Contents

I	Intr	oaucuon	•••••	ı	
	1.1	Backgi	round and State of Research	1	
	1.2	Contril	bution	4	
	1.3	Resear	ch Questions	6	
	1.4	Metho	dology	6	
	1.5	Finding	gs	8	
	1.6	Discus	sion and Outlook	9	
	1.7	Limitations 1			
	1.8	Resear	ch Structure	11	
2	Glob	al Proje	ct-Based Organizations and Cross-Cultural		
	Man	agement	t	13	
	2.1	The N	ature and Business of Global Project-Based		
		zations	13		
	2.2				
		Organi	Organizations 1'		
		2.2.1	Culture as a Multi-Level Construct in Global		
			Project Environments	18	
		2.2.2	The Role of National Identities and Cultural		
			Dimensions	21	
		2.2.3	The Role of Communication and Meaning	26	
		2.2.4	The Role of Language	30	
3	Kno	wledge N	Management and Knowledge Sharing in Global		
	Proj	ect-Base	d Organizations	33	
	3.1	Knowle	edge and Organizational Knowledge Management	34	

ix



	3.2		edge Networks and Communities of Practice	35			
	3.3	in Organizations					
	3.3		zations	38			
		3.3.1	Individual Knowledge Sharing in Global	30			
		3,3,1		38			
		3.3.2	Project-Based Organizations	30			
		3.3.4		39			
		2 2 2	Project-Based Organizations	39			
		3.3.3	Organizational Learning and Project-Based	20			
	2.4	The In	Learning in Global Project-Based Organizations	39			
	3.4		fluence of Cultural Values and Dimensions				
			oss-Cultural Knowledge Sharing—A Comparison	41			
			en China, Germany, and the Netherlands (RQ 1)	41			
		3.4.1	The Unique Cultural Characteristics	41			
		2.4.2	of the Chinese Business Environment	41			
		3.4.2	,				
			and the Netherlands and their Influence	40			
			on Cross-Cultural Knowledge Sharing	43			
4	Enal	oling Cro	oss-Cultural Knowledge Sharing by Applying				
	Cros	s-Cultur	al Competencies: Metacognitive CQ as Key				
	Driv	e r	• • • • • • • • • • • • • • • • • • • •	51			
	4.1	The Ro	ole of Cultural Intelligence	52			
	4.2	The Effects of Cultural Intelligence on Cross-Cultural					
		Knowledge Sharing	55				
	4.3						
		Project	Teams	56			
5	Doco	orch Mot	thodology: Focal Ethnography with Comparative				
3			Research	57			
	5.1		d Research Questions	59			
	3.1	5.1.1	Idea	59 59			
		5.1.2		60			
		5.1.2	Theory and Literature Review	61			
	5.2		Research Questions	62			
	3.2		on of Relevant Sites and Subjects	62			
		5.2.1	Defining the Unit of Analysis				
		5.2.2	Selecting the Sampling Strategy and Size	63			
		5.2.3	Selection of Research Sites	64			
		5.2.4	Identification of Research Participants	66			

Contents

	5.3	Research Design				
	5.4	Data Collection Methods				
		5.4.1 Surveys				
		5.4.2 Delphi Study				
		5.4.2.1 Delphi Method				
		5.4.2.2 Defining the Expert Panel				
		5.4.2.3 Data Collection				
		5.4.3 Participative Observation				
		5.4.4 CQS Observer Report				
		5.4.5 Multiple Case Studies				
		5.4.6 Documents				
6	Conducting Ethnographic Research					
	6.1	Data Collection				
	6.2	Data Reduction and Analysis				
	6.3	Evaluation of the Research Findings				
	6.4	Ethics in Qualitative Social Research				
7	Pre-Study: The Role of Chinese Millennials in Cross-Cultural					
	Knov	owledge Sharing (RQ 2)				
	7.1	The Millennials' Learning Style				
	7.2	Chinese Culture and its New Generation of Millennials				
	7.3	Delphi Study				
	7.4	Delphi Study Results				
	7.5	Discussion and Conclusion				
		7.5.1 Learning and Knowledge Sharing Behavior				
		of Chinese Millennials				
		7.5.2 The Influence of Chinese Millennials' Behavior				
		on Knowledge Management Practices in Global				
		Project Teams				
	7.6	Summary of this Chapter				
8	Case	Case Description: Case Study 1—Team Germany				
	8.1	The Global Organization and it's Environment				
	8.2	Case Study 1: Team Germany				
		8.2.1 Cross-Cultural Knowledge Sharing Challenges				
		of Team Germany				
		8.2.1.1 Context Related Challenges of Team				
		Germany				

			8.2.1.2	Culture Related Challenges of Team	
				Germany	117
			8.2.1.3	People Related Challenges of Team	
				Germany	120
		8.2.2	Cross-C	ultural Knowledge Sharing Success	
			Factors	of Team Germany	124
			8.2.2.1	Context Related Success Factors	
				of Team Germany	124
			8.2.2.2	Culture Related Success Factors	
				of Team Germany	125
			8.2.2.3	People Related Success Factors	
				of Team Germany	130
	8.3	Summa	ary of Cas	se 1: Team Germany	134
9	Case	Descrip	tion: Cas	e Study 2—Team Netherlands	137
	9.1	Cross-0	Cultural K	Inowledge Sharing Challenges of Team	
		Nether	lands	•••••	139
		9.1.1	Context	Related Challenges of Team Netherlands	139
		9.1.2	Culture	Related Challenges of Team Netherlands	139
		9.1.3	People I	Related Challenges of Team Netherlands	141
	9.2	Cross-C	Cultural K	Inowledge Sharing Success Factors	
		of Tear	n Netherla	ands	143
		9.2.1	Context	Related Success Factors of Team	
			Netherla	ands	143
		9.2.2	Culture	Related Success Factors of Team	
			Netherla	ands	144
		9.2.3	People 1	Related Success Factors of Team	
			Netherla	inds	146
	9.3	Summa	ry of Cas	e 2: Team Netherlands	148
10	Case	Descrip	tion: Case	e Study 3—Team China	151
	10.1	Cross-C	Cultural K	nowledge Sharing Challenges of Team	
		China	• • • • • • •	• • • • • • • • • • • • • • • • • • • •	152
		10.1.1	Context	Related Challenges of Team China	152
		10.1.2	Culture	Related Challenges of Team China	154
		10.1.3	People F	Related Challenges of Team China	158
	10.2	Cross-C	Cultural K	nowledge Sharing Success Factors	
		of Tear	n China	• • • • • • • • • • • • • • • • • • • •	161
		10.2.1	Context	Related Success Factors of Team China	161
		10.2.2	Culture	Related Success Factors of Team China	161

Contents

	10.3	10.2.3 People Related Success Factors of Team China Summary of Case 3: Team China	165 167					
11	Chal	lenges and Success Factors for Cross-Cultural Team						
	Knov	wledge Sharing in Global Project-Based Organizations						
	Mana	aging Megaprojects (RQ 3)	169					
	11.1	Cross-Cultural Knowledge Sharing Challenges Related to Culture	169					
	112		109					
	11.2		170					
	11.2	to People	172					
	11.3	Cross-Cultural Knowledge Sharing Success Factors	174					
	11 /	Related to Culture	174					
	11.4	Cross-Cultural Knowledge Sharing Success Factors	177					
	115	Related to People	177					
	11.5	Summary of this Chapter	180					
12	Achie	Achieving Cross-Cultural Complementarity and Developing						
		Cross-Cultural Competencies to Promote Cross-Cultural						
	Team Knowledge Sharing in Global Project-Based							
	Orga	nizations—The Development of a Cross-Cultural						
	Com	petence and Diversity Management Model (RQ 4)	183					
	12.1	Cultural Values and Dimensions	186					
	12.2	Communication and Meaning	188					
	12.3	Language	189					
	12.4	People's Competences and Cross-Cultural Flexibility	191					
	12.5	The Development of a Cross-Cultural Competence						
		and Diversity Management Model	194					
4.4								
13		arch Results (RQ 1—RQ 4)	203					
	13.1	The Influence of Cultural Values and Dimensions						
		on Cross-Cultural Knowledge Sharing in the Context						
		of China (RQ 1)	203					
	13.2	The Influence of Chinese Millennials in Cross-Cultural						
		Knowledge Sharing in Global Project Teams (RQ 2)	205					
	13.3	Challenges and Success Factors for Cross-Cultural						
		Team Knowledge Sharing in Global Project-Based						
		Organizations that Manage Megaprojects (RQ 3)	206					

xiv Contents

	13.4	Achieving Cross-Cultural Complementarity and Developing Cross-Cultural Competencies to Promote Cross-Cultural Team Knowledge Sharing in Global Project-Based Organizations—The Development	
		of a Cross-Cultural Competence and Diversity	
		Management Model (RQ 4)	208
14	Conclusion		
	14.1	Theoretical Contributions	215
	14.2	Practical Contributions	219
	14.3	Limitations	220
	14.4	Directions for Future Research	222
	14.5	Overall Contribution and Outlook	227
Dof	erence	i c	231