quick measures to solve problems. That requires the elaboration of a complex control system which determines all deviation from established standards.
The manager commits himself in doing everything in his power to foster the implementation of the Action and ensure its performance in time and in compliance with obligations to the JMA (Joint Management Authority).

6. The control issues in international management

The control process of international management activity involves a series of stages starting with setting objectives, setting results and outputs. The objectives must clearly outline the goals of the project. The results must be clear, effective, quantifiable and verifiable.

For an efficient control system, it is necessary to choose the control methods, to establish the performance standards, the measurement and the evaluation of the performances:
- the control alternatives in international management are direct control and indirect control,
- the performance standard derives from the purpose of the project and must be clearly defined, accepted and understood. If the operational standard is too general, must be established intermediary standards to achieve the general goal,
- the managers must have the ability to supervise the achievement of current performance expressed by the quality of the results guaranteed by the experts of the implementation team.

Also, the control system includes establishing responsibilities and establishing communications system:
- responsibilities are set both to the management team and to the implementation team and must be clearly stipulated in the personal attribution sheet (job description),
- the communication system is connected with reporting system and represent an information system needed to ensure a continuous flow of data necessary for analysis and decision making. The communication system must be fast and efficient, without unnecessary information, to ensure proper control of the project's activities,
- the communication system links the Manager Coordinator both with the Partners’ Managers and with financing Programme organizations and the information flows in both directions.

Each Partner manager coordinates the activities of the own implementation team, has to inform and to be informed about the performance of the activities and the degree of achievement of the results.

If in performance evaluation is detected deviations from standards, methods corrections are applied and revisions of responsibilities and communications if it is necessary.

7. Conclusions

The international Project has notable differences of management toward national Project. A main importance has the Project human resource’s capability of adapting to the several challenges due to cultural, economic, political, linguistic differences between Partners countries’ implementation teams.

The international manager must have several extra capabilities and to assume extra responsibilities to succeed the implementation of the Project.

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