
Cultural Issue and its Influence in the Management of Global Project Teams

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ABSTRACT

The interactions between the project manager and team members may be affected by several variables, such as culture, leadership style of the project manager, and the complexity of the developed tasks. Focused in this context, the objective of this paper is to investigate and describe how the culture issue can affect the management of global project teams. It is a qualitative, descriptive study conducted in a large multinational company in the automotive sector. The results of this research show that cultural issues can influence both positively and negatively the management of project global teams and the managers of these projects have to deal with several management challenges that require the adoption of certain ways of dealing with culture impacts in managing their teams to minimize potential problems in this context.

KEY-WORDS: Culture. Project team management. Global projects.

A Questão Cultural e sua Influência na Gestão de Equipes de Projetos Globais

RESUMO

As interações entre o gerente de projetos e os membros da equipe podem ser afetadas por diversas variáveis, como a cultura, o estilo de liderança do gerente de projetos e a complexidade das tarefas desenvolvidas. Com foco nesse contexto, o objetivo geral neste artigo é investigar e descrever como a questão cultural pode influenciar a gestão de equipes de projetos globais. Trata-se de um estudo qualitativo e descritivo, realizado em uma empresa multinacional de grande porte do setor automobilístico. Os resultados obtidos nesta pesquisa demonstram que a questão cultural pode influenciar de forma tanto positiva quanto negativa a gestão de equipes de projetos globais e que os gerentes desse tipo de projetos têm de lidar com vários desafios gerenciais que exigem a adoção de determinadas formas de lidar com os impactos da cultura na gestão de suas equipes para minimizar os possíveis problemas existentes nesse contexto.

PALAVRAS-CHAVE: Cultura. Gestão de equipes de projetos. Projetos globais.

1 INTRODUCTION

With the greatest diversity of the workforce today, the multicultural, economic, political and social interactions are increasingly intense. In situations related to work, these interactions occur frequently in varied circumstances. In a cultural, non-familiar environment, there may be difficulties with respect to language and communication, religion, politics and, consequently, many misunderstandings and conflicts can occur due in part to the uncertainty caused by cultural diversity (Lin, Chen & Song, 2012).

Culture determines to a large extent, the way people and organizations operate on a day to day basis, and various problems faced by companies occur, often due to conflicts caused by different cultures (Rodrigues, 2010). Therefore, the diversity found naturally among the employees of a company requires greater attention from the management to differences so that relationships are driven with skill and sensitivity and so that the leader has a relationship with his followers (Russian, Ruiz & Cunha, 2005).

Among the skills required from a project manager, is the ability to understand the culture of the people belonging to his or her team (Kerzner, 2000). Having the appropriate knowledge about the culture of the team members is a challenge with which almost all the project managers have to deal with on a daily basis. Generally, project managers are not educated for cultural diversity or are not in harmony with it, and the lack of this knowledge brings problems for the management due to the most varied types of misunderstanding, therefore, this issue should be seen by the managers of projects as positive and a challenge to be faced (Obikunle, 2002). Awareness about the different cultures helps these managers develop and manage their teams more effectively. It is important to highlight that have this knowledge is particularly important in cases of project teams who face problems of indifference, hostility or pressure on the mission of the team (Elmes & Wilemon, 1988).

The understanding the impact of cultural influences is essential in global projects, and the multicultural competence becomes a critical factor

for the project manager (PMI, 2013). The global project manager needs to recognize that cultural diversity can influence, negative or positively, the success of the project. In addition, it is fundamental to the project manager identify the potential advantages and competitive disadvantages brought to the team by professionals from different cultures, because, regardless of the cultural orientation, it can be valuable if the manager knows how to handle it (Rodrigues, 2010).

According to Jetu, Riedl and Roithmayr (2010), there are still significant gaps in understanding how cultural patterns influence the behavior of team members. Therefore, studying the cultural issue and its influence on the management teams of global projects becomes relevant for both the area of people management and project management, since the team coordination of global projects presents a number of challenges, which begin when individuals from different organizations, different countries and different systems of values must share authority, responsibility and decision-making (Shore & Lewis, 2005). In addition, the culture is a factor that helps explain the differences, but can not only have a beneficial contribution, for example, in the increase of creativity offered by these heterogeneous environments, as well as being the cause of failure in these types of projects (Rodrigues, 2010).

In view of this, this study is intended to contribute to a better understanding of the cultural issue in the environment of project management and how its managers can deal with the impact of different cultures in the management of teams of global projects. Since global projects have specific characteristics which make them more difficult to manage, as foreign policy and cultural issues, moreover, they have a greater impact on the organization whether successful or not. These projects depend on higher results when compared to local projects and offer more risk and complexity, but also have more potential benefits at the same time that are more expensive (Battistuzzo & Piscopo, 2015).

So, in this research, it is searched to answer the following research question: How may the cultural question influence the management of global projects and multinational companies? The overall goal of this study is to investigate and describe how the cultural diversity of the people

involved in a project can influence the management of the teams of global projects in multinational companies.

To answer the research question in this study and the general objective proposed, the methodology used was the accomplishment of a bibliographic literature and a study of descriptive nature and qualitative, whose data collection was conducted through semi-structured interviews, with the support of questions guidance and application of a questionnaire for the survey of the degree of concordance of the professionals interviewed with the propositions set forth in this study. The valuation technique of the data was the analysis of the content of the interviews conducted.

In this study there are limitations in relation to the sample that generated results only from the point of view of managers of selected projects and not from their teams, which reflects results whose opinions, perceptions and perspectives are based on experiences and vision of these professionals. It is also important to clarify that the results of this study cannot be generalized because of the very nature of the theme and the methodological procedure adopted. However, as a contribution of this study, the results presented, which are considerations based on the experiences of professionals involved in global projects, can be discussed or adopted by other organizations and professionals in the area of project management. These results can also be used in future studies related to culture in the management of global projects.

2 THEORETICAL REFERENTIAL

2.1 CULTURE CONCEPTS AND APPROACHES

The concept of culture is essential and widely used because it meets the diverse needs and interests of society and of researchers. The culture involves stability, stresses conceptual statements and serves as a factor of union to lead the members of the group towards consensus (Pires & Macedo, 2006).

Several definitions of culture can be found in the literature (Jetu et al., 2010). Stewart (2006), for example, defines culture as the sum total of the beliefs, standards, techniques, institutions and artifacts that

characterize human populations. For Zein (2012) culture is a collection of values, norms, beliefs, customs, institutions and forms of expression that reflects the thoughts, feelings, actions and interests of people.

The culture can also be characterized as a shared set of attributes of any group, as this group organizes their lives, their environment and their solutions to social issues together (Obikunle, 2002). According to Pires, and Macedo (2006), addressing the theme culture means addressing the issue of adaptation of the individual to the reality of the group in which he or she is inserted. The culture, focused on building of the social significance and in rules and standards, enables a group to strengthen or to break down.

The culture reflects the values and beliefs that the members of a group share. These values are expressed through symbols, such as myths, rituals, stories, legends and a specialized language, influencing the individuals of a given culture how to think, act and make decisions (Pires & Macedo, 2006).

2.1.1 Organizational culture

Organizational culture is one of the most influential dimensions of the work environment and, consequently, the main force of the direction of a business. It is reflected on how the tasks are performed, the goals are achieved and the people are directed to the achievement of goals. The culture affects the decision-making process, how to think, feel and respond to the opportunities and threats. The culture is rooted in the people and unconsciously influences their behaviors and affect their performance and vice versa (, 2011).

Culture is a dynamic phenomenon that permeates the individuals at all times and is constantly being enacted and created by the interactions of individuals and shaped by the behavior of the leadership, as a set of structures, routines, rules and norms that guide and constrain the behavior. In the organization and even in groups within the organization, it can be observed how culture is created, incorporated, evolved and is manipulated, and, at the same time, as the culture constrains, stabilizes and provides structure and meaning to members of the group (Schein, 2004).

The culture and lifestyle of the organization are the company's environmental factors that can influence how projects are conducted. The organizational culture is structured on the basis of the common experiences of members of the organization, and most companies develop unique cultures in the course of time through practice and common use. Some of these experiences include shared visions, mission, values, beliefs and expectations; regulations, policies, methods and procedures; systems of motivation and reward; risk tolerance; vision of relations of leadership, hierarchy and authority; code of conduct, ethics and working hours, and operating environments (PMI, 2013).

In the context of project management, organizational culture can influence how the departments interact and mutually support each other in search of project goals. It also influences the level of involvement of employees in achieving the objectives of the project, in order to balance them with other existing goals and potential competitors. The organizational culture still influences the planning process of the project as well as how the form of work is estimated or how the resources of projects are designed. Finally, the culture affects how managers assess the performance of team projects and how they understand the outcome of the project (, 2011).

2.1.2 Cultural diversity

Despite of the diverse cultural context in which the Brazilian companies are inserted, the question of cultural diversity is a recent issue, as well as the interest of companies in the management of cultural diversity, which arose in the years 1990. The theme of cultural diversity in organizations has also been considered as a factor of strategic advantage for businesses (Hanashiro &, 2005).

The cultural diversity consists of a set of people with different identities interacting within the same social system. This concept is related to the recognition and respect to the individuality of employees, and manage diversity requires the development of skills necessary for the growth and success of the business (Fleury, 2000). For this reason, managing the cultural diversity requires a holistic approach to develop an

organizational environment that allows everybody to fully develop their potential in aiming at the company's objectives (Thomas, 1996).

The cultural differences interact with a set of individual factors, groups and organizational issues in order to establish the impact of diversity in individual and organizational performance. Individual performance is divided into variables of affective response, as satisfaction, organizational identification and involvement at work, and on performance variables (*performance*, mobility at the position and compensation). Now the organizational results may influence the quality of attendance, of turnover, of quality in work and profitability (Cox, 1994).

In the context of project management, cultural diversity is a theme in which project managers must focus their attention in order to be successful (Obikunle, 2002). In this environment, cultural diversity can be determined by several factors. According to the model developed by Miliken and Martins (1996), the diversity has different dimensions and has different impacts in the short and long term on the productivity of heterogeneous groups. Miliken and Martins (1996) divide the impacts of diversity organizational over individuals in two temporal dimensions of short and long term and by type of impact: the affective impacts, related to the identification and to the satisfaction of the person with the group; and the cognitive, considered as the ability of the individual to process the information, perceive and interpret stimuli, in addition to making decisions. In Figure 1, the impacts of cultural diversity on individuals are presented.

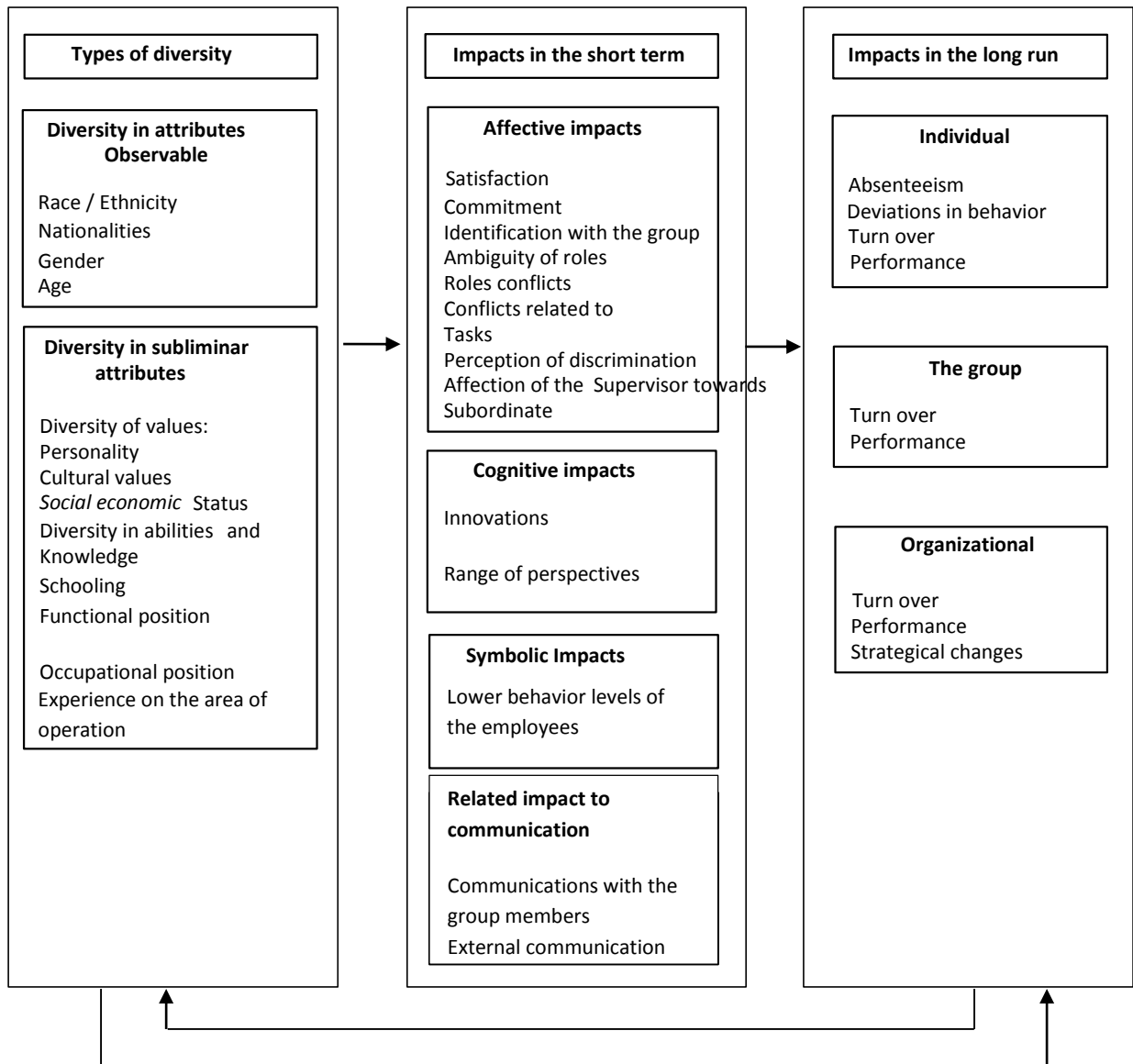


Figure 1: Impacts of cultural diversity on individuals

Source adapted from: Miliken and Martins (1996)

The impacts of cultural diversity can be both positive and negative, since, in addition to some advantages, they can also cause motivational problems, conflicts, turnover and difficulties of communication, affecting, consequently, productivity (Miliken & Martins,1996).

According to Cox (1994), the cultural diversity present in organizations may negatively impact both in terms of organizational effectiveness and individual. And the organizational environment is important to determine whether this impact will be positive or negative.

2.2 GLOBAL PROJECTS

More and more projects have been developed beyond national borders and this has brought a number of managerial challenges, since people of different values, organizations and countries have to share authority, responsibility and decision-making (Shore & Lewis, 2005). A global project is defined as a multinational project and temporary whereby various members seek to optimize results through a combination of resources from a variety of locations, organizations and organizational styles (Orr, Scott, Levitt, Artto & Kujala, 2011).

Global projects have specific characteristics which make them more difficult to manage, as foreign policy and cultural issues, moreover, they have a greater impact on the organization whether successful or not. These projects depend on higher results when compared to local projects and offer more risk and complexity, but also have more potential benefits at the same time that are more expensive (Battistuzzo & Piscopo, 2015).

Considering that global projects have to deal with different cultures, the role of culture assumes greater importance in its performance. As all team members take their culture for the project, the project manager needs to be aware and understand how culture can impact the overall project (Anantatmula & Thomas, 2010).

2.2.1 Team management of global projects

The efficient team work is critical to the success of the project, but it is also difficult to manage (Thanhaim, 2012). The management of project teams is complex for two reasons: First because the project team is extremely dynamic, and the members of the group are constantly changing; Second because, perhaps, only the project manager and some members of the senior management understand the project team as a single entity (De & Carvalho, 2002).

Currently, in a complex environment, multinational and technologically intricate, the project team, can be defined as a set of individuals, selected for their skills and specific qualities. It is a group that has needs, origins and different experiences that must be skillfully focused

in order to transform this working group in an integrated and unified team (Thanhaim, 2012).

According to Punzo (1996), the project manager must address the cultural difference between team members, to facilitate a productive communication, interpersonal relations, the resolution of problems, team work and synergy required to conceptualize, plan, implement and evaluate projects with success.

The project manager must adapt his or her leadership style to the characteristics of team members, understanding how his or her members behave in relation to the hierarchy, the collectivism and uncertainty in projects. In addition, the project manager should define channels of communication effective in order to avoid problems of understanding regarding the deadlines, quality and costs (Rodrigues, 2010).

To develop effective teams, project managers must be flexible and be willing to support the team. They must want to help team members to work together, to understand their cultural differences and facilitate communication. They must still possess a global mindset to respond promptly and creatively to the challenges that may arise (Segil, 1999).

In global projects, the team is composed of people from different countries, working in different cultures, business units and functions and with specific knowledge to solve a common strategic activity (Anantatmula & Thomas, 2010). Teams of global projects experience the challenge of achieving a diverse group of individuals from different functional areas to work together effectively in a given period of time in order to achieve specific objectives of the project (Barczak & McDonough, 2003).

The culture of the team of global projects presents a high degree of diversity of values, beliefs, style of leadership, among other differences, and consequently requires a management style focused on the integration of his or her members, in cooperation, on the sharing of power, in compromising, among other factors (Rodrigues, 2010).

Teams of global projects must build trust among team members, keep on schedule and adhere to budgetary guidelines. They must also face the challenge of physical distance, cultural diversity, the barriers of

language and the differences in technological infrastructure (Barczak & McDonough, 2003).

The geographical and temporal distances of teams in global projects might cause greater difficulties than in traditional designs (Lee-Kelley & Sankey, 2008). The communication barriers are magnified in global teams by virtual distance, by cultural diversity, by language, by the timezone difference and trust among team members (Anantatmula & Thomas, 2010).

It is important to highlight that multiculturalism in teams of global projects also brings a series of advantages, such as variety of perspectives, skills and personal characteristics that contribute to an organization. The multiculturalism can be very valuable, since that multicultural teams often create an internal culture, which directs the efforts and increases the cohesion of the team, facilitating the communication and the good performance (Rodrigues, 2010).

3. METHOD AND RESEARCH TECHNIQUES

This study is characterized by a qualitative and descriptive research to examine how the cultural issue can influence the management of teams of global projects in multinational companies. The unit of analysis of this research are two global projects of a multinational company of a large automobile industry.

For data collection, proposals were initially drawn up based on the theoretical referential of this study and, based on these propositions, it was developed both a structured interview with semi open questions, as a questionnaire for the lifting of the level of agreement of respondents with the statements presented.

The interviews were conducted personally with each of the managers, and the issues of the interview guidelines were used, in order to verify how the cultural issue can influence the management teams of global projects. At the end of the interview, it was delivered to the respondents the questionnaire to indicate the degree of agreement with the statements presented, with the aim of ascertaining whether the reports of the professionals interviewed were in accordance with the propositions outlined

in the study. In addition to the interviews and questionnaires, information was collected on each project.

For the study of these different data sources, the method used was content analysis of the interviews, the responses to the questionnaire were subsequently evaluated comparing them between themselves and also with the propositions laid down, and in parallel, it was done the analysis of the information provided by the managers on each project. The analyzed data were separated into categories (positive and negative influences and ways of dealing with the impacts of culture) and described in item 4 - interpretation and presentation of results.

3.1 PROPOSITIONS OF THE STUDY

From the literature review propositions were formulated, according to Table 1, for the preparation of the issues of field research.

Proposition	Authors	Question
A. The cultural differences interact with a set of individual factors, groups and organizational issues in order to establish the impact of diversity in individual and organizational performance.	Cox (1994)	1. In your opinion, how can cultural differences existing in global projects impact the individual and organizational performance?
B. Culture is somewhat a dynamic phenomenon that permeates us at all times and is constantly being enacted and created by the interactions of individuals and shaped by the behavior of the leadership, as a set of structures, routines, rules and norms that guide and constrain the behavior.	Schein (2004)	2. Based on their professional experience, how can the culture impact the relationship of global project manager and his or her team?

To be continued

Continuation

Proposition	Authors	Question
<p>C. Having the appropriate knowledge about the culture of the team members is a challenge with which almost all the project managers have to deal with on a daily basis. Generally, project managers are not educated or are not in tune with cultural diversity, and the lack of this knowledge brings problems for the management due to the most varied types of misunderstanding.</p>	Obikunle (2002)	<p>3. Based on your experience, what problems can occur due to the lack of adequate knowledge of the project manager about the culture of the team members?</p>
<p>D. In addition to the project manager, identifying the potential advantages and competitive disadvantages brought to the team by professionals from different cultures, because, regardless of the cultural orientation, it can be valuable if the manager knows how to handle it.</p>	Rodrigues (2010); Cox (1994); Miliken e Martins (1996)	<p>4. Based on your professional experience, such as cultural diversity can influence negatively or positively the success of a project?</p> <p>5. What are the advantages and competitive disadvantages brought to the team by professionals from different cultures?</p>
<p>E. The culture affects how managers assess the performance of team projects and how they understand the outcome of the project (, 2011).</p>	Stare (2011)	<p>6. According to your point of view, how can culture influence the way how managers assess the performance of the project team?</p>
<p>F. The projects are increasingly developed beyond national borders, and this has brought a number of challenges, since people from different organizations and countries, and with different values, have to share authority, responsibility and decision-making.</p>	Shore e Cross (2005)	<p>7. Based on your experience, what are the challenges of management that the global projects can present, since people from different organizations and countries, and with different cultures and values have to share authority, responsibility and decision-making?</p>

To be continued

Continuation

Proposition	Authors	Question
G. It is important to emphasize that, the multiculturalism in teams of global projects also brings a series of advantages, such as variety of perspectives, skills and personal characteristics that contribute to an organization.	Rodrigues (2010)	8. The multiculturalism in teams of global projects it can bring a number of advantages. In your opinion, what are these advantages?
Proposition	Authors	Question
H. The project manager must address the cultural difference between team members, to facilitate a productive communication, interpersonal relations, the resolution of problems, team work and synergy required to conceptualize, plan, implement and evaluate projects with success.	Punzo (1996)	10. Why must the project manager address the cultural difference between team members?

Chart 1: Propositions and research questions

3.2 UNIT OF ANALYSIS

The unit of analysis of this research are two global projects, called Project A and Project B. The project A was developed for adequacy of national vehicles and imported to the new demands for control of emissions of pollutants. Coordinated by a manager of strategic projects, this project involved a multidisciplinary team of different functional areas, such as financial area, engineering, quality, logistics, purchasing, marketing and others. Whereas the project B was the development of a solution for improving and higher efficiency of urban mobility. Coordinated by a manager of sales area for the foreign market, it involved a multidisciplinary team of sales, finance and marketing of the product.

4 INTERPRETATION AND RESULTS PRESENTATION

Based on the information provided by the professionals interviewed in this research and literature review performed, the results demonstrate that the cultural diversity that exists between those involved in a global project

and also the culture of the company itself are critical factors for the performance of the project and members of the project team, and that different cultures can bring to the environment of projects both negative and positive influences.

As a result, it is necessary that the managers of projects with multicultural teams understand and know how to manage these differences, in order to promote greater integration and synergy between all those involved in the project. In Figure 2, it is presented both positive and negative influences that culture can bring to the environment of projects and which were mentioned by the professionals interviewed, and even a set of actions that managers of global projects can adopt to cope with the different cultural aspects that exist in this type of environment.

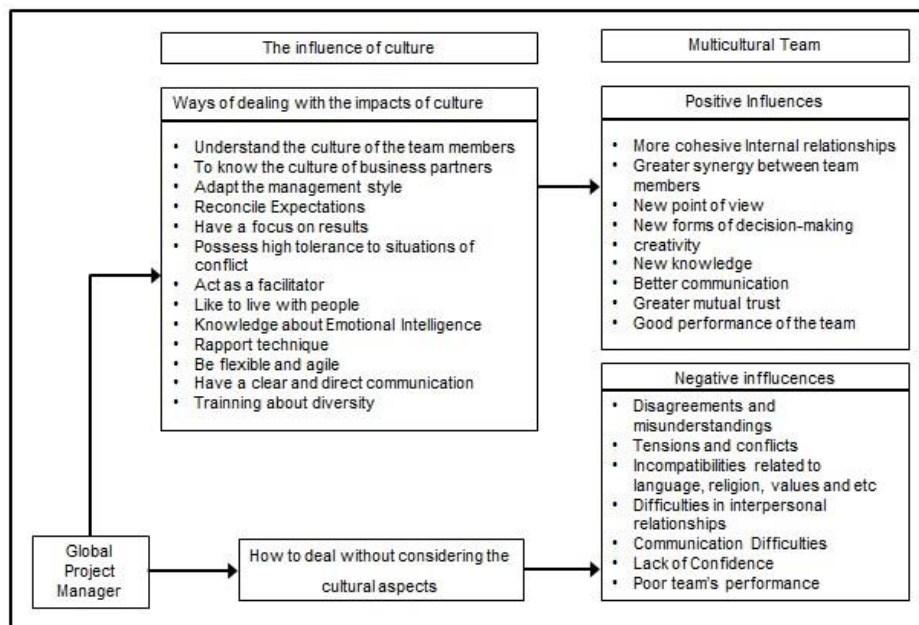


Figure 2: The cultural issue and its influence on the management teams of global projects

Source: Result of the interpretation of data obtained

Based on the information mentioned by the professionals interviewed, the category referred to as negative influences, which can compromise the performance of the team and the project, relates to the lack of adequate knowledge of the project manager about the different cultures of the members of the team, a fact that may lead to misunderstandings, relationship difficulties and communication, lack of confidence, tensions,

conflicts and incompatibilities in relation to religion, customs, values, and language, especially in teams that are geographically distant and with which it maintains remote contact. All of these factors mentioned are in agreement with the statement of Lin et al. (2012), who stated that in multicultural interactions related to work there may be difficulties with respect to language and communication, religion, politics and many misunderstandings and conflicts caused by cultural diversity. These factors also corroborate the proposition C of this research in which Obikunle (2002) explains that, having the proper knowledge about the culture of the team members is a challenge whereby almost all project managers have to deal with on daily basis because, generally, these professionals are not educated or are not in tune with cultural diversity, and the lack of this knowledge brings problems for the management due to the most varied types of misunderstanding.

Whereas in the category mentioned as positive influences, which may also have an influence on the performance of the team and the project, it was considered by the respondents of the survey as the aspects that can bring benefits to the project and the team due to the heterogeneous environment of global projects, which opens up new perspectives and points of view, different forms of decision-making, greater creativity and different levels of experience and knowledge. All of these aspects validate the proposition G of this research whereby Rodrigues (2010) argues that multiculturalism in teams of global projects also brings a series of advantages, such as variety of perspectives, skills and personal characteristics that contribute to an organization.

As for the category classified as ways of dealing with the impacts of culture, the professionals interviewed reported that, to manage the diversity of a multicultural team, the project manager must be able to understand the culture of his or her staff members and persons linked to the project with which he or she relates, so one can better understand the behavior of each person involved in the project. This result is in agreement with the statement of Kerzner (2000) who argues that, among the skills required from a project manager, lies the ability to understand the culture of the people within your team.

The professionals interviewed also mentioned that it is necessary to know to adapt their management style to match the mode of requesting the tasks of the project in a more assertive manner to each member of the group, reconciling the different directions and expectations of the people. This report is in accordance with the proposition B in this research, in that Schein (2004) explains that culture is somewhat a dynamic phenomenon that surrounds us at all times, constantly being enacted and created by our interactions with each other and shaped by the behavior of the leadership, as a set of structures, routines, rules and norms that guide and constrain the behavior. This same report of interviewees is also in agreement with the statement by Rodrigues (2010) who explains that the project manager should adapt his or her leadership style to the characteristics of team members, understanding how these people behave in relation to the hierarchy, the collectivism and uncertainty in projects.

It is worth highlighting that, having focus on results, high tolerance to situations of conflict, liking to live with people and acting as a facilitator were the skills reported by managers interviewed as the essential characteristics that help in the conduct of global projects.

In addition to the knowledge of the values, beliefs and customs of other cultures with which the project manager has to deal with, one of the mechanisms used by these project managers to deal with the cultural differences of team members is the knowledge of the technique *rapport*, concept of branch of psychology in which it is used a unique technique to create a connection of harmony and empathy with another person. The managers develop, thus, specific negotiations to some people and create greater bonds, improving communication, internal relations and mutual confidence between those involved in the project. The information mentioned by the respondents corroborate the Thanhaim statement (2012) who argues that the project team is a group that has needs, origins and different experiences that must be skillfully focused in order to transform this working group in an integrated team and unified.

The participants of this study clarify that the environment of global projects requires the project manager to be flexible, agile in decision-making, and also have a clear communication and direct, emotional

intelligence, knowing to adapt with resilience to the dynamics and changes in that environment. These results are in agreement with the proposition H of this research, in which Segil (1999) explains that, in order to develop effective teams, project managers must be flexible and willing to support the team. They should also understand the cultural differences and have good communication.

The interviewed professionals also emphasize that it is important to indicate to the members of the team training on cultural diversity and addressing this topic in meetings with team members to encourage that everyone knows the importance of diversity and better understand the differences so they can be more effective in working with global partners. All of these factors mentioned by the interviewees are in agreement with the proposition of this research in which Punzo (1996) affirms that the project manager should address the cultural difference between the members of the team to facilitate a productive communication, interpersonal relations, the resolution of problems, team work and synergy required to conceptualize, plan, implement and evaluate projects with success.

5 FINAL CONSIDERATIONS

In this study, the objective was to investigate and describe how the cultural issue can influence the management teams of global projects in multinational companies, and even how the project managers can cope with the impacts of culture in the management teams of global projects.

Based on the results of this research, it is possible to say that the overall goal established was accomplished by means of the results obtained with the issues of structured interview, questionnaire and literature review performed, where it was found that different cultures can influence both positive and negative effects on management of teams of global projects, according to the statement of Miliken & Martins (1996), which shed light on the impact of cultural diversity which can be both positive and negative, since that, besides some advantages, they can also cause motivational

problems, conflicts, turnover and communication difficulties affecting the productivity.

Through the results obtained, it can be inferred that the positive influences of cultural issue in the management of teams of global projects are related to the existence of a heterogeneous and multicultural environment which enables the presentation of different points of view, new knowledge, greater creativity and presentation of different solutions to problems that arise in projects, several forms of decision-making and greater incentive to respect for different cultures. All these factor make it easier a better synergy and favor stronger relationships, allow also a better communication and confidence among the people involved in the project, favoring consequently a better performance of the teams, the projects running and the organizations.

Whereas the negative influences of the cultural issue in the management of teams of global projects are related mainly to the difficulties of interpersonal relationship, due to the different values, beliefs, habits and lifestyles. These negative influences are also linked to the difficulties of communication involving the lack of mastery of a second language, especially English, and also the lack of clarity, objectivity and transparency in the communication forms, that cause various disagreements and misunderstandings, tense situations and conflicts, which generate a lack of confidence between those involved in the project and can negatively influence the performance of teams and projects.

By means of the results obtained, it can also be concluded that, due to the multicultural and more complex environment that the global projects feature, their management requires a project manager who, in addition to the responsibilities for the management of a traditional design, has to deal with a number of challenges that requires a style of management with a certain degree of flexibility, the ability to understand and a global mindset, to deal with the different cultural aspects that the teams of global projects exhibit, of geographical distance, conflicts and tensions, communication, language, religion, customs, values and mutual trust. These professionals need, still, to adopt ways of dealing with the impacts of culture in the management of their teams to minimize potential problems in this context.

Finally, based on the information obtained in this study, it is still verified that the cultural issue in the environment of project management is a theme that can be worked in a more intense and detailed way in the corporate environment in which it is developed global projects. In addition to the efforts of their own managers of global projects, who seek in the day-to-day to develop within their team's strategies for dealing with cultural diversity in the work environment, the organizations themselves can offer greater support to managers and teams of global projects enabling the performance of training on diversity and cultural coexistence and extra activities of integration for those involved in the project.

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