



A MASTER THESIS ON HOW MAERSK LINE IT CAN OPTIMIZE PROJECT MANAGEMENT

Fregne Isaksen

MSc., Business Administration and Information Technology
Copenhagen Business School
Supervisor: Jesper Sonne

Pages and STU count: 76 pages and 143.594 characters

1.0 Abstract

This master thesis examines the concepts of project management and IT project management from a controversial and traditional perspective. This is done in order to evaluate, measure and explain how Maersk Line IT can optimize project management for their many software projects.

This master thesis stems from two years' experience on a student job as project management assistant in Maersk Line IT. Over the years, I have gained a full understanding of project management in Maersk Line. During a previous job as a tutor in IT project management at CBS, I have achieved a great knowledge base within controversial and traditional project management literature. Together, this constitutes the base for doing this Master thesis. Maersk Line IT has provided me with interviewees and relevant data.

The literature review constructs the foundation for the master thesis. The literature review gives a picture of the current state of the nation which is the foundation for further data collection and investigation. The literature review reflects the controversial and traditional project management literature, their conflicts and their agreements.

The master thesis is built up upon the methodology of the social interpretation paradigm with a method triangulation between a qualitative and quantitative research method. This approach has given me the opportunity to gain deep knowledge for the subjects' project management and IT project management, while understanding Maersk Line IT view on IT project management by testing hypotheses. In conclusion, these advises have been given in order for Maersk Line IT to optimize their IT project management:

- Maersk Line IT should try to combine controversial or traditional project management
- Maersk Line IT should be open-minded when it comes to goal setting of a project and a project plan.
- A project manager needs to act as a hybrid between being a team leader and responsible of stakeholder management.
- A project manager should focus on drawing benefits from diversity when creating project teams.
- The project manager should share the responsibility for the products.
- Project teams should focus on proper communication and knowledge sharing.
- Project teams should sit together.

Table of Contents

1.0 Abstract	2
2.0 Acknowledgment	6
3.0 Introduction	7
3.1 Delimitation	8
4.0 Relevance and motivation	9
5.0 Literature review	10
5.1 Identification of relevant literature	10
5.1.1 Concept matrix	11
5.1.2 Definition of concepts	13
5.2 Contribution	22
6.0 Method and research design	24
6.1 Choice of paradigm	24
6.2 Use of paradigm	25
6.3 Research design	26
6.3.1 Deductive method	26
6.3.2 Qualitative study	26
6.3.3 Quantitative study	27
6.3.4 Triangulation of methods	28
6.3.5 Generalizability	28
6.4 Bias	29
7.0 Qualitative study	30
7.1 Design	30
7.1.1 The interview guide	30
7.1.2 The interviews	31
7.1.3 The interviewees	31

8.0 Analysis of qualitative study pt. 1	33
8.1 Goal setting	33
8.2 Framework (execution plan)	34
8.3 Stakeholder management	36
8.4 Communication	38
8.5 Team	39
8.6 People skills	41
8.7 Roles and responsibility	43
8.8 Co-location	44
9.0 Analysis of qualitative study pt. 2	46
10.0 Quantitative study	50
10.1 Design of survey	50
11.0 Result of quantitative study	53
12.0 Discussion	59
12.1 Hypothesis 1	59
12.2 Hypothesis 2	62
12.3 Hypothesis 3	65
12.4 Hypothesis 4	68
13.0 Reflection & Future research	72
13.1 Economic and change management perspective	72
13.2 Project management vs. IT project management	72
13.3 Maersk Line project model	73
14.0 Conclusion	75
15.0 Recommendations	77
16.0 Bibliography	78
16.1 Internet	78
16.2 Articles	78

16.3 Books	80
17. 0 Appendix	81
17.1 Appendix 1 – Concept definition.....	81
17.2 Appendix 2 – Interview questions.....	86
17.3 Appendix 3 – Codebook	88
17.4 Appendix 4 – Survey	99
17.5 Appendix 5 – Survey responses.....	103

2.0 Acknowledgment

First and foremost, I would like to thank Maersk Line IT and Ellen Andersen – Head of IT delivery, for giving me the opportunity to write about project management in Maersk Line IT.

Writing about project management in such a large world-renowned company, has given me the opportunity to learn and explore a topic that I truly care for.

Secondly I would like to thank those people who gladly participated as interviewees – thank you so much for including me, and giving your perspective on this topic. Thank you for your openness, your kindness and most of all; your honesty.

Thirdly, I will express my gratitude for the participators in my survey. Thank you to Klaus Kneupner, who distributed the survey and gladly acted as a pilot tester with critical eyes.

Lastly, I would also like to thank my master thesis supervisor; Jesper Sonne. Thank you for your cooperation, many enriching discussions and passion for the field throughout the project.

3.0 Introduction

Project management is a highly discussed theme throughout the years. Project management has more branches to the topic. In this master thesis two branches of project management literature will be analyzed, discussed and held against each other.

One of the perspectives on project management literature is in this research called; the controversial perspective on project management literature. In other contexts, it is also called organic project management literature.

The controversial project management literature sowed its seeds back in the 1990s, and has over the years become a more acceptable part of the project management literature and in practices. However, it can still be hard to relate to. Controversial project management has a more personal view on things, and it is argued that one cannot draw or lock the framework for the project. Controversial Project Management emphasizes the unforeseen risks that most often will define a project or disturb the balance of the project triangle.

The second perspective on project management literature is the traditional view. This view is the most common and used perspective. Traditional project management literature broadly argues that everything can be controlled and monitored. Everything from the project execution plan to the goal can be determined upfront in a project. Traditional project management literature leaning against the paradigm of positivism.

Even though traditional and controversial project management literatures disagree on some points, they do also have a lot of similarities.

Maersk Line IT, a part of the A. P. Moller Maersk Group, has a lot of projects on different functions, such as Finance, Business Intelligence and Operations. The first part of this study, and the analysis, has data from Maersk Line IT Operations. The second part of the study, and the discussion, has data conducted from all of Maersk Line IT.

Maersk Line IT has their own project model, which is based on the project frameworks; Prince2 and OpenUP.

Furthermore, Maersk Line IT has a very traditional take on project management.

This study aims to figure out what view and take employees of Maersk Line IT has when it comes to project management. Combined with the understanding from traditional and controversial project management literature, this master thesis aims to answer the research question: *“How can Maersk Line IT optimize project management, and balance between traditional and controversial project management literature?”*

3.1 Delimitation

In order to determine a specific and honorable research for this master thesis, it is important that the study is limited to match within time, resources and formal deadlines.

Project management is a big topic. So large that there is a need for limitations. Maersk Line, the world's largest shipping companies with 90,000 employees worldwide.

The first boundary consists in focusing only on Maersk Line IT. By limiting the research to this area of the organization, it must be assumed that the total amount of data is more manageable.

Having said this, the research and the results can be transferred to Maersk's other businesses, although this study is dedicated on specific IT project management.

The second delineation is to focus on people in the organization. This means that formalities such as Maersk corporate values and Maersk Corporate project model are kept out of the picture.

However, it is important to mention that the importance of these formalities in organizations are not neglected.

4.0 Relevance and motivation

Since I started my bachelor in Business Administration and Information Systems (HA.IT) at Copenhagen Business School (CBS), I have been fascinated by project management. And since then, both my bachelor degree and my master degree; Master of Science (MSc) programme in Business Administration and Information Systems, have been focusing on leading and management courses; especially project management.

The bachelor and master degree are a combination of three directions; 1) Economy, 2) IT, 3) Organization. These three directions together are building bridges between business and IT, and how companies can benefit from it.

IT Project management covers all of these areas, but this research will mostly cover the directions of organization and IT.

My motivation for this research, is grounded in my studies at CBS, but also in my job as a student project management assistant in Maersk Line IT Operations, on a project called; ShipManager.

I have been working at ShipManager for the past two years. Throughout the years I have come to know Maersk Line IT from within, and have been faced with the challenges of project management.

Maersk Line IT is an old company, with a hierarchical organizational structure. They have a very traditional take on project management including IT project management, which may present challenges. Hence the motivation for this study is to clarify how employees of Maersk Line IT are handling project management, and how they can optimize project management by including the traditional and controversial project management literature.

5.0 Literature review

In this master thesis, the literature review creates the foundation. A literature review is a key component of the study process and is therefore carried out to start the project.

A literature reviews purpose is to create an overview of the literature in terms of identifying articles, books, journals, which together form the theoretical foundation for master thesis.

A literature review aims to give an overview of the state of the nation and give the reader an insight into what the literature has to say about the theme, which in this case is project management.

The construction of this literature review is made according to Webster and Watsons', (2002), recommendations and methods. If part of the theories can only be applied in specific context, the reader will be informed.

The literature review covers traditional project management literature and controversial project management literature. By doing this, Webster and Watsons', (2002) recommendations are met; to cover relevant literature, and not to relate to a specific research method, one kind of journals or a geographic region.

5.1 Identification of relevant literature

Webster and Watson, (2002), recommend using a three step phase approach to identify and establish an overview over relevant literature: 1) Find leading and quality safe articles, 2) reviewing citations of found articles to determine prior articles, 3) Use for example Web of Science¹ to identify articles that should be included in the review.

Webster and Watson, (2002), thus argues the importance of also looking "outside the field", when handling the review of the literature. Furthermore, they do argue that the first review of the literature in step one should contain enough material to pinpoint an outline of impressions and concepts (Webster and Watson, 2002).

Firstly, the review of the literature started out by reading through known books from courses about Project management and IT project management. Furthermore, articles and journals

¹ www.webofscience.com

regarding project management were identified by searching through CBS Libsearch and Google Scholar.

The books, articles and journals were then read through carefully, to establish a foundation of the topic. The read-through gave at an early stage, an indication of concepts throughout the literature.

Based on the formed outline of concepts, the second stage phase of Webster and Watson, (2002), can be utilized; 2) reviewing citations of founded articles to determine prior articles.

Throughout the concepts, relevant aspects regarding project management were found. Within these aspects, new and prior articles and journals were found and read through carefully in order to see if they could potentially contribute with interesting existing or new knowledge to the investigated landscape of project management.

Lastly, third step of Webster and Watson, (2002), can be utilized. By searching for articles which were cited by the preliminary articles, it was possible to form the full framework for the literature review.

Furthermore, it was important to include concepts that could be relevant for project management in Maersk Line IT.

5.1.1 Concept matrix

The concept matrix is a recommended structure for synthesizing literature by Webster and Watson, (2002).

Through the review of the literature, concepts were found. Below, the concept-matrix describes which articles that cover the specific concepts. These concepts were tracked in the model below, in the end, it was possible to create an overview of which concepts that was covered, which concepts that needed supported literature, and most important; which concepts that made the foundation for the literature review.

Concept matrix of articles									
Articles	Barkema et al.	Cooke-	Freeman et al.	Mumms et al.	Lake, Dale G.	Ancona et al.	Sheehar.	Burke et al.	Belassi et al.
Globalization					X	X			
Digitalisation	X					X	X		
Innovation	X						X		
Diversity	X								
Speed up	X						X		
Knowledge creation	X							X	
Coordination	X				X	X		X	
Semi-structures	X								
Project triangle	X			X	X		X		X
Project success		X		X					X
Project manager success		X		X					X
Risk management		X						X	X
Organizational support									X
People skills		X		X					
Free rider problem			X						
Agent/principal problem			X		X				
Reward of performance	X		X			X	X		X
Goal setting				X			X		
Client satisfaction				X					
Profitability				X					
Teambuilding					X			X	X
Leadership	X				X		X		
Effectiveness					X	X		X	
Team development					X				
Role definition					X	X		X	
Externally orientated						X		X	X
Exploration						X			
Exploitation						X			
Rescheduling							X		
Internally orientated					X			X	X
Motivation									
Group Cohesion					X		X	X	
Communication									X
Power					X				X

described as three overlapping bubbles, this can visual give a better overview over the scope, and where the focus of the project is. If a project has all its focus on comply budgets, it must lack on time or quality. Project with larger budgets can often stretch the time of the project and focus on brilliant quality.

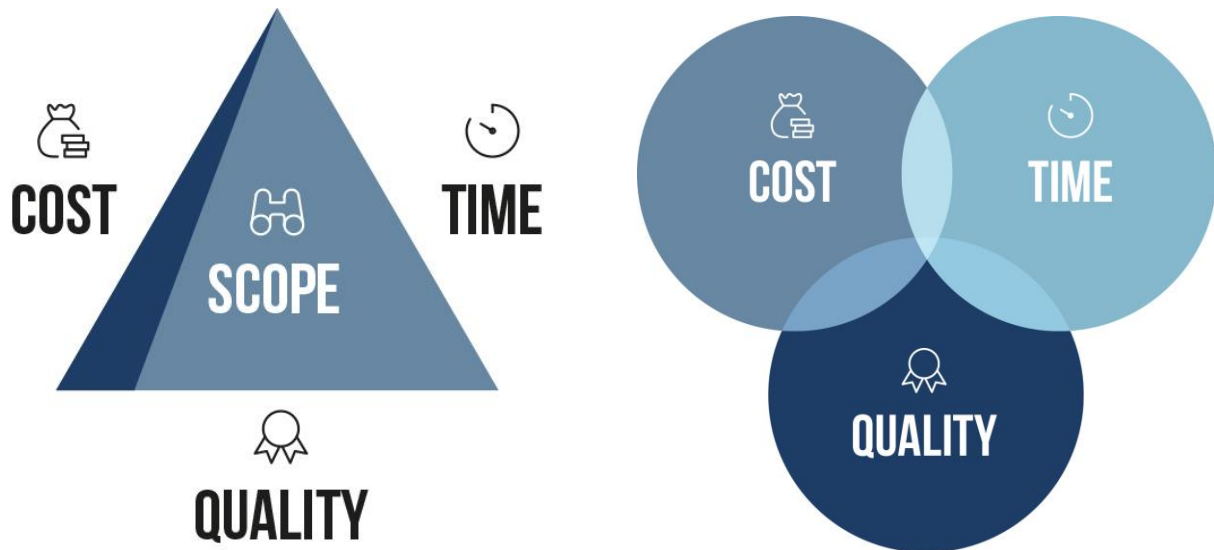


Figure 1. Project triangle and Figure 2. Project triangle bubbles.

Projects today are very much focused on achieving the optimal balance between cost, time and quality. Often the vendors focus a lot on the quality to deliver the best product possible, why the time will also be affected. Conversely the business side of the project will focus a lot of the cost and prevent the project to go over time.

Defining a project after the project triangle is very comprehensive and requires a lot of planning between the project manager, project team members and the project board (Munns et al., 1996). Coordination is a big part of the project too. Coordination is referring to almost every part of the project; planning, monitoring, controlling, motivation of involved team members and stakeholder, meetings and so on (Ec.europa.eu). Shenhar, Aaron J., (2004) argues that projects also should be seen as strategic organizational processes that are initiated to achieve business goals. With this attitude there is an extra focus on strategy, innovation, effectiveness, efficiency, results and status.

Kreiner et al., (1991), agrees with the theories above, but argues the importance of not forgetting the external factor when talking about the project model, or the definition of a project. The

external factor is those unforeseen risks, which are very hard to define, when defining the scope of the project. *“External factors is conditions and events beyond the project authority’s sphere, but which may affect the presence of resource inputs, provision of necessary conditions and the transposition of these respectively regarding project and development goals.”* (Kreiner et al., 1991)²

Kreiner et al., (1991), has the opposite approach to the more traditional project manager influx. They can be seen as the more controversial approach to project management. But even though project management can be multi sided, it does not mean, that the two approaches completely disagree.

At one point in the literature where the traditional versus the controversial approach disagrees, is the examination of issues regarding defining the scope of the project. Kreiner et al., (1991) argues that it does not make sense to determine and lock the relevance, usefulness and meaning of a project in the initial phase – even though it is necessary and rational manner to do so. It is important see this as ratings which will probably change over time due to the development of the knowledge base (Kreiner et al., 1991).

5.1.2.2 Project management success

In project and project management literature today, there is a clear distinction between project success and project management success (Muuns et al., 1996; Cooke-Davis, Terry, 2002).

The project manager is the key person for a project to become a success (Andersen et al., 2005). It is important that the project manager fulfills multiple roles such as; the right experience, valued and respected in the organization, can facilitate on roles and responsibilities, have power and authority, can plan and coordinate, can resolve conflicts and problems, be innovative and a great leader (Andersen et al., 2005).

There is a lot of different leadership styles, some leadership styles work on some projects – others don’t (Burke et al., 2006). Common for all kind of projects is, however, the need for a competent leader who can comply with the objectives of a project.

For a project manager to have success it does not necessarily apply to whether the project is a success (Munns et al., 1996). Project manager success is very individual from project to project,

² Citation translated from Danish to English – page 54.2 in the book.

but overall the success criteria could include obvious criteria's as comply with the budget, comply with the project schedule, meeting general objectives in the organization. Munns et al., (1996), argues that project management and project success are not directly correlated among other because of the narrow definition of tasks in successful project management. Also there could be a distinction between long and short term goals, why the project manager should not be totally responsible for the project success.

Shenhar, Aaron J., (2004), argues that project managers should be turned into leaders and therefore be responsible for business results. Previously there has been a distinction between managers and leaders. Managers are problem solvers with focus on order, consistency, budgeting, planning and organizing, and leaders in contrast, set visions, inspire and creates new approaches to standing project problems (Shenhar, Aaron J., 2004). By combining management and leadership into one role, you will get the best of both worlds; the soft manager who does things right, and the hard leader, who get things done.

Kreiner et al., (1991), argues that the project manager should be both leaders and managers, but not in the traditional sense. Again they argue in a very controversial way that the project manager should be present, but not available. This means that the project manager shouldn't be the only one who makes or takes decisions. The team members probably have the best prerequisites to be phenomenal decision makers due to their knowledge based on specific content. Further, it is important that the project manager will not micro manage his team members.

Burke et al., (2006), suggests that leadership not necessarily has to be or should be accomplished by one person in a project team. Of course the project team need to have one project leader who can make decisions and take the team where it needs to be. But different tasks according to the project can be delegated to different persons in the team; therefore they become the leader of these tasks. This approach to decision making can be partially assimilated with Kreiner et al., (1991), argumentation on the act of project managers.

Burke et al., (2006), argues that the leadership functions has to handle four areas; 1) Information search and structure, 2) Information use in problem solving, 3) Managing personnel resources, and 4) Managing material resources. Further Burke et al., (2006), argues that both task- and person-focused leadership are correlated to team performance. Shenhar, Aaron J., (2004) and Munns et al., (1996), backs up this statement.

Globalization

The world has gone from cold war times, to be driven by freeing, opening and deregulating economies, to make them more attractive to investments. Companies have become more willing to compete on and access markets worldwide (Barkema et al., 2002).

Geert Hofstede, (1989), is known for his work about organizing for cultural diversity. He describes cultural diversity with the definition: *"The collective programming of the mind which distinguishes the members of one category of people from another. The "category of people" can be a corporation but also a nation, an ethnic group, a profession, a type of business or industry, a generation or a work group. Culture is mental software which affects the way we think, feel, perceive the world and behave."* (Hofstede, Geert, 1989).

Therefor project managers and leaders have to handle this issue of diversity that comes with the globalization. If managers and leaders approach this properly, organization can really benefit from innovation and learnings (Barkema et al., 2002).

5.1.2.3 Project success

Success can be described as an accomplishment of a purpose. For a project to reach success, there is an orientation towards achieving higher or long-term goals. There are a lot of factors and variables in place, which will affect the possibility of achieving these goals (Muuns et al., 1996). Some of the variables are explained below.

Goal setting

Project success stands or falls with the goal of the project. If the goal is not realistic and achievable, it can affect the motivation of the project team members and the stakeholders (Munns et al., 1996).

The goal will often be aligned with the visions of the organization. For a goal to be reached, it is important that the project members have a common understanding of the purpose of the project, the objectives of the project and success criteria (Andersen et al., 2005).

Shenhar, Aaron J., (2004) argues that the basic paradigm for a project with a strategic mind-set is to achieve a business goal. A project manager also has to act as a leader and create a vision and set high goals.

Kreiner et al., (1991), argues that setting a direct goal for a project is impossible. Instead project managers should use the goal to motivate team members. With a lot of unforeseen risk, it is hard to steer a project in an imperfect world towards a goal that we settled for, with a low knowledge base. If the goal is perfectly reachable, the level of complexity might be too low (Kreiner et al., 1991).

Another argument from Kreiner et al., (1991) is that one should adjust the project goal all the time. Again, because of the fragmented knowledge in the beginning, and probably also in the middle of a project. No one can be sure what the project will turn out to be.

Effectiveness

Aaron J. Shenhar describes the SPL (Strategic Project Leadership ®) model, versus traditional project management. The SPL model consists of 5 elements: 1) Strategy, 2) Spirit, 3) Organization, 4) Processes and 5) Tools. He argues that SPL retains much of the traditional view, but that traditional project management focus is on efficiency, and SPL is on both efficiency, but also Effectiveness. Not only should the project team itself be effective in their work, but the project manager also has to be an effective leader with effective visions and ambitions, which is aligned with the organization, stakeholders and external environment.

Project managers need to be capable of being managers with excellent leadership skills and with a task- and human-focused perspective, for the project team to be as effective as possible (Burke et al., 2006).

Project managers must be effective in the way they are planning and coordinate the project, and do monitoring and control. This is required regarding to "... translate an idea of change into tangible deliverables that, at the end of the project, must match the clients' expectation." (Cicmil, Svetlana J.K., 1997).

Risk management

Chapman et al., (1997), describes risk management as a tool to improve project performance. By systematically identify risks, it is possible to manage threats and maybe adjust the project, by for example; rescheduling or revising performance targets where appropriate. Risk comes in two forms; opportunities and threats. It is important for the project team to mitigate threats and benefit from opportunities. If a risk is materialized it will become an issue (Chapman et al., 1997). A project will always include unforeseen events, which should be mitigated instantly as a risk is

discovered, whether it is an opportunity or a threat. It is important that the organization and the project team have a good understanding of risk management. Right use of risk management will be proactive, rather than reactive (Cooke-Davis, Terry, 2002; Chapman et al., 1997).

Chapman et al., (1997), further argues that crisis management isn't an alternative to risk management, but a consequence of failure. Risk management should be a high priority in every project, to be as cost efficient as possible.

Innovation

Organizations have to be innovative to meet market demands and customer needs. Therefore project teams needs to be innovative. It is not only a battle of getting to the future first, but also to improve existing situations in the best possible way. By being externally orientated and embrace the globalization, organization can learn to be more innovative through knowledge learning and creation (Barkema et al., 2002).

Berkema et al., (2002), further argues that this is one of the most important focus points and challenges of leadership in the 21'st century.

Ancona et al., (2009), argues that project managers, leaders and organizations should focus on creating high-performance x-teams. The article has a six-step guide to lead and create x-teams: 1) choose members for their networks, 2) Make external outreach the modus operandi from day one, 3) Help team focus on scouting, ambassadorship, and task coordination, 4) Set milestones and deliverables for exploration, exploitation and exportation, 5) Use internal process to facilitate external work, and 6) Work with top management for commitment, resources and support. These 6 steps should help organizations to exploit existing markets and compete in new environments by being innovative in their processes (Ancona et al., 2009).

Internally orientated

Burke et al., (2006), describes internal orientation as person-focused leadership. Person-focused leadership comes in four categories; 1) Transformational, 2) Consideration, 3) Empowerment, and 4) Motivational. Common for these four categories is that they focus a lot on the team members of the project, and less on the external environment. Internally orientated means that the project manager put a lot of effort into driving change management, developing and motivate people, have open two-way communication, and drives people to take responsibility (Burke et al., 2006).

Thamhain, Hans J., (2012), argues that it requires sophisticated managerial skills to build a

sufficient team and be internally orientated. Especially because of the globalization, and how leaders and managers must build teams across borders.

Role definition

For a project to become a success, it is important that roles and responsibilities are defined throughout the project.

Choosing people for a project isn't easy. It requires a lot of knowledge of the individual task and understanding of specific needs for skills. Also, it is important that the different project group members' fit in the way they are working together; personally as well as professionally (Lake, Dale G, 1987).

Lake, Dale G., (1987) define a project group as: *"A collection of people who must rely on group collaboration if each member is to experience the optimum of success and goal achievement."*

Kreiner et al., (1991) states the importance of the project manager must make unmeritorious claims, insist and be fair in sentencing to team members. This is, again, a very controversial statement from Kreiner et al., (1991). If the project manager wishes to explode boundaries and keep a high level of ambition, it is important that the project manager seek to find the best in every project member. With that said, it is very important that the project manager is not trying to cause violence on the team members' realities and understanding of the project, by creating one common reality.

By creating one common understanding of the project, a lot of eyes will be closed. Eyes who could have contributed to make the project even more successful (Kreiner et al., 1991).

Even though the project manager should demand high standards of project participants, it is important to remember that the success of the project is to be celebrated. Typically, the project manager is the one who gets the reward, but Kreiner et al., (1991), describes the importance of rewarding project participants liberally throughout the project.

It is important to remember that the project manager and project members can become dependent on each other again in other projects.

In this context diversity also play a role. Project team members will often have different profiles and ways of doing things. Furthermore, there can be cases of tokenism, which the project manager has to handle.

Research shows that diverse work groups tend to be more innovative than none diverse work groups. Diversity in project teams can help the organization to speed up (getting to or shaping the future) and prevent developing too quickly, and thereby falling into a speed trap and lack on quality (Barakema et al., 2002).

Thamhain, Hans J., (2012), suggest that because of globalization diversity and working across borders, decision making and responsibility should be distributed more among team members to achieve specific outcomes.

Group cohesion is defined as *“a dynamic process, which is reflected in the tendency for a group to stick together and remain united in the pursuit of its goals and objectives. (Carron, 1982, p. 124)”* in Cota et al., (1995).

For a project group to achieve group cohesion, everybody must actively participate. Group cohesion should be seen as a puzzle where every piece is needed, and no one could be left behind. Group cohesion can promote group performance, but it is important to understand that group performance also can promote group cohesion within a project team (Cota et al., 1995).

Especially the category “Consideration” under person-focused leadership is very focused on group cohesion as a part of the internal orientation (Burke et al., 2006).

One of the things that can have a negative impact on the internal orientation and group cohesion of a project group is the free-rider problem. Brooks et al., (2003) defines the free-rider problem as: *“The free-rider problem, also known as social loafing, occurs when one or more members of a group do not do their fair share of the work on a group project.”*

Research shows that team members who think that the group has a free-rider problem can affect the individuals’ performance and perception on group cohesion (Brooks et al., 2003).

Brooks et al., (2003) further argues that an early-implemented performance reward system based on multiple evaluation points and evaluation criteria can reduce free-rider problems in project groups.

For a project team to work to realize a common goal, it is important that everybody’s interests are aligned. It is important that the manager have aligned expectations with the team members to ensure optimal work. Investopedia, (2016) defines the agent-principal relationship/problem: *“An arrangement in which one entity legally appoints another to act on its behalf. In a principal-agent relationship, the agent acts on behalf of the principal and should not have a conflict of interest in*

carrying out the act.”.

Unfortunately, “*not having a conflict of interest*” can be very difficult for the project manager to rely on. Economic theory states that people always will act in their own interest, why they will do things and act for their own benefit.

5.1.2.4 Software project management

Software project management is not that different from traditional project management, yet there are some things there are important to know to understand why software project management can be bit more difficult.

Typical traditional project management is often defined by a project team who has to do something or build something. If a building is to be build, it can actually be seen step by step, but that is a bit more difficult with software. When software is build it is not always possible to see the step by step process, only the finished product will be visible to the users. Software engineers are making the invisible visible.

The biggest difference between IT project management (software project management) and project management in a traditional sense, is that IT project management, has IT or software as a product. Whenever IT project management will be mentioned in this master thesis, it means that the product will be a software product.

5.2 Contribution

The contribution to the field of research of this master thesis is to build a bridge between traditional and controversial project management literature, and apply and hold up against the collected data from Maersk Line IT.

It could be argued that traditional project management could have tendency to be seen from a very positivistically paradigm. Traditional project management has specified project models, ways of setting up different kinds of projects, ways to establish a team, a project structure and a project plan. Very roughly it could be argued traditional project management tries to predict the future by almost locking the goal, the project plan and defining risks and issues upfront.

Conversely there is, what there in this master thesis will be called controversial project management. As mentioned before, controversial project management saw the light of day in the 90's. Whether to call it controversial project management, organic project management or

something completely different, should be up to the individual reader, as long as long as there is the same understanding of the branch of project management.

Controversial project management literature is much more fluffy than traditional project management literature. Controversial project management literature roughly stresses that a project shouldn't set a goal as a definition, but use it as motivation. Project plans should be used strategically and not as a fixed schedule (Kreiner et al., 1991). Furthermore, it argues the importance of not be locked for time, budget and resources. Something that can be very hard for larger companies to live by.

6.0 Method and research design

The methodological section will address the methodological framework that is the set up for this thesis. Afterwards, the choice of research design will be discussed for the purpose of the empirical data collection. Finally, a possible bias will be described.

6.1 Choice of paradigm

Thomas Kuhn - one of the key researchers of the newer paradigm theory - describes:

"[A paradigm] is the horizon of understanding that gives meaning and direction to the researcher's business, [...] first with a science collection under one paradigm becomes truly scientific. First hereby withdraws all researchers in the same direction and only thus can therefore really make progress. [...] [A scientific paradigm] is a universal acclaimed scientific achievement that, for a given time, create models, solutions and answers to a community of practicing professionals."

The choice of the paradigm will thus determinate how to work with the master thesis and what worldview and understanding horizon are used. The choice of paradigm, will have an impact on the worldview, and the relationship between ontology, epistemology and methodology. This will greatly influences the scientific approach, which will be reflected in the final results. In order to prepare this master thesis, it has been important to choose the paradigm that gives rise to analyze and discuss the topic of project management.

The paradigm chosen for thesis master thesis will be the paradigm of the Interpretive Social Science.

The interpretive social science approach embraces socially constructed meaning and meaningful social actions (Neuman et al., 1997).

The interpretive social science studies' ontology argues that the world is not only social constructed, but also that every man has his own subjective opinion and influx to life. A man will do what he thinks makes sense. Though it is very important to keep in mind, that people often will act in a way that is also socially acceptable or what we as humans has defined as socially acceptable. Opinions are developed over time with influence of the ongoing world around us.

By creating meaning from social actions, we acquire value to things, e.g. symbols, signs and artifacts. By a social constructed fact, we know that what flag belongs to which country, because

of the value we have assigned it, and we know how much a specific currency is worth, because of the currency we have agreed on by social construction (Neuman et al., 1997).

The paradigm of interpretive social science is based on the principle of “*Verstehen*” from Max Weber (1864-1920).

Verstehen means to understand. The approach of the interpretive social science is to understand the basic thoughts, opinions and influxes that is the reason for people to perform social actions.

A very much important part of the interpretive social science paradigm is to understand that the truth is context and time dependent. What seems to be the truth at one organization, isn't necessarily the truth and the right way to do it in another organization, because of the concrete time and context, and the social actions which create the meaning. Since opinions and the understanding of reality is very subjective, it is most likely that more than one truth can be found. Again truth is very much context- and time dependent.

6.2 Use of paradigm

Project management has been analyzed and discussed for centuries, and is a really worked through topic. A lot of research and literature suggests and argues that every little piece of project management can be controlled and monitored, and that a project manager can plan his way out of most of his concerns. Project management is listed as very black and white in the literature, and often with a paradigm and worldview of positivism – there is only one truth, and the social world is yet to be discovered and independent of the truth (Neuman et al., 1997).

In this master thesis, the goal is to find and interpret subjective opinions and influxes to project management. Even though Maersk Line has standardized templates and ways to do things, the purpose is to analyze and discuss the research from an interpretive social science view.

In this research, Maersk Line standard forms and templates will be ignored to the possible extent to discover how and why people are acting like they do, and how and why they are creating meaning on their actions. It is important to understand and interpret the different stakeholders' socially constructed worldview, even though they likely will be different because of the context and time principle of interpretive social science, to analyze and discuss project management in Maersk Line.

6.3 Research design

The research design of this master thesis will consist of a triangulation of methods; first a qualitative study, which will provide the foundation and establish some hypothesis, followed by a quantitative study, which hopefully will confirm or deny the established hypothesis.

6.3.1 Deductive method

This master thesis will be characterized by the deductive method. The deductive method means that the study has its foundation based on theory. The literature review is the foundation for the thesis, and creates the basis for the research and a number of hypotheses. These hypotheses will be validated through a sort of observations, and in the end a confirmation of theory will be done by confirming or denying of the hypotheses (Aneshensel, Carol S., 2002).

In this master thesis a subject of interest has been found; project management in Maersk Line. Because of the deductive method, the foundation of the research starts in the theories. After outlining the literature review, a qualitative study will be made, with the foundation of the literature review. The qualitative study is supposed to give a deeper understanding of the underlying values, opinions, and social actions of project management in Maersk Line, and set the frame for some hypotheses. Afterwards a quantitative study will be done in order to confirm or deny these hypotheses. A quantitative study allows the research to base its facts on a higher level of informants.

6.3.2 Qualitative study

The interpretive social science paradigm is based on understanding human socially constructed actions. This is why a qualitative research has a high priority in relation to understand why stakeholders are doing like they do. Talking to people is the best way to understand their opinions and actions. It is important to let them speak of and interpret their reasons for social actions (Neuman et al., 1997).

The hypotheses of this master thesis is based on the analysis and discussion of the qualitative study. For the qualitative study, 3 projects under Maersk Line IT Operations has been chosen. The criteria for these projects, is that they at least are in the implementation phase of their project.

It is often in the beginning of a project, that the project team will have most of their learnings, why this study seeks to examine projects with the existing knowledge of project management. It is

thereby assessed that projects in the implementation phase will have the best basis of knowledge and key learnings from their social actions, opinions and influxes when it comes to project management.

Based on these criteria three random projects under Maersk Line IT Operations has been chosen for the qualitative study in this research. The three projects are; Project one, project two, and project three.

Semi structured in-depth interview will be conducted with one to three persons from each project. These three will consist of the project managers, programme managers, project manager officers (PMO), and a random team member. These different profiles, which have different roles and responsibility, are supposed to give a deeper understanding of IT project management in Maersk Line IT.

All qualitative interviews will be recorded and transcribed in order to get an in-depth understanding of each participant.

The transcription of the interviews has been done by May Jacobsen who is a professional Transcription Services Expert from Upwork.com³.

It is important to notice that the transcription of the interviews is not degraded in quality, though it has been outsourced. By outsourcing it, quality has been ensured. Coding of the interviews (see 17.3 Appendix – codebook) has not been outsourced.

6.3.3 Quantitative study

Quantitative study is often used in the paradigm of positivism. Also why quantitative studies are often statistics and facts (Brennan, Julia, 1992).

In this research, the quantitative method will be used to reach a larger amount of respondents, versus the qualitative study, in order to confirm or deny these hypotheses

The purpose of the qualitative study is to get an in-depth understanding of the subject and use the hermeneutic to set the frame for some hypotheses.

The goal for the quantitative study, was to reach a critical mass of 50 employees from different projects within Maersk Line IT. The respondents of different roles, such as project manager,

³ <https://www.upwork.com/freelancers/~01033c0d4ce80f4fdc>

stakeholders and random team members. The quantitative study was sent out to all of Maersk Line IT and a various number of different projects, in order to seeking for the critical mass.

6.3.4 Triangulation of methods

One of the biggest concerns with only using qualitative data, is that it is hard to make a replication of findings in similar cases or sets of conditions (Brennan, Julia, 1992). Qualitative studies require a very flexible data collection in order to seek understanding of the social world of the respondents. Furthermore, it can be very hard to find out when to stop doing the qualitative study.

With quantitative studies, data collection and testing is used to confirm or deny a hypotheses. Quantitative studies are often used to present facts and statistics, why quantitative studies require unambiguous answers and clearly defined questions (Brennan, Julia, 1992).

Even though theorists argue that qualitative and quantitative research methods relates to different paradigms and each have their way of producing knowledge, collect, record and analyze data, it is possible to triangulate these methods without moving between paradigms (Brennan, Julia, 1992).

There are two different methods, when talking about method triangulation; *within method* and *between methods*. This research will use the method of between methods. That means to use different methods on the same study issue, e.g. to reach a larger amount of respondents (Brennan, Julia, 1992).

In this master thesis, the quantitative study, is used to confirm or deny the hypotheses from the qualitative study.

6.3.5 Generalizability

The interpretive social science paradigm argues that *truth* is context and time dependent, and that actions, opinions and behavior are socially constructed (Neuman et al., 1997).

Hence, generalizability is therefore a very fragile subject when it comes to the paradigm of the interpretive social science.

The results of this master thesis, can therefore not be seen as a general truth. What is working in this context, can't be applied in another organization, in another place in time. However, this study can contribute with ideas and suggestion, which can be used for further research.

The values of Maersk Line must however be assumed as continuous throughout the organization, why the results of this master thesis can be acquired more value for a Maersk Line point of view. However, it is important to keep in mind, that the various projects under Maersk Line IT Operation can have different approaches to project management, than other projects in the concern.

6.4 Bias

This master thesis constitutes its research in Maersk Line IT and mainly in Maersk Line IT Operations.

I work on a project under Maersk Line IT Operations, why I have prior knowledge of standards and procedures regarding project management in Maersk Line. However, I don't have any prior knowledge of the projects or the respondents of this research. This means that I can relate objective and neutral in my studies, and the assumptions which will be done through the dissertation is based on theoretical learning and knowledge.

It must be assumed that respondents in this research are interested in a truthful study of their processes, why they will be honest and cooperative in the process.

7.0 Qualitative study

The literature review has made the foundation for the understanding of concepts that this research likes to investigate on real life projects in Maersk.

The qualitative study will enable a continuation of an investigation. Thus, using the framework of Kvale (2007) the seven stages of interview investigation (Themathizing, designing, interviewing, transcribing, analyzing, verifying, and reporting) will be used in the analysis.

7.1 Design

The first step is to plan the design of the study for this research. In order to investigate the theoretical starting point of how project management fits the real life cases in a context and time based period, this study started out by constructing an interview guide, secondly conducted the interviews and then transcribed the interviews.

7.1.1 The interview guide

The questions of the interview guide can be found in appendix 17.2 (17.2 Appendix 2 – Interview questions). The questions of the interview guide consist of open-ended questions with a semi-structured structure. This was done in order to get a deeper understanding, and get every interviewees' honest opinion and personal view.

By making a semi-structured interview with open-ended questions, you allow the interviewees to reflect over their answers and speak the truth.

All the questions are formulated to be easily understandable for all the interviewees to contribute equally to the qualitative study.

The interview guide is developed of a foundation of the literature review. The question was then tested and reviewed in cooperation with colleague in Maersk Line IT. This was done in order to follow the framework and the research question of this research.

The interviews started by asking the interviewees about their project and most important their role in the project. The first couple of questions were general in order to ensure a trustworthy relationship between the interviewer and the interviewee, and to ensure that the interviewee would give reflective and honest answers.

Afterwards more personal questions began with focus on the individual interviewee's perspective and subjective opinion on project management and related constructs.

The interview question was based on the literature review, and was divided into five topics; Introduction, Project manager success, Project Success, Project Team and Completion. These five topics were made in order to get as much rich data about project management as possible. Further, it was very important that the questions covered the roles of the interviewees.

The interviews are finished off by asking a debriefing question in which the interviewees was asked whether they would like to add anything themselves and after asking them how the experience was (Kvale, 2007).

7.1.2 The interviews

During the interviews, the highest concern was to ensure meaningful production. In order to reach the goal of getting meaningful, subjective and reflective answers, the choice was to either take advantage of the laddering approach or the appreciative approach.

Do to the fact, that the paradigm of the interpretive social science is used on this research, and one truth isn't necessarily to be found, a laddering approach will be used. The laddering approach means that one is constantly trying to get a deeper understanding of the question, and that a simple answer has underlying secrets, which needs to be found (Schultze and Avital, 2011).

The interviews were carried out very differently, because of the different roles of the interviewees.

7.1.3 The interviewees

The interviewed people come from different projects and programmes under Maersk Line IT Operations. As earlier mentioned, the interviewees will have different roles such as project managers, programme managers, project management officers and random team members.

The first interviewee is called Michel Sassene, project manager on a project named Bunker optimization.

Secondly, Julie Oredson, senior project management officer (PMO) on a project called The Connected Vessel.

Thirdly, the programme manager from the programme Equipment Craig Scott was interviewed.

Fourthly, an interview with Andy William Yu Yeh from the project; Bunker Optimization End to End, was conducted.

Lastly, from the project called Rock project, project manager Torsten Frederiksen, and last interviewee, team member Johan Kortsen.

All the interviewees are getting a brief introduction to the research, and are kindly asked to be honest and be reflective in their answers.

In the end, the qualitative study ended up with 6 interviews with interviewees from 3 different projects under Maersk Line IT Operations. The interviews took roughly about a half an hour each.

8.0 Analysis of qualitative study pt. 1

The qualitative analysis of this master thesis is based on the conducted interviews.

After transcribing the interviews, a codebook was set up. The codebook can be found in appendix 3.

The purpose of the codebook was to find continuous themes and subjects in the interviews. In total 8 themes was found. Together they represent the foundation for the analysis.

8.1 Goal setting

To have a goal, seems to be the most important thing about a project. Without a goal, there is no project. The goal defines the scope of the project and sets the rules and engagement for the project triangle (Shenhar, Aaron J., 2004). Even though traditional project management literature sets a goal, and work directly towards it, and controversial project management literature sets a goal, but only use it for motivation (Kreiner et al., 1991), both can agree to a goal being set for a project.

Interviewing project managers, project owners, coordinators and team members of random projects, showed the importance of setting and defining a goal. All the interviewees seemed to argue for the importance of defining and set a goal for a project. As Andy, one of the team members describes, when asked how a project manager can get success in his job, and what the most important thing is to remember for a project manager: *"It's basically having some direction, set a goal and knowing what the goal is, and gathering the team and making them hit towards the same goal."*⁴ [...] *I would say to keep the goal in mind and make sure that the people, the team members are heard, team members know what the goals are*⁵.

When asking for do's and don'ts regarding project management in Maersk Line IT, Julie, PMO, points out as the first thing: *"Do, define the project properly upfront."*⁶ [...] *Do get your project brief and your baseline and all that done. Set the goal. I think that's the first one."*⁷. This argumentation is very much in line with what we know from traditional project management.

⁴ 01:15

⁵ 02:21

⁶ 16:26

⁷ 16:35

Both traditional and controversial project management literature argues that the goal should live up to the values of the business, but the difference is that controversial still only uses the goal as motivation and accepts the fact, that the goal can be different in the end (Kreiner et al., 1991).

Torsten, project manager, backs up leaning the goal up against the business values: *"I would say that can be said very short. Delivering basis value at the expected time, at the expected purchase and... [...] hopefully superseding the expected quality. [...] (it) is inherited in the business value that you'll deliver. You should fulfill the goals in that of course. But not only the goals that the business give you. [...] if IT is mature enough, we will be able to deliver business value and sometimes even more business value than the business themselves were imagining."*⁸. The other project manager, Michel and the programme manager Craig, backs up the statement of delivering. Michel stresses: *"Well, it's – again, it's hard to avoid naming deliver. But deliver as expected. [...] So it's something about delivering on time, project quality, and within the budget in accordance with what is expected of the scope and goal."*⁹

8.2 Framework (execution plan)

For a goal to be reached, the importance of a good execution plan is eminent. Traditional project management literature argues the importance of setting the goal, and defining the execution plan upfront. The traditional literature acknowledges the fact that there will always be unforeseen risks in a project, but these risks can be managed and controlled (Chapman et al., 1997).

Controversial project management literature argues on the contrary that an execution plan cannot be determined because of the large amount of unforeseen risks And these risks can not be predetermined to be controlled or monitored (Kreiner et al., 1991). Furthermore, controversial project management literature welcomes the fact that risks has not to be a threat for the project, but there is a possibility that there can be drawn advantages or benefits of them (Kreiner et al., 1991).

All the interviewees' stresses the fact, that a project plan or an execution plan needs to be revisited multiple times throughout a project, but the scope of the project needs to be defined upfront.

⁸ 13:09-13:58

⁹ 14:16

Julie, PMO argues: *"I think the project manager's job is a big of an ungrateful one. And I think it is actually very difficult for a project manager to be a success. Whether a project manager can be a success or not, is a lot up to the management team and how well they understand the nature of projects because the nature of projects is that we are usually developing something, we're building something at least here in Maersk which means that there are unknowns. A project manager can't plan everything to perfection when he's given a brief by saying, please be the project manager for this project. They can't get everything right up front. Things will change as we go along. But perception is often that when we change things as we go along, it's because the project manager is not in control and would not do their job well.¹⁰[...] I think getting right up front what it is you need to do, is crucial, your baseline, so getting your scope defined, what is it we're supposed to deliver, what resources do we have to deliver, what time do we have, what cost do we have, and can we then deliver that scope with these things?¹¹".*

This is backed up by Craig, the interviewed programme manager: *"So as the project's starting up, then I think it's very important to align on expectations. And generally, expectations are almost always too high in the beginning. People always think that this is going to solve all our problems and it's going to be quick. And most often it will be neither of those. But at least, you know, they need to be upfront about what can and can't be done within the scope of the project, what's a realistic timeline. And it's a lot easier to take those discussions in the beginning than it is a week before you're supposed to deliver and announce that you're six months late. So the early you take those discussions, the better. But a lot of people tend to think, "Ah, I think we can manage it or we'll take that discussion later."¹²".*

As the citation above shows, the interviewees do in this case very much agree with controversial project management literature.

However, one of the team members, Andy, argues that it is important for him to have a set of procedures on how things should get done. Kreiner et al, (1991), argues that you cannot set up specific rules or procedures for how to work in a project. This is very much dependent on the time and context of a project.

¹⁰ 02:22

¹¹ 09:11

¹² 04:17

When asking how a project could be successfully executed, all of the project managers stressed the importance of revisiting the plans, even after defining the goal, and determine a project plan up front. Michel, project manager, argues: *“(I’ve never tried) [13:40] that I could do a detailed plan and just execute on it for two years. So it’s not only about plans. Plans are like a basic. But I think it’s more about what you do on – it’s that day to day basis and, let’s say, about your strategic communication around the project.”¹³*

This is backed up by Torsten, another project manager: *“Keep revisiting your plans and keep constantly checking that you are in the right path. I mean, it’s not enough to make a plan and then six months later, you will discover that you did not follow it or you were behind all your people, ahead or whatever. You need to every day almost and check if you are in the right place.”¹⁴*

Kreiner et al, (1991), stresses the fact that a goal can change over time, and so can the execution plan. This argumentation is backed up by Craig, the interviewed programme manager. *“So first establish what’s really needed. Often, what you’re being asked for in the beginning is not what’s really needed. So I’ve had quite a lot of projects over time pushed in my direction where I’ve fought hard to have it cancelled. And I consider that to be a big success that we didn’t do the project because it was basically pointless. It could be achieved through other means or the end goal was never going to be achieved by that project no matter what we did. So that would be for me a success that you don’t even do the project because it was never going to achieve whatever it set out to do.”¹⁵*

Michel, project manager, backs this up by suggesting that a goal should be defined upfront, but also used as motivation since it can change. Project plan should be used as guidelines, and that you as a manager should never settle for specific locked goals, which is very much in line with the controversial project management literature.

8.3 Stakeholder management

Stakeholder management is a topic that is almost untouched in project management literature, especially in the traditional literature.

Stakeholder management is also a sparingly topic in controversial project management literature,

¹³ 13:10

¹⁴ 09:15

¹⁵ 06:03

however Kreiner et al., (1991), notes that it is important that the project manager is the one, who is handling the noise from the outside world, which could be interpreted as stakeholder management, so the team members can focus on one thing – delivering the goal.

Stakeholders are a lot of things. It is not only the top management who sponsors the project, but it is also the users of the project. A stakeholder is any person, group or organization who has a concern on a project. Stakeholders can affect actions, objectives and policies (“What Is A Stakeholder? Definition And Meaning”).

But stakeholder management seems to be a hot topic for project management, at least in Maersk Line IT.

Julie, PMO, mentions: *“I think the best way for a project manager to be successful, is to educate and manage their stakeholders so that whoever they report to, knows that just because something changes, doesn’t mean this project manager is not doing their job well.”¹⁶*

Michel, project manager describes: *“in general you could say that a stakeholder management, and that could be anything from decision makers to users to the wider landscape of stakeholders depending on the project. And what is stakeholder management? That’s anything from having a cup of coffee after works with someone to go into – in Maersk Line, going to Mumbai to meet people and just hear their perspective, to info material on the product, et cetera. But I think the worst you can do is don’t – is not to manage your stakeholders. And your stakeholders is also your board, you know, etcetera.”¹⁷*

Obviously, the success of the project manager is very much dependent on stakeholder management. Craig, programme manager, describes: *“Obviously, what a success is within any project varies quite a lot. So I would say that if you try to extract what the key things are, then he (the project manager) needs to understand the expectations of your stakeholders. He needs to understand the constraints that he has surrounding him in terms of budget, resources and so on. And he needs to basically synthesize all of those things together to keep as many people happy as possible.”¹⁸*

¹⁶ 02:22

¹⁷ 10:07

¹⁸ 00:47

Not only should a project manager listen to his stakeholders, manage them, and educate them. Torsten, project management stresses the importance of challenge them, but also keep revisiting the stakeholders, like the project plan: *“.. most importantly, before we get started, do not start – start creating any expectations towards management. Because in the direction of delivery dates or anything, I mean the – the first date you said, if you let yourself get pressed into a corner by management, will be the date they remember by default. So if you have an inexperienced project manager getting caught up by management into a corner that is the direct way to unsuccessful project. [...] keep revisiting your clients. Keep revisiting your stakeholders.”¹⁹*

All the interviewed parts, especially the project managers and the interviewed PMO seem to argue for the project manager to take care of stakeholder management. Something indicates that project management and stakeholder management leans against controversial project management literature.

8.4 Communication

Not only should the project manager master communication with his team members and stakeholders, but communication is important for project management in general and not only the project manager. Communication skills are important all the way around project management. Inside the team, outside the team. From the top management to the project team, and the way back. Craig, programme manager, about the importance of grate communication: *“if you can make that transition successfully, that obviously makes things easier. Other things that I’ve seen people do is that they’re very poor at managing relations outside the project. So they can perhaps have quite a successful relationship with their project team but if it was – runs as an island and they keep everything hidden from the outside world, people become more and more uncertain about what’s going on. And they can even be in a situation where they are actually delivering. But if they’re not communicating it out in a good way, then they can quickly lose support from the outside environment”²⁰*.

Communication can be a lot of things. There can be a very formal way of communicating, or a more loose way. Either way, Torsten, project manager, stresses the importance of clear and

¹⁹ 16:38-24:04

²⁰ 03:29

honest communication: *"I mean, on a personal level, I try to strive to be honest and not give any BS upwards in the food chain. I mean, you could probably meet project managers in all organizations, of course, that would not be so forthright and honest about everything that – as I am. But my experience tells me that the more open you are also when things are not going so well, the better you can adjust expectations. And the easier you can also get acceptance for if you have to change anything in the project triangle.²¹ [...] In my point of view, a bad manager is the one who keeps telling top management everything is standing when it's not.²²"*

Where the project managers' argues for communication especially between the project team and the outside world, Johan, team member, focus on the internal communication between project team members: *".. so you have a team that actually supports each other and you have that communication between the parties and make sure that, you know, okay, so I have a problem, okay maybe I can help you with that.²³ [...] I think it's very much, again, communication. And I mean if the right hand doesn't know what the left hand is going, of course, then you have a problem. And then it's very difficult to actually figure out how to solve the different project problems. So try to highlight whenever you have a problem and trying to get that problem solved by the whole crew instead of just having one person sitting around trying to, you know, handle whatever problem is actually there. So communication from my point of view internally, of course, that is very important for me.²⁴"*

8.5 Team

If a project is to be implemented, it is important that there is a strong team behind. Not only is a strong project manager needed. The team members will be the hops in the execution of the project. But it is important that the team understands what they are doing. Michel, project manager stresses: *"And I think, thirdly, it's as a classic, make sure that your team understands what they do and why and feel good about it.²⁵"*

²¹ 05:14

²² 07:37

²³ 15:13

²⁴ 17:01

²⁵ 11:47

When the project manager has to pick people for his team, it is important that he not only focus on the professional aspects of an employee, but also the personal (Lake, Dale G, 1987).

When Maersk hire, they put people through an IQ-test and a personality test. It is the HR department that does this. By doing this, the project managers can get an analysis of the people before hiring them to the team.

It is important that the project manager has the skill of binding the project together. A team will often consist of very different profiles. These profiles have to work against a common goal. But as Kreiner et al., (1991), notes, it is important that the project manager does not causes violence on the individual team members understanding of the project, because more eyes sees better than one.

Therefore, it is important that the profiles of the team members also reflect a balance. If the team has a majority of technical profiles, the team will have a tendency to focus on quality (from the project triangle) and as a result, they can easily forget about time and budget. Conversely, the majority of the team should not consist of business people, who will focus too much on time or budget, and lack on quality because their technical skills are missing. It is the project managers' mission to find the right people for the team. Furthermore, it is his job to make sure that the right balance on the team is there.

It is important that the project manager understands the importance of diversity. By having diversity on a team, the project manager creates higher chance of innovation (Barakema et al., 2002).

Craig, programme manager, about the team: *"So the team needs to have a good balance of different profiles. You get some project teams that have a very strong project manager who can sometimes – if the strength is in one of the disciplines of the team, there's a tendency sometimes for them to pull it in that direction. So if they're very technical then they sometimes pull it towards the technology side of it and forget about the business aspect.²⁶[...] So we need to balance all of those together and be able to see what's right and wrong in terms of the discussions because there'll always be competing interests within the team.²⁷"*

²⁶ 11:47

²⁷ 13:15

Johan, team member, stresses in this context: *"I would say, have an understanding of how people – or sort of what personality people have and how to actually approach them. Because I mean you can have a group where everyone is just thrown into a project, right? and because they have the time and they were available. And then you have a lot of different people sitting there and, you know, if you don't really know how those people react to the way that you communicate with them, then it's going to be unnecessarily difficult. But it could be more difficult at least to facilitate that sort of communication within the group, right? So at least an understanding of how people's personality work and, you know, what are their approach to communication and their approach of problem solving, right? [...] Do they need to sort of talk their way through a problem? Or should they just, you know, be allowed to sit there and think about it and then sort of, you know, make a drawing and, you know, doodle a bit on a page and then suddenly they have the solution, right? So I mean in the end, I think a very sort of diverse group is a bonus at least for a project. But very much focused on actually being able to understand how people actually work and, you know, what makes them tick."*²⁸

Ancona et al., (2009), stresses the importance of the project manager to focus on high performing teams and settle the right team before starting the project. This theory is backed up by Torsten, project manager: *"You should set up your team before you start the thing and you should have management and project manager assigned to the project that can handle a team"*²⁹.

Kreiner et al., (1991), argues the importance of rewarding project participants liberally throughout the project. This can be done in many ways. Torsten, project manager stresses another important thing; celebration. He argues that celebration should not just be done in the end of a project, but that you need to start with a kick off, which can be a dinner or a night in town. Likewise, it is important to celebrate the small victories throughout the project. This also helps to create a good team spirit.

8.6 People skills

It is no secret that it requires some skills to be a project manager. Not only should the project manager have some management and leading skills toward his team (Burke et al., 2006), but he

²⁸ 22:42

²⁹ 15:39

also need to understand the business and gain some respect toward top management. The project manager will therefore act as a hybrid between different functions.

Craig, programme manager, about what makes a project manager a good project manager: *"I have met lots of different project managers, some of them who theoretically should have been good and who weren't, others who don't really have perhaps the background that you would expect but who were very good in the role. So there's no one key element that makes them good. But I think the sort of general characteristics and ability to communicate well with people at all levels, so the people within the team and also the externals.³⁰".* Torsten, project manager adds: *"They get the team spirit running and have the right skills. As we talked about before, the whole palette of different management skills.³¹"*

Johan and Andy, team members, stresses the fact that a good project manager will have great skills inside and outside the team. Internally and externally. The project manager should function as the insulating layer between the team and the stakeholder management. But another important fact is that the project manager should see himself as a part of the team, instead of above the team. The project manager is there to help, and smother the road of the project, but not to micro manage and do everything himself. Johan, team member, argues: *"You know, they don't see themselves as being sort of the leader of the project but more as sort of the ones that are actually supporting the project and making sure that everyone is sort of – well, you know, making sure that all the different roles in the project are actually supported, so very much with a supportive role. And then of course that then requires them of course to take the responsibility for the entire project. But still, I mean that sort of role where they make sure that the people that are actually doing work in the project are actually also the ones that are getting the support.³²".*

Craig, programme manager adds: *"there are many different ways to fail as a project manager. The most common one that I've seen is amongst people who are doing it for the first time. And in that case, then the typical thing you see is that they were promoted perhaps because they were technically skilled or one of the most competent people in the team. But when they step into a project manager role, they can't keep their hands off the details and they keep on getting pulled*

³⁰ 01:28

³¹ 15:39

³² 03:22

into solving problems themselves. And the thing that I've tried to explain to people in that situation, you know, who were taking on their first project management or management role generally speaking is they need to transition from thinking how will I solve it to who will solve it.³³

When talking about people skills, it is also regarding the team members, and not only the project manager. As mentioned before, it is important that the team consists of different roles, that together will form a high performing team. Craig, programme manager argues: *"In terms of putting the team together, then again, it's important to have a mix of different skills and personalities in the team. So you've got people with the more technical mindset and others with the more I would say business focus. Some people will focus with, I'd say, a greater creative drive. And others focus on actually getting things done.³⁴"*

8.7 Roles and responsibility

Roles and responsibility is a subject that, again, not only affect the project manager, but also the project team members. But with that said, it is clear that there are some definite split roles, and with these roles comes a responsibility. It is clear that all the interviewees radiated some kind of pride working for Maersk Line. But they also knew that the job comes with a responsibility. Maersk Line is very good in educating its employees in the business values, and it is something that is emphasized in everything from all newsletters to the individual's objectives.

With that said, do the individual role come with a different responsibility. Kreiner et al., (1991), argues that the one of the roles of a project manager is to keep his team members out of all the noise of top management and the stakeholder of the project. This must be assumed as a controversial statement, since the traditional project management literature haven't mentioned much about it.

Torsten, project manager, about the responsibility there comes when being a project manager: *"You need to be able to work on an overall level and in detailed level and everything in between. You have to be really versatile.³⁵ [...] You also have to be able to lead a team. And at the same*

³³ 02:42

³⁴ 13:48

³⁵ 06:20

time, you also need to be able to talk to the – interact with top management. That's two very different things also.³⁶

However, as project manager or a stakeholder it is important to know that the project team members are taking their roles and responsibility serious.

Michel, project manager, about team member's roles and responsibility: *"So I consider everybody working on my projects as project managers by definition. [...] I expect everybody to be able to plan their own work, plan workshops, et cetera, if required, execute on it, communicate the plan and bounce it off with me, tell me if the plan is threatened, if there are issues, et cetera.³⁷*

Julie, PMO, argues about the importance of employees to feel valuable and take their responsibility serious: *"So breaking things into clear work streams, giving people responsibility, and people like responsibility for a chunk of work rather than tiny deliverables, being micromanaged. So making sure you have clear roles and responsibilities and accountability. So for instance, our work stream leads aren't seeing your people, but it's been made very clear to them you are responsible for this work stream. No one else, you are. But on the team's side, it's great as well because it actually makes them feel like well, actually, it's quite important that I go to work every day because otherwise, this work stream is going to fail. And it's an integral part of the project.³⁸* Andy, team member, adds to this: *"You can say here in Maersk Line, it's basically an organizational defined responsibility regardless of the project. I'm solution architect regardless of which project I'm on. I will always be the solution architect. And at the same time, it's also partly the project management – project manager's role to apply the general role in a specific project context.³⁹*

8.8 Co-location

Maersk is one of the largest shipping companies in the world, with over 90.000 employees spread all over the world. In Copenhagen they are approximately 2.500 employees, but the different departments have more co-locations. That means that people on the same team doesn't necessarily work together on the same location and project managers have to face globalization.

³⁶ 06:37

³⁷ 16:43

³⁸ 13:52

³⁹ 05:30

This can cause big problem for communication. Torsten, project manager, argues:

"Communication is the biggest challenge when you're not sitting together. Because then you have to send an email what do you mean by that. And time just passes... Rather than having all on the desk and you'll have them back here in five minutes. You don't have the direct communication which is – I mean, part of the language and the tone of voice and things like that is I think is 72% or 73% of human communication. Face to face is by far the best way of communicating. And you communicate and make a fuss what we've been doing, see how successful this has been and things like that."⁴⁰

Co-location also affects the project team, when it comes to stakeholder management and stakeholder meetings. As mentioned earlier different people have different interests, and it can be hard for a project manager to reach to a common goal between all partners. Craig, programme manager adds: *"one thing in particular is to actually bring them (stakeholders) together. Because if they sit isolated, then they have their view of the world and can be extremely dissatisfied with the way the things are being done. If you can get them into the same room, there's a greater chance that you can get them to see the big picture and agree on what is best for the company overall. So that's a good way of avoiding the situation where you have different stakeholders all sniping at the company..."⁴¹*

Julie, PMO, argues that Maersk has another problem when it comes to co-location: *"second thing I'd emphasize for projects in Maersk is, not working in silos. People do a lot of old school Maersk, little kingdoms, and there's a lot of legacy left on that which also means that when people do projects, they tend to look at how that project impacts their organization."⁴²* and later she stresses the fact that people in Maersk can learn a lot from each other – and other companies.

⁴⁰ 12:12

⁴¹ 09:15

⁴² 06:38

9.0 Analysis of qualitative study pt. 2

The purpose of this second part analysis is to analyze the proportion and the significance of the different roles of the interviewees.

The analysis is divided into two separate parts. This is done in order to be open-minded in the first part and be more conclusive in the second part.

To facilitate the impression of many interviewed parties, these are stratified into three different roles; project managers, project team members and stakeholders. It is important to know, that all the interviewed parties have something to do with project management, whether they are a team member, a programme manager or a project manager. When they are stratified into the different roles, it is done in order to give a better overview. In this master thesis the three different roles; team member, a programme manager and a project manager, are the most important.

The project manager role is as earlier defined the one who is in charge of the project. For clarity of this research, the programme manager will also belong to this category. Even though one could argue that the programme manager also could be a stakeholder to a project, he is in Maersk Line IT more a supporter role for the project manager, why it makes sense to put him in this category. Often a programme manager has more project managers' as his direct reports. This means that the programme manager have deep insight to the job of a project manager.

Project team members can vary throughout the research and be anything between student assistants, technical analyst, business analysts, test managers and so on.

Stakeholders defined as people who have an interest in the project.

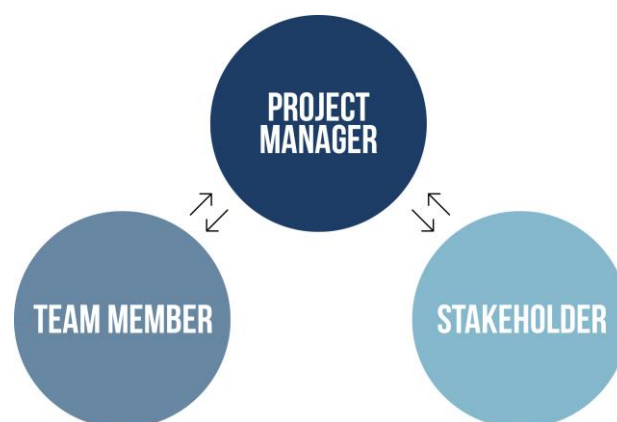


Figure 3. Project diagram

Figure 2 visualizes the part one of the analysis and shows the three different roles in this research. As the analysis above showed, the project manager was function as a hybrid between team leader for the project team, and the responsible for stakeholder management.

In the first part of the analysis, it was very clear that there was a unanimous agreement of defining the goal upfront. Both team members, programme managers and project managers agreed the importance of the goal to be defined up front – before the show starts. But knowing that things in the end can change.

The project managers and programme managers thus argued that you with the goal, should try to challenge top management and push limits.

Furthermore, the analysis shows how much the project managers think about the project triangle, and how people skills, roles and responsibility can affect the scope of the project.

One of the interviewed project team members, stresses that he need procedures on how to get things done. The other interviewed team member and the project managers argues the importance of continuously revisiting the execution plan of the project and that the project plan can be locked upfront because of unforeseen risks. They stress how important it is, that the project plan fits the context and time of the project.

On this behalf, the first hypothesis is designed:

Hypothesis 1)

The goal of a project should be defined upfront, but knowing that it can change. Keep revisiting and re-iterating the execution plan of the project so it fits the time and context.

The first part of the analysis showed a very clear division, when asked the interviewed how the project manager should get success in his job and what a project manager has to remember. The interviewed team members were very much focused on the internal perspective of the project; team spirit, supporting of the team members and facilitating a good communication. They focused very little on stakeholder management.

The interviewed PMO, programme manager and project managers was very much focusing on stakeholder management. And stakeholder management seemed to be a very hot topic for them. They know it is there the money and the decisions are. But even though they stress the fact that a

project manager should focus a lot on stakeholder management, all of them knew the importance of focusing on the team. In the end it is the team that will make the project a success.

The interviewed team members furthermore stressed the fact, that a project manager should not crawl into micro management and that you, as a team member, should not feel that the project manager want to do it all himself. This was backed up by Craig, programme manager, who stated that the worst project managers he had met, were people who suddenly had got an upgrade or a promotion from a technical expert to project manager, and went too much into technical stuff, and focused too little on the business aspect of a project.

Even though, a project manager should not crawl into micro management, he still needs to have an understanding of each team members' personality, role, responsibility and skill. He needs to treat his team members as individual experts in their field. This leans against controversial project management literature, and is backed up by Michel, project manager, and Julie, PMO, who argued that every team member should be considered as individual project managers for their field. All in all, the project manager should support the team members, but most important; understand the bigger picture. This leads to the second hypothesis:

Hypothesis 2)

A project manager should act as a hybrid between functions. The project manager needs to understand the bigger perspective, take care of stakeholder management, be a leader for his team, but not crawl into micro management.

The first part of the analysis showed that the project managers cared a lot about the team, and not only stakeholder management. More of them mentioned that it was important to have diversity on the team. Their concern was, that too many team members of the same profile, would cause an imbalance in the project manager triangle.

By having a team of different profiles, the team can draw benefits from diversity. Barakema et al., (2002), argues that diverse project teams can innovate quicker than non-diverse teams.

Furthermore, Kreiner et al., (1991), stresses the fact that a project manager should be open-minded about the way the project team members understands the project. Even though Barakema el al., (2002), and Kreiner et al., (1991) are from separate sides in the project

management literature, these two statements can be combined, and together it matches the interviewees statements.

The two interviewed team members, Johan and Andy, argue-how important it is for them, that the project manager know them well. Personally and professionally.

The project managers also focus on the importance in trusting their project team members with different roles and responsibility. Michel, one of the project managers, argued that he saw all of his team members as individual project managers, with responsibility for their own products of the project. He relied on them to get the right information needed, holding workshops, set up meeting and so on. This statement was backed up by Julie, PMO, who argued that people really want some kind of responsibility. Furthermore she argued that giving people the responsibility could make people do more of what they were good at and go to work with pride. This part of the analysis represents the third hypothesis:

Hypothesis 3)

A project manager should create a high performing team and draw benefits from diversity. The project manager should understand the team members, and how they can fit into different roles and responsibilities.

All the interviewed project managers argue the importance of co-location. Not only for the project teams, but also when it comes to stakeholder meetings.

Team members, Johan and Andy, argued the importance of grate communication, and how a good communication strategy in the project team makes everything easier. Torsten, project manager stressed, that a lot of important communication is lost when it takes place in the virtual environment, such as telecommunication or communication over e-mails. When people can talk directly to each other, it is much easier and quicker to reach a consensus and avoid misunderstandings.

Having the right communication strategy towards stakeholder management also seemed to be an important topic. All the interviewed parts argued that an important skill of a project manager was that he mastered external communication.

Torsten, project manager, argued the importance to be honest and upright with the stakeholders. In that way, it was easier to get the needed help, resources, etcetera.

By facilitating communication, it must be assumed that knowledge sharing becomes easier and more useful. Julie, the interviewed PMO argued that her experience showed that Maersk had an old-fashioned tendency to build silos. Building in silos makes communication and knowledge sharing even more difficult. Projects lead to learn from other projects. This leads to the last and fourth hypothesis:

Hypothesis 4)

The project team should be on the same location and focus on proper communication and knowledge sharing.

10.0 Quantitative study

The 8.0 Analysis of qualitative study pt. 1 and 9.0 Analysis of qualitative study pt. 2 has made the foundation for the quantitative study. The quantitative study will be conducted in form of a survey, in order to verify earlier defined hypotheses. The quantitative study will enable a continuation of an investigation.

10.1 Design of survey

The qualitative study is made in order to verify the hypotheses from 8.0 Analysis of qualitative study pt. 1 and 9.0 Analysis of qualitative study pt. 2.

When designing a survey, the 10 point likert-scale was chosen. The 10 point likert-scale ranges from “I do not agree” (1) to “I do very much agree” (10).

Employees of Maersk Line IT are used to get internal surveys multiple times a year. The surveys have the 10 point likert-scale in common, why employees are very familiar with this, and this is chosen for this quantitative study.

When analyzing the 10 point likert-scale, the same rules as Maersk Line IT uses, is applied to this study:

- 1-3 means that people to a certain degree, do not agree with the statement or question.
- 4-6 means that people to a certain degree, don't have a saying about it.
- 7-10 means that people to a certain degree, do agree with the statement.

The first question of the survey is; *If you should categorize yourself into a position, which one are you?* The respondents can choose between four different roles: *Project manager, Team member*

(student ass., BA, TA, etc), Stakeholder to a project or Programme manager. This question was made in order divide people, and see if there is any significance between the different roles.

The rest of the questions are generated directly from the hypotheses.

The first hypothesis was; *The goal of a project should be defined upfront, knowing it can change. Keep revisiting and re-iterating the execution plan of the project so it fits the time and context.* This hypothesis lead to the following five questions:

- 1) *A goal for a project should be set upfront,*
- 2) *A project plan for a project should be determined and locked upfront,*
- 3) *A project plan for a project should be revisited very often through out a project,*
- 4) *It is natural that the project plan changes over time, so it suits the time and context, and*
- 5) *A goal for a project can change over time.*

The second hypothesis; *A project manager should act as a hybrid between functions. The project manager needs to understand the bigger perspective, take care of stakeholder management, be a leader for his team, but not crawl into micro management,* was the construction the next of four questions:

- 6) *A project manager needs to understand the bigger picture of a project,*
- 7) *A project manager needs to micro manage,*
- 8) *A project manager needs to balance between stakeholder management and his team members,*
- 9) *Team members should not be 100% involved in stakeholder management, but be informed by the project manager.*

The third hypothesis; *A project manager should create a high performing team and draw benefits from diversity. The project manager should understand the team members, and how they can fit into different roles and responsibilities,* was the construction the next of four questions:

- 10) *The project manager should focus on creating high performing teams,*
- 11) *A project should have different profiles on the team (such as technical profiles, business orientated profiles),*
- 12) *A project manager should give the team members responsibility for their own project products,*

13) *It doesn't matter, that the project manager gets to know the strength and weaknesses of the team members, as long they are doing their job.*

The fourth and last hypothesis; *The project team should be on the same location and focus on proper communication and knowledge sharing*, was the construction the next of four questions:

14) *The project team will perform/communicate better if they were present on the same location,*

15) *The project team should sit on the same location (in the same room),*

16) *The project team should not focus on knowledge sharing internally and between projects,*

17) *The project team should learn from other projects success and failures.*

When creating the question, it is important to keep the respondents engaged. That means that there should not be too many questions. The questions should be easy to understand and some of the questions should be created with redundancy, by asking similar questions in different ways (DeVellis, 2012). This was done in order to have better validation of the final quantitative data.

After finalizing the survey, two colleagues from Maersk Line IT completed the survey, in order to measure the time it took to do it and give constructive feedback (DeVellis, 2012). Shortly after, it was sent out to all Copenhagen based Maersk Line IT employees.

The survey was open for 7 days, from the 14'th of July 2016 to the 22'nd of July 2016. The survey got a total of 60 respondents, due to holidays and a tight deadline.

11.0 Result of quantitative study

The purpose of the analysis of the survey is to create an overview of the answers.

As mentioned before, the survey is built upon the hypotheses from 9.0 Analysis part two. Survey responses can be found in 17.5 – Appendix 5.

The survey got 60 responses in total. This is less than expected.

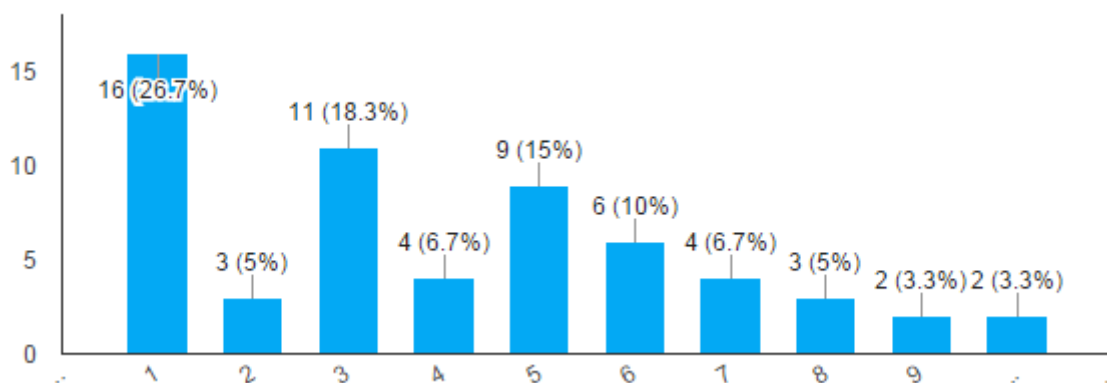
Out of the 60 responses 37 categorized themselves as “team members”, 3 as “stakeholders”, 6 as “programme managers” and lastly, 14 as “project managers”.

In order to easier the understanding of the roles, the approach from 9.0 Analysis part two, will be used. That means that the programme manager will belong to the category of project managers.

In total this gives 37 team members, 3 stakeholders and 20 project managers from the survey.

Everybody seems to agree on the first question: *A goal for a project should be set upfront*. Only one have given the value of one, and did not agree with the statement that a goal should be set upfront. One other person nor does agree or dis agree, and have set the value to 5. The last 58 responses have given the value from 7-10 which means that they do agree with the statement of goal to be set upfront.

The second question; *A project plan for a project should be determined and locked upfront*, has more various opinions to the statement.



The graph shows, that 40 people answered 1-3 which means that they do not agree with the statement about a project plan for a project being determined and locked upfront. Out of the 40 respondents 17 are team members, one is a stakeholder and 21 are project managers. 19 people have answered from 4-6, which can be argued that they don't have an opinion about this matter.

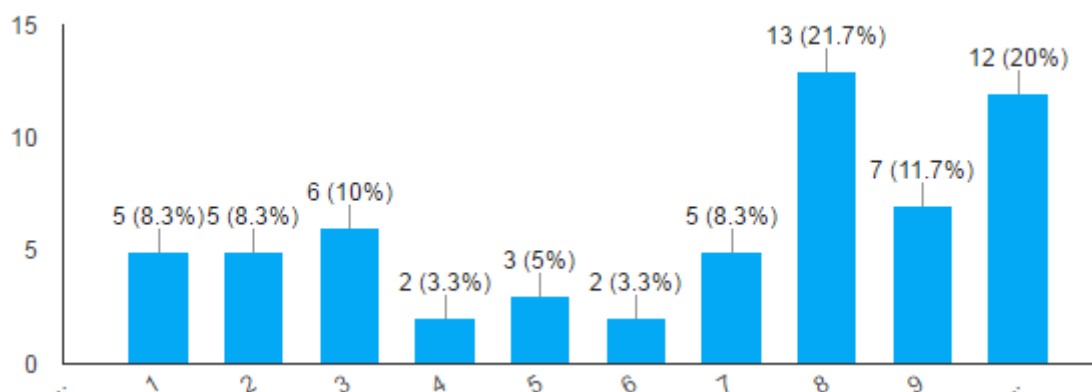
Lastly, 11 people answered 7-10 which means that they, in a higher degree agree with the statement.

These 11 people consist of two stakeholders, five team members and four project managers.

The third question is; *A project plan for a project should be revisited very often throughout a project*. Regarding this statement most of the contenders seem to agree. 53 of the respondents have answered 7-10, which means that they do agree with the statement. 4 respondents have given the value of 5 and 6, while 3 respondents have given the value of 3.

The fourth statement; *It is natural that the project plan changes over time, so it suits the time and context*, looks a lot like the third question, and the distribution of respondents likewise. 52 of the respondents have answered 7-10, and 8 respondents answered 4-6. No one has answered between 1 and 3, so over all the respondents agree to the statement.

The fifth statement; *A goal for a project can change over time*, has many various answers.



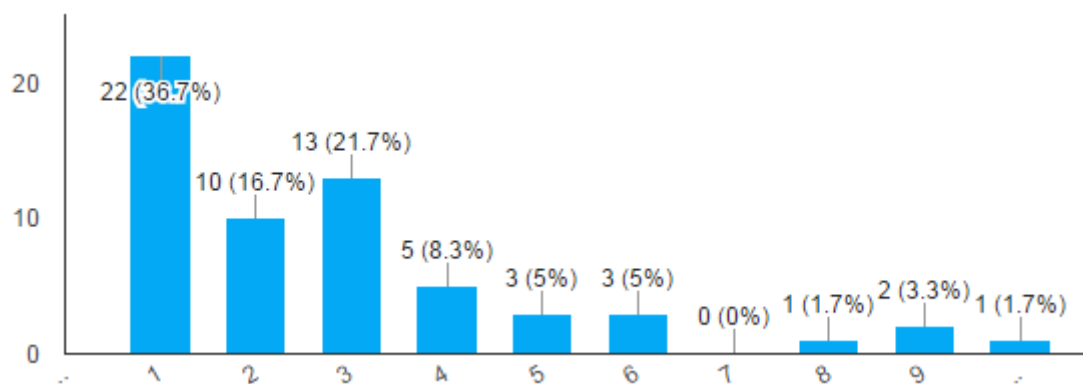
37 people answered 7-10, which means that they agree to the statement. 20 out of the 37 respondents are team members, three are stakeholders and the last 14 respondents are project managers.

7 responded 4-6, and 16 people answered between 1 and 3, which means that they do not agree with the statement.

11 out of the 16 respondents between 1 and 3 are team members, the last five are project managers.

The sixth statement is; *A project manager needs to understand the bigger picture of a project*. 59 of the respondents answered between 7 and 10, which means that they to very much agree with the statement. Only one respondent answered 6.

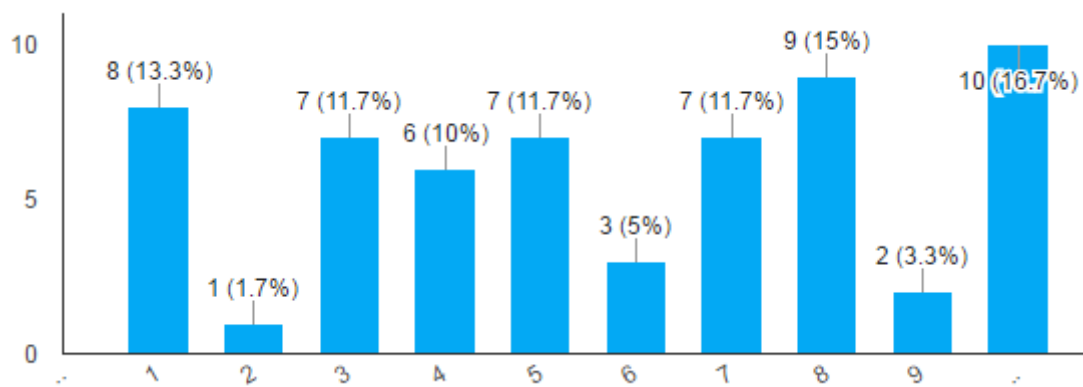
The seventh statement was a bit tricky; *A project manager needs to micro manage*. This question was very judiciously in the tone of voice. If this question should have been like the others', the question would have sounded like; *A project manager should not micro manage*. It was important that the respondents stopped and wondered, to keep the engaged in the survey. The statement has various answers.



45 of the respondents responded with 1-3, which means that they do not agree with the statement. This was also the purpose of the question. 11 responded between 4 and 6, which could mean that they are undecided. 4 people answered 8-10, which means that they do agree in the statement. The four respondents are all team members.

The eighth statement was; *A project manager needs to balance between stakeholder management and his team members*. 54 of the respondents answered that they did agree, on the scale of 7-10. The last 6 respondents answered between 4 and 6.

The ninth question; *Team members should not be 100% involved in stakeholder management, but be informed by the project manager*, is the question with the highest fluctuations.



16 respondents answered 1-3 which means that they do not agree with the statement. 10 out of the 16 respondents are team members, and the last six are project managers. Another 16 respondents answered 4-6 which could mean, that they don't have an opinion about it. 10 out of the 16 respondents are team members, and the last six are project managers.

28 respondents answered 7-10, which means that they do agree with the statement. 17 out of the 28 respondents are team members, three are stakeholders and the last 8 are project managers.

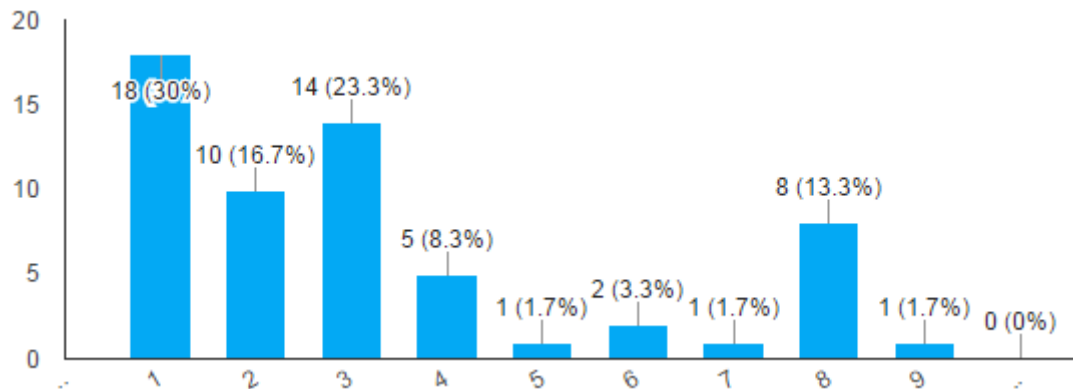
The tenth statement was; *The project manager should focus on creating high performing teams.*

This was one of those questions, where the respondents very much agreed with the statement 49 of the 60 respondents answered between 7 and 10. 9 respondents answered between 4 and 6, and only one respondent answered 2, which means that he/she did not agree with the statement.

Statement 11 was; *A project should have different profiles on the team (such as technical profiles, business orientated profiles).* 55 respondents gave the answer of 7-10, which means that they did agree with the statement. Only three responded with 5 and 6, and two responded with 2 and 3.

The twelfth statement; *A project manager should give the team members responsibility for their own project products,* is once again one of those questions where the respondents have a very similar opinion. 57 out of the 60 respondents answered 7-10 on the scale, which means that they do agree with the statement. Two of the respondents answered 3 on the scale, and only one respondent gave a 6 as an answer.

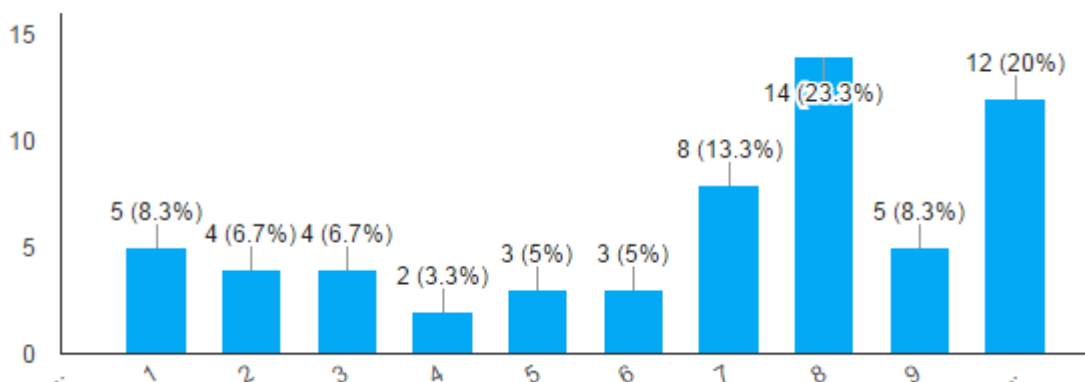
The thirteenth statement; *It doesn't matter, that the project manager gets to know the strength and weaknesses of the team members, as long they are doing their job*, was a question like number seventh.



42 of the 60 respondents answered between 1 and 3, which means that they do not agree with the statement. 8 respondents answered between 4 and 7, and 10 respondents answered between 7 and 9, which means that they do agree with the statement. Four out of the 10 respondents are project managers, one is a stakeholder, and the last five respondents are team members.

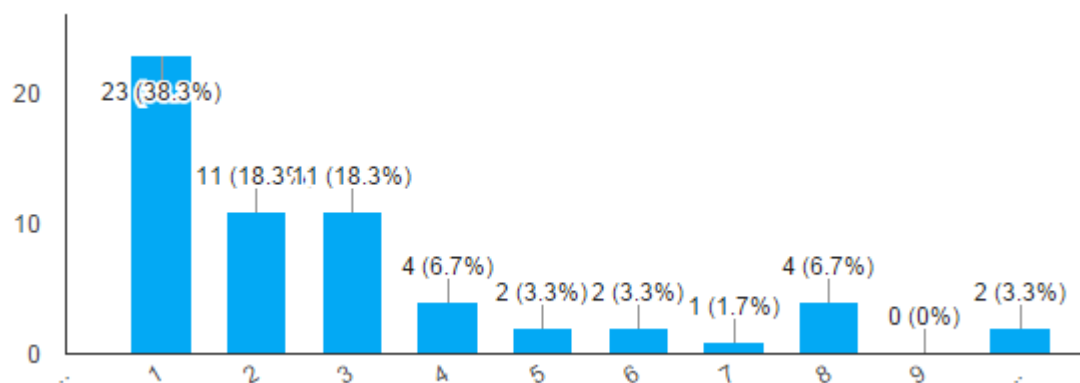
The fourteenth statement was; *The project team will perform/communicate better if they were present on the same location*. 49 respondents answered between 7 and 10 on the scale, five respondents answered between 4 and 6, and lastly six of the respondents answered between 1 and 3, which means that they do not agree with the statement.

The fifteenth statement was; *The project team should sit on the same location (in the same room)*. This is again one of the statements, where the respondents have different opinions.



13 out of 60 respondents answered 1-3, which means that they don't agree with the statement. Nine out of the 13 respondents are team members, one is a stakeholder, and the last three respondents are project managers. Eight respondents answered 4-6, which could be argued that they don't have an opinion about it. Five out of the eight respondents are team members, one are a stakeholder, and the last two respondents are project managers. 39 of the respondents answered between 7 and 10, which means that they do agree with the statement.

Like the seventh and thirteenth, is the sixteenth statement; *The project team should not focus on knowledge sharing internally and between projects*, different from the other questions.



45 respondents answered 1-3, which means that they do not agree with the statement. Eight respondents answered 4-6, while the last seven respondents answered 7-10, which means that they do agree with the statement. Five out of the seven respondents are team members, the last two are project managers.

Lastly, the seventeenth statement sounded; *The project team should learn from other projects success and failures*.

Here 58 out of the 60 respondents agree with the statement between 7 and 10 on the scale. Only one respondent answered with a 5, and one respondent answered 1.

12.0 Discussion

The discussion will be done in order to confirm or deny the 4 hypotheses from the analysis. The qualitative and the quantitative study represent the foundation for the discussion.

12.1 Hypothesis 1

The first hypothesis from 9.0 Analysis pt. 2 stated that;

Hypothesis 1)

The goal of a project should be defined upfront, but knowing that it can change. Keep revisiting and re-iterating the execution plan of the project so it fits the time and context.

This hypothesis was tested by the first five questions (see 10.2 Design of survey).

All interviewees individually pointed out the importance of defining a goal upfront in a project.

Traditional project management literature argues that a goal should be defined, and the road to the goal should be determined quickly. Furthermore, potential risks should be clarified. Andersen et al., (2005) argues the importance of everybody having a common goal.

Conversely controversial project management literature stresses the importance of a goal to be used as motivation only (Kreiner et al., 1991). Kreiner et al., (1991) also states the importance of people having their own impression of the scope of the project.

On this subject the traditional and controversial project management literature completely disagrees.

The controversial approach can be very hard for larger companies and organizations to extradite. Partly because of budget planning, but also in context of defining the scope of the project.

However, one should not completely neglect the controversial project management literature in this case. Even though a goal is defined upfront, people should still have the opportunity to contribute with their expertise and see the scope through their own eyes.

The survey showed that the respondents agreed in the statement of a goal being defined upfront of a project. 96,6% of the respondents gave the statement a value between 7 and 10, which mean that they do, to varying degree, agree with the statement.

A natural follow-up question from the survey, measured to at which degree the respondents agreed that a goal could change over time.

26,6% (16 employees) of the respondents of the survey that answered between 1 and 3, agrees with the statement. 11 of these are team members, the last 5 are defined as project managers. Out of the 60 respondents of the survey, three defined themselves as stakeholders to a project. Regarding this question, the three stakeholders answered between 7 and 10, which means that they agree to the statement; a goal can change over time.

When doing the interviews, some of the interviewees stressed that a project manager should challenge top management, and push limits, when it comes to defining the goal of a project. Furthermore, the interviewed project managers argued the fact that stakeholders often did not know what they wanted, and that the goal often could change over time.

This is a contradiction between the qualitative and the quantitative study. It seems like the interviewed project managers have the opinion that top management and stakeholders think they know what they want, why a specific goal is determined. But the survey showed that the stakeholders actually know that the goal can change over time.

Another question that was intended to fit hypothesis 1 was whether a project plan should be determined and locked up front of a project.

Traditional project management literature argues that a project manager can map the road to the goal in the beginning of a project. Project model as the waterfall model and project frameworks as Prince2, PMI or IPMA is arising out of traditional project management, and this can be a tool for the project manager to use.

Controversial project management literature acknowledge the fact that throughout the project there will be so many unforeseen risks, that a project manager can't determine a solid project plan upfront.

The interviewed project managers agreed very much with controversial project management, and Michel, one of the project managers stated: *"(I've never tried) [13:40] that I could do a detailed plan and just execute on it for two years. So it's not only about plans. Plans are like a basic. But I think it's more about what you do on – it's that day to day basis and, let's say, about your strategic communication around the project."*⁴³

⁴³ 13:10

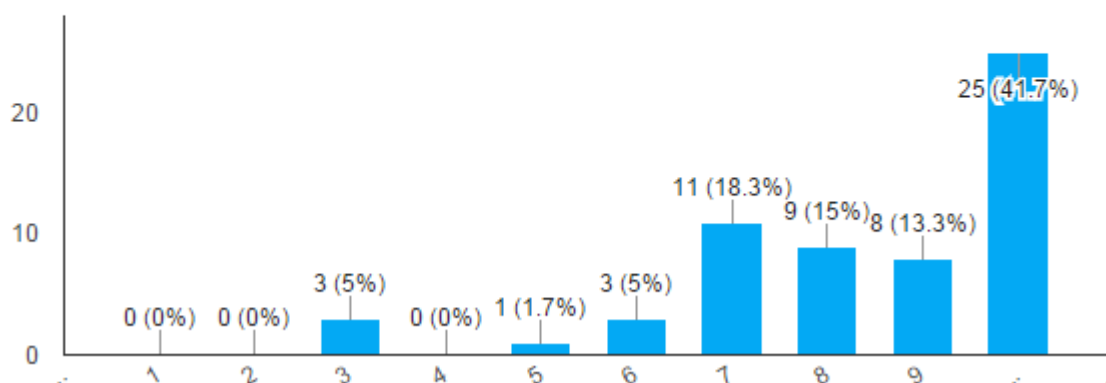
66,6% (40 respondents) of 60 participants of the survey did not agree with the statement of a plan to be determined and locked upfront of a project. 18,3 % of the 60 respondents answered between 7-10, why they in a higher degree agreed with the statement. Two out of the 18,3% are defined as stakeholders.

A follow-up statement was the contrary the one above. This statement was that a project plan should be revisited.

The respondents who answered between 7 and 10 in the statement about a project plan be locked, all answered between 7 and 10 in the statement of a project plan should be revisited. This is very contradicting, and this could indicate that the respondents misunderstood some of the questions in the survey.

A project plan for a project should be revisited very often through out a project.

(60 responses)



As shown in the figure above, 53 respondents that they, to a higher degree, agrees with the statement.

The three respondents, who gave 3 as an answer to this question, gave the values of 3, 3 and 5 in the previous question about a project plan being determined and locked up front. Once again, this is contradicting. On one hand they are answering that they don't agree with the statement to be determined and locked upfront, on the other hand they are answering that, the project plan should not be revisited throughout the project.

Only Andy, one of the interviewed team members, argued that he needed procedures on how to get things done in order to work through and complete a project. The other interviewed parties argued the importance of revisiting the plan.

This leads to the last question on this hypothesis, regarding the statement that it is natural that a project plan will change over time.

As mentioned before, the interviewed project managers especially, acknowledge the importance of changing the project plan over time. It is important that the plan is up to date, so it fits the time and context. As Kreiner et al., (1991) argues, the knowledge base on the project *is* very low in the beginning, and it is important to let the project evolve.

The survey on this question showed that 86,6% of the 60 respondents answered that they do agree with the statement that a project plan will change over time. Only 13,3% of the respondents answered between 4 and 6, and nobody chose between 1 and 3 on the scale. Again this is quite contradicting to some of the previous questions.

All in all, hypothesis 1 can be concluded with a confirmation. Although there are small discrepancies regarding whether a goal can change over time, and whether a project plan should be determined and locked upfront, the vast majority confirms the hypothesis throughout the entire survey.

12.2 Hypothesis 2

The second hypothesis from 9.0 Analysis pt. 2 stated that:

Hypothesis 2)

A project manager should act as a hybrid between functions. The project manager needs to understand the bigger perspective, take care of stakeholder management, be a leader for his team, but not crawl into micro management.

This hypothesis was tested by four of the questions in the survey (see 10.2 Design of survey).

The first question from the survey, that covered this hypothesis, was the statement about the need of a project manager to understand the bigger picture of a project.

As mentioned in the 8.0 Analysis pt. 1 and 9.0 Analysis pt.2, there is as mentioned importance from all of the interviewees of the project manager to understand the bigger picture of the

project. Likewise traditional and controversial project management literature back up this statement. So what does it mean to understand the bigger picture of a project?

On one hand, the project manager should be a great leader, and an excellent manager in order to facilitate good communication, team spirit and group cohesion inside the project team. In other words; the project manager should have a focus on the internal perspective of a project (Burke et al., 2006; Thamhain, Hans J., 2012). Particularly two of the interviewed team members, Andy and Johan, pointed out the importance of having a great project manager.

On the other hand, the project manager needs to know the business, the values of benefits to be realized, and take care of stakeholders. In other words; a project manager should also focus on the external parts of the project (Barkema et al., 2002; Ancona et al., 2009).

98,3% of the 60 respondents answered that they do agree with the statement. Only one respondent gave a 6 as a value.

The second question that belongs to this hypothesis was a quite different question, as described in 11.0 Analysis of quantitative study.

Regarding micro management, both traditional and controversial project management literature argues, in very different ways, that a project manager should not micro manage. For the controversial project management literature Kreiner et al., (1991), it does however argue that a project manager should be present, but not available for the team members. While Burke et al., (2006), argues for the project manager to be supportive with clearly defined tasks/steps, from the traditional project management perspective.

Especially the two interviewed team members, Johan and Andy, argued for the internal perspective of project management – that a project manager should focus on the team and the internal communication and workforce. Though they both mentioned that the project manager should be supportive, but not doing their job.

This is backed up by Craig Scott, the interviewed programme managers, who argued that the worst project managers were people who used to do everything themselves.

The survey showed that 75% of the respondents gave an answer of 1-3, which means that they do to a certain degree doesn't agree with the statement of a project management needs to micro manage.

The third statement regarding this hypothesis, was about the project manager balancing between stakeholders and the project team. In other words; the project manager should function as a hybrid between functions.

Balance between stakeholder management and the project team, does not mean that the project management will use 50% of his time with the project team, and 50% on stakeholder management, but it is his job to combine these two different functions into a synthesis.

90% of the 60 respondents of the survey gave the answered that they do to a certain degree, very much agree with the statement of a project manager balancing between stakeholder management and the project team.

It was very clear, that the interviewed project managers, were very concerned about top management and stakeholder management. The interviewed project team members have a focus on the internal environment, but understood the importance of the project manager having a close and good relation to the business (stakeholder management and top management).

The last question regarding this hypothesis; *Team members should not be 100% involved in stakeholder management, but be informed by the project manager*, was a question that was very supportive towards the controversial project management literature. Keriner et al, (1991), argues the importance of the project team members being kept in the dark, away from all the noise and chaos from the external environment, so they can focus 100% on their job. It is the job of the project manager to inform his project team members of things that are concerning them and their jobs (Kreiner et al., 1991).

The survey showed that 46,6% of the 60 respondents gave an answer that they agree with the statement. The 46,6% was all the respondents, who has defined themselves as stakeholders. It is very interesting to see that the stakeholders apparently share the same view when it comes to team members not being 100% involved in stakeholder management.

Hypothesis 2 appears to be spot on. The different responses of the questions, effectively showed that it agrees to the hypothesis in a higher degree. The hypothesis primarily supports the controversial project management literature, with supporting elements from the traditional project management literature.

12.3 Hypothesis 3

The third hypothesis from 9.0 Analysis pt. 2 stated that;

Hypothesis 3)

A project manager should create a high performing team and draw benefits from diversity. The project manager should understand the team members, and how they can fit into different roles and responsibilities.

This hypothesis was tested by four of the questions in the survey (see 10.2 Design of survey).

The first statement of the survey, regarding this hypothesis, was that a project manager should focus on creating high performing teams. This statement supports to the traditional project management literature.

A high performing team, is a project team with the correct combination of differences, personalities and professional approaches. A high performing team is very subjective, and a high performing team in one context, can be a failure in another context and time period (Ancona, et al., 2009).

The survey showed that 81,6% of the 60 respondents agrees very much with the statement. Out of these 81,6% is 3 respondents who defined themselves as stakeholders, 18 project managers and 28 team members. It must be assumed, on behalf of the literature review, the interviews and especially the quantitative study that both stakeholders, project managers and project team members can see the benefits of having a high performing team.

Including the economic perspective on humans' self-interest from the literature review, it must be assumed that a high performing team will benefit the individual, regardless of being a stakeholder, a project manager or a project team member.

The second statement in the survey, regarding this hypothesis, was about having different profiles on the teams.

As mentioned before, in the literature review, traditional project management literature and controversial project management literature have different views of the benefits of having diverse profiles in the project team. But that does not mean that these two different views can't be combined.

On one hand, traditional project management literature points out the benefits of diverse work groups in form of better interaction, creating innovation and a better workforce (Barakema et al., 2002).

On the other hand, controversial project management literature, argues that the project manager should not force his reality and view of the project on his team members. Controversial project management literature embraces the benefits of diversity, and that project team members can contribute with knowledge and different views (Kreiner et al., 1991).

In the interviews, Craig Scott, programme manager, argued the importance of having mixed profiles in the project team. A team with too many technical profiles or too many business profiles, can take the project in the wrong direction.

91,6% of the 60 respondents answered between 7 and 10, regarding the statement of a project team to have diverse profiles. Out of the 91,6%, 35 are team members, 18 project managers and 2 stakeholders. It must be assumed that the project managers and the team members will benefit from a diverse workgroup, why they in a higher degree, agree with the statement.

The third statement was about letting team members be responsible for their own products. Writers of traditional project management literature, such as Burke et al., (2006), argues that it can be a force having more project managers in the project team. It must be assumed that too many cooks will ruin the food, but there can be another way. From a high level overview there will probably be only one project manager, but it is possible to have sub project managers on the team, who are responsible for different areas of the project.

In continuation of the earlier statement on diversity in the project team, and the statement about whether a project manager should micro manage, it was stated that controversial project management literature embraced diversity, especially because of the different views team members could contribute with. Kreiner et al., (1991), further argues that team members should be handled as experts in their fields, why they should be in charge of their own products.

Michel, one of the interviewed project managers argued that he chose to see his project team members as individual project managers. He expected them to be in charge regarding everything around a project. I further argued that he expected them to communicate well about the product and deadlines, and ask him for help whenever needed. Furthermore Julie, the interviewed PMO, argued that a project manager, needs to give people different responsibilities regarding engaging people in the project. People needs to feel valuable in order to perform.

The survey showed that all 95% of the 60 respondents in a higher degree agree with the statement. This is the highest compliance seen throughout the survey. Only three respondents gave the answer between 1 and 6.

The fourth and last statement regarding hypothesis 3 is whether a project manager needs to know his team members, as long as they are doing their job.

This statement was also, like some of the others, very well considered in the tone of voice. Should the statement have fit the analysis, it would have been phrased somewhat like this; *It is important, that the project manager gets to know the strength and weaknesses of the team members, so he can support them in their job.*

This statement is supportive to the first statement about creating high performing teams. It must be argued that it is really hard to create a high performing team, if a project manager don't know your team members and their personal and professional mentality.

One could argue that employees of Maersk Line IT should do their job regardless the project managers' engagement in them. As mentioned before, it was clear during the interviews, that the employees were proud about working in Maersk Line IT and cherished their jobs. Maersk Line has overall a great reputation at attracting skilled employees. But high performing teams can only function, if the project manager is also engaged (Ancona, et al., 2009).

The interviewed team members, Andy and Johan, argued that they valued a project manager who was a part of the team and not raised above.

The survey showed that 10 respondents out of 60, answered that they to a certain degree agreed with the statement about the project manager not having to know his team members, as long as they are doing their job. Out of these 10 respondents, four define themselves as project managers,

one as a stakeholder to a project and five as team members. 8 out of the 10 respondents have given the value of 7-10 regarding the statement of creating high performing teams, which is a little contradicting with the assumptions taking into perspective.

All in all, hypothesis 3 can be concluded with a confirmation. Although there are micro discrepancies regarding creating high performing teams and the importance of the project managers engagement for the team members – mentally and professionally.

12.4 Hypothesis 4

The fourth and last hypothesis from 9.0 Analysis pt. 2 stated that;

Hypothesis 4)

The project team should be on the same location and focus on proper communication and knowledge sharing.

This hypothesis was tested by the last four of the questions in the survey (see 10.2 Design of survey).

The first statement from the survey, regarding this hypothesis was about the project team having better communication and performance, if they were present on the same location.

This question was built upon the sub-theme; globalization, under mostly traditional project management theory and the collected data from the interviews. Controversial project management literature did not address this subject.

Barkema et al., (2002), states that project managers have to handle the issues around globalization, as the companies seek across the borders to expand their business. With globalization, comes diversity in the project team. This is also an issue a project manager needs to handle.

Studies show, that the human understanding of another person is so much better when body language is included (Mlodinow, Leonard, 2012).

In a world where it can be very hard to understand each other because of different cultures, languages and accents, body language can help us understand and read each other (Mlodinow, Leonard, 2012). This is one of the issues that comes with globalization (Barkema et al., 2002).

Torsten, one of the interviewed project managers noted the importance of the project team would perform and communicate better if they were represented on the same location. Not only was it easier to ask a colleague if one had a question instead of sending an e-mail or make phone call, but sitting together also lifted the spirit. This was backed up by Craig, programme manager, and Julie, PMO.

The survey showed that 81,6% of the 60 respondents gave the answer that they in a certain degree, agreed very much with the statement. Only 11 respondents in total did to a certain degree, not agree with the statement.

The second statement regarding this hypothesis, was whether the project team should sit physically together. This statement was made in continuation of the previous statement. If it showed that communication and performance was better when the project team was represented on the same location, most likely this statement would show that the respondents would agree that the project team should sit together.

The survey showed that only 65% of the 60 respondents to a certain degree, agrees with the statement of the project team sitting together. All 21,6% of the respondents did to a certain degree not agree with the statement of the project team sitting together. This raises a question, why is there an unanimously in the previous statement about better performance and communication when sitting together, when such a large part of the respondents does not agree in this statement of the project team should sit together.

Six respondents out of the 21,6% who gave the value of 1 to 3 in this statement, gave the exact same value in the previous statement. This can't be questioned.

Three respondents of the 21,6% gave the answer between 4 and 6 in the previous statement. It must be assumed that they don't have an opinion or are undecided in the statement of the project team would communicate and perform better if they were present on the same location, why they don't agree that the project team should sit physically together.

Four respondents of the 21,6% gave the value between 7 and 10 in the previous statement, which means that they to a certain degree, agree with the statement of better performance and communication. One could argue that these specific respondents have misunderstood the

questions, or that there is something deeper to the reason that could be investigated in another research. In this case, this will be handled as invalid results.

The third statement regarding this hypothesis was about whether a project team should focus on knowledge sharing internally and between projects. Again this statement, as some of the previous statements, have a well-considered tone of voice in order to get the respondents full attention.

This statement was built upon the collected data from the interviews. Especially Julie, the interviewed PMO, stressed the importance of knowledge sharing.

Knowledge sharing as a theme would normally be under the change management field of study. But it must be assumed that knowledge sharing is very important when it comes to project management in larger organizations. Especially traditional project management literature and traditional project management models are built upon years of experience. These experiences are what we work from when starting a new project. Experiences are what forms us as human beings.

The survey showed that 75% of the 60 respondents to a certain degree, did not agree with the statement of the project team not focusing on knowledge sharing internally and externally. 11,6% of the 60 respondents of the survey did to a certain degree, agree with the statement of not focusing on knowledge sharing. But five respondents of the 11,6%, gave the value of 7-10 in the next statement, which is not consistent with this answer in this statement.

The fourth and last statement regarding this hypothesis, was that the project team should learn from other projects in the organization. This statement is supporting the previous statement, and will also support the change management research field.

Further the statement is created upon Julie, the interviewed PMO, who stressed that her interpretation of project management in Maersk Line IT, was that people had a tendency to work in silos and not share failures and successes.

The survey showed that 96,6% of the 60 respondents gave a value of 7 to 10, which means that they support the statement of project teams to share and learn from failures and successes. This statement has the highest rate of agreement measured in the survey.

Only one respondent out of 60, did not agree with the statement at all. Looking at the previous

statement, this particular respondent gave the value of 10, which means that he/she agrees with the statement of a project team not focusing on knowledge sharing.

All in all, hypothesis 4 can be concluded with a confirmation. Although there are small discrepancies regarding whether a project team should focus on internal and external knowledge sharing and learn from other projects' failures and successes, the vast majority confirm the hypothesis through the survey.

13.0 Reflection & Future research

Doing this master thesis, a lot of considerations and limitations has been made in order to meet formal deadlines. This study has been a short term study.

If this study was to be compared to the project triangle the time would be set by the formal deadlines. The budget would be locked by hours of the day, lastly the quality of this study has to match those sat prerequisites.

If it was possible to change any of the three factors, the scope of the study would change. If there was more budget in terms of hours of the day, the deadline was some time next year, the quality of the assignment would probably increase.

13.1 Economic and change management perspective

The first perspective on future research this master thesis could have taken could be the economic perspective on IT project management in Maersk. Not what it cost in general, because that very much depends on the individual project for that given time and context. But as mentioned in the literature review, newly economic theorists argue that people will only act in their own self-interest.

With the economic perspective on employees, it would be very interesting to see how team performing and knowledge sharing could be optimized, as well as what it would require and cost. This form of study would also be very interesting for Maersk Line IT to participate actively in.

From this study, a lot from the literature review could be used, especially 5.1.2.3 Project success. Some of the data from the interviews and the survey could also be used as inspiration. The results from hypothesis 3 and hypothesis 4, would also be a benefit for such a study.

This form for study, would probably need to have a change management perspective included too. Like this study, an economic and change management perspective would demand a social interpretation or a neo-positivism paradigm of choice, even though an economic perspective usually has a positivism paradigm of choice.

13.2 Project management vs. IT project management

The second perspective for a future research, could be about project management versus IT project management. This master thesis has been about IT project management in Maersk Line IT.

As mentioned before a little distinction is made between project management and IT project management.

IT project management has a software as a product, where project management in a traditional sense have a visible product, such as building a ship.

Maersk Line IT have both IT project management projects and project management projects in a traditional sense. A future research could be about the difference in those two types of projects. Both project success, project management success, and how the two types of projects can be optimized by learnings from traditional and controversial project management literature, could be studied.

Again, such type of study demands a social interpretation choice of paradigm.

This master thesis has already addressed the problem that traditional project management literature and controversial project management literature don't focus very much on stakeholder management. Both the qualitative study and the quantitative study of this master thesis showed that stakeholder management is an extremely important topic for IT project management in Maersk.

It would very interesting to investigate why stakeholder management is so important when it comes to IT project management. It could be assumed that it is because IT project management does not have a visible product, and that it is very hard for top management and stakeholder management to follow the evolution of the product. Therefore, it is very important for the project manager and the project team to keep the stakeholder 100% informed in the process. Also, as some of the interviewed project managers mentioned, the stakeholder often don't know what they actually want before they get it, or in worse cases; stakeholder will figure out what they don't want at all.

IT is very fluffy, and we don't quite understand it all the time. Therefore it is also very hard to define a software product in depth from the start.

13.3 Maersk Line project model

The third and last perspective for a future research could be the optimizing of Maersk Lines' project model. As mentioned before, Maersk Line have their own project model. This model is

roughly a customized mix between Prince2 and OpenUp. The Maersk Line project model is from 2014 and is only 2 years old, and will probably be developed a lot in the future.

The data and results of this master thesis could be used to further develop the Maersk Line project model. To do a future research like that, it would probably require a larger investigation, with even more data than this master thesis.

However, one will undoubtedly be able to reuse large portions of the material to improve the project model of Maersk Line already.

It will be possible for a future study to take another approach, other than the very academic approach. Instead of focusing on traditional and controversial project management literature, it would probably be most manageable for Maersk Line IT, to do a longitude study of projects, project managers and project team members. With this study, it will be possible to closely follow projects, project managers and team members in order to get real-life data on how they are actually doing their jobs, instead of focusing on how the people behind Maersk Lines' project model think they should do.

That way Maersk Line IT can develop their project model further, and create a framework for optimal project management in Maersk Line IT and thereby optimize performance.

Again, it is important to choose the right paradigm, and remember that a project model needs to fit the time and context of the project, why a model should be adjustable.

14.0 Conclusion

The conclusion is made in order to answer the research question: *“How can Maersk Line IT optimize project management, and balance between traditional and controversial project management literature?”*. The conclusion and recommendation will be held separately, due to this master thesis missing interference in how one should introduce an optimizing of IT project management in Maersk Line IT.

This master thesis has been based on controversial and traditional project management literature, and how Maersk Line IT can optimize their project management on this behalf.

First a literature review was done in order to gain a deep knowledge base on the subject. Four sub-topics were found; project triangle, project management success, project success and software project management. Based on this, a qualitative study was made, which made the foundation for the analysis. The analysis had a conclusion on four different hypotheses. These hypotheses were tested through a quantitative study. Finally, this gave the base for a discussion.

Throughout this master thesis, it must be very clear for the reader, that project management can be optimized by using the best parts from controversial and traditional project management literature.

Traditional project management literature argues that a goal should be set upfront, where controversial project management literature argues that a goal should only be used as motivation. In such a large company as Maersk, it would be very difficult to even start or get money for a project, if there is not a deeply defined goal. Here Maersk Line IT could use inspiration from controversial project management literature by knowing that a goal can change over time. Both the qualitative and quantitative study showed that employees of Maersk Line IT knew that a goal could change. Further the studies showed that a project plan also should be revisited often in order to match it to the time and context.

This study showed that traditional project management literature didn't say much about stakeholder management, and controversial project management only said that the project manager shouldn't let the project team members get disturbed by the external environment. The qualitative study showed that stakeholder management was a big topic in Maersk Line IT. Both

team members and project members mentioned the importance of the project manager having a close relation to the business (top management and stakeholder management). Further the quantitative study supported the arguments of hypothesis 2.

Both controversial and traditional project management literature describes the importance of a strong project management profile, and how he should act against the team. Controversial project management literature argues that he should be present, but not available. Both interviewed project managers and team members argued that a project manager should not micro management. This was backed up by the quantitative study.

Diversity in project teams is something that both controversial and traditional project management welcomes, but traditional project management literature is more focused on the benefits of having a diverse workgroup, where controversial project management is more concerned about a project manager demanding the impossible for his team members.

The qualitative study showed that some of the interviewed project managers argued for the importance of team members feeling valuable and give them responsibilities.

The quantitative study backed up the hypotheses 3. And the question about giving team members responsibility for their own product of the project, have the highest compliance throughout the survey.

Lastly, the quantitative analysis raised the importance of the project group sitting together on the same location. Traditional project management literature mentions that a project manager must have the skill of managing through diversity and globalization.

The qualitative study further showed that Maersk Line IT project, does not have enough focus on proper communication and knowledge sharing.

The quantitative study showed that the respondents of the survey agreed that communication was better when sitting together, but not all of the respondents had the need of the project team sitting together.

15.0 Recommendations

If Maersk Line IT is to optimize their take on project management, some considerations have to be made. As mentioned, this master thesis does not investigate how Maersk Line IT can introduce a new updated project management strategy, but only how project management can be optimized through learnings from controversial and traditional project management literature.

The first recommendation for Maersk Line IT is to accept, that traditional project management alone can have a tendency to fail. Conversely, it is not possible for such a large company to work with controversial project management alone. It can be very hard to see how one can combine those to, but the investigation of this master thesis has tried to give a picture of how one can draw the best from both worlds.

Maersk Line IT should start out by doing a larger study, with more in-depth interviews, and a survey. Maersk Line IT can use the results and the methodology process of this master thesis as a foundation for their investigation.

Secondly, the next recommendation would be an optimizing of their project model, so it fits the new findings of their investigation. Optimizing of the project model, will help spread the new way of doing project management.

When the project model is optimized, Maersk Line IT has to look at the different roles, responsibility, and their understanding of each other. This can help project managers, team members and stakeholders to collaborate better.

Conclusively, Maersk Line IT should focus integrate a proper communication and better knowledge sharing strategy. Not only internal in a project, but also between different projects.

Maersk Line IT could really benefit from having a culture where knowledge sharing is great. In that way learnings from failures and successes can optimize projects.

16.0 Bibliography

165.1 Internet

- Investopedia,. "Principal-Agent Relationship Definition | Investopedia". N.p., 2010. Web. 16 Feb. 2016.
 - <http://www.investopedia.com/terms/p/principal-agent-relationship.asp>
- Study.com,. "Group Cohesion: Theory & Definition - Video & Lesson Transcript | Study.Com". N.p., 2016. Web. 16 Feb. 2016.
 - <http://study.com/academy/lesson/group-cohesion-theory-definition-quiz.html>
- Ec.europa.eu,. "Chafea - Managing Grant Agreements & Contracts - Project Coordination - European Commission". N.p., 2016. Web. 9 Feb. 2016.
 - http://ec.europa.eu/chafea/management/Fact_sheet_2010_04.html
- "What Is A Stakeholder? Definition And Meaning". BusinessDictionary.com. N.p., 2016. Web. 30 June 2016.
 - <http://www.businessdictionary.com/definition/stakeholder.html>
- Mlodinow, Leonard; "How We Communicate Through Body Language". Psychology Today. N.p., 2012. Web. 1 Aug. 2016.
 - <https://www.psychologytoday.com/blog/subliminal/201205/how-we-communicate-through-body-language>

16.2 Articles

- Cooke-Davies, Terry. "The "Real" Success Factors On Projects". *International Journal of Project Management* 20.3 (2002): 185-190. Web.
- Belassi, Walid, and Oya Iemeli Tukul. "A New Framework For Determining Critical Success/Failure Factors In Projects". *International Journal of Project Management* 14.3 (1996): 141-151. Web.
- Barkema, H. G., J. A. C. Baum, and E. A. Mannix. "MANAGEMENT CHALLENGES IN A NEW TIME.". *Academy of Management Journal* 45.5 (2002): 916-930. Web.

- Brooks, Charles M., and Janice L. Ammons. "Free Riding In Group Projects And The Effects Of Timing, Frequency, And Specificity Of Criteria In Peer Assessments". *Journal of Education for Business* 78.5 (2003): 268-272. Web.
- Lake, Dale G. "Team Building: Issues And Alternatives.". *Academy of Management Executive* 1.2 (1987): 152-153. Web.
- Cicmil, Svetlana J.K. "Critical Factors Of Effective Project Management". *The TQM Magazine* 9.6 (1997): 390-396. Web.
- Cota, A. A. et al. "The Structure Of Group Cohesion". *Personality and Social Psychology Bulletin* 21.6 (1995): 572-580. Web.
- Munns, AK, and BF Bjeirmi. "The Role Of Project Management In Achieving Project Success". *International Journal of Project Management* 14.2 (1996): 81-87. Web.
- Burke, C. Shawn et al. "What Type Of Leadership Behaviors Are Functional In Teams? A Meta-Analysis". *The Leadership Quarterly* 17.3 (2006): 288-307. Web.
- Schultze, Ulrike, and Michel Avital. "Designing Interviews To Generate Rich Data For Information Systems Research". *Information and Organization* 21.1 (2011): 1-16. Web.
- Thamhain, Hans. "THE CHANGING ROLE OF TEAM LEADERSHIP IN MULTINATIONAL PROJECT ENVIRONMENTS". *Revista de Gestão e Projetos* 3.2 (2012): n. pag. Web.
- Fortune, Joyce, and Diana White. "Framing Of Project Critical Success Factors By A Systems Model". *International Journal of Project Management* 24.1 (2006): 53-65. Web.
- Shenhar, Aaron J. "Strategic Project Leadershipr Toward A Strategic Approach To Project Management". *R&D Management* 34.5 (2004): 569-578. Web.
- Ancona, Deborah, Henrik Bresman, and David Caldwell. "Six Steps To Leading High-Performing X-Teams". *Organizational Dynamics* 38.3 (2009): 217-224. Web.
- Ferrante, C. J., S. G. Green, and W. R. Forster. "Getting More Out Of Team Projects: Incentivizing Leadership To Enhance Performance". *Journal of Management Education* 30.6 (2006): 788-797. Web.
- Grossman, Sanford J., and Oliver D. Hart. "An Analysis Of The Principal-Agent Problem". *Econometrica* 51.1 (1983): 7. Web.
- Webster, J., & Watson, R. T. 2002. Analyzing the Past to Prepare for the Future: Writing a Literature Review. *MIS Quarterly*, Vol. 26, No. 2

16.3 Books

- Hughes, Bob, and Mike Cotterell. *Software Project Management*. 5th ed. Glasgow: McGraw-Hill Higher Education, 2009. Print.
- Chapman, Chris, and Stephen Ward. *Project Risk Management*. West Sussex: John Wiley & Sons, 1997. Print.
- Burke, Rory. *Fundamentals Of Project Management*. Ringwood: R. Burke, 2010. Print.
- Neuman, William Lawrence. *Social Research Methods*. Boston: Allyn and Bacon, 1997. Print.
- Aneshensel, Carol S. *Theory-Based Data Analysis For The Social Sciences*. Thousand Oaks, Calif.: Pine Forge Press, 2002. Print.
- Brannen, Julia. *Mixing Methods: Qualitative and Quantitative Research*. Aldershot: Avebury, 1992. Print.
- DeVellis, R.F. *Scale Development: Theory and Application*, Third Edition, 2012.

17. 0 Appendix

17.1 Appendix 1 – Concept definition

Globalization

The world has gone from cold war times, to be driven by freeing, opening and deregulating economies, to make them more attractive to investments. Companies have become more willing to compete on and access markets worldwide. (Barkema et al.)

Digitalization

In line with the globalization, the digitalization of technology has been revolutionizing the way we work and communicate. (Barkema et al.) It have helped us become more competitive.

Innovation

To become more competitive, firms or project teams have to be innovative in their work. Innovation comes in externally and internally aspects. Externally is for the firm to be more competitive, internally for the way project teams are working.

Diversity

In line with the globalization, cultures and different people are starting to work together. Male dominated work place has been introduced to women workers, and people are starting to working together across borders. It requires managerial skills to handle diversity in organizations.

Speed up

With a lot of on-going activities, it is a huge management challenge to manage the different organizational processes. These processes has their own optimal pace, and it is the manager's job to puzzle these processes without wasting time on them (Barkema et al.).

Knowledge creation

Correlated to innovation. Firms tries to reach the future before their competitors. Knowledge creation and knowledge sharing is a huge part of being innovative. Knowledge is also closely related to exploitation, where you add existing knowledge to be bore innovative.

Coordination

Coordination is closed aligned with "semi structures". Coordination can be one of the key terms

for a project to reach success. Coordination is also the key to speed up the process (see “speed up”).

Semi structures

In line with the globalization and diversity, example project team work across borders, it is important to have standards but in a semi structured way that allows processes to reach their optimal pace.

Project triangle

The project triangle consist of three elements; Time, quality and cost. Often the project triangle set the framework or the scope of the project. It can be very hard to balance these tree elements, because they are so related. If the project is running over time, it will cost more. If the project manager is very focused of the quality of the project, it often requires more resources, which will cost and influence the time.

Project success

Project success describes whether the project was a success or not. If the project reached its goals it was a success. The project success is not dependent on the concept of the project manager success.

Project manager success

The project manager success are not necessarily dependent on the success of the project. The project can be a failure, but if the project manager has reached his or hers KPI's, it can be classified as a success. We distinguishing between project success and project manager success.

Risk management

Risk management refers to the project manager or the leader's ability to take care of risks. Risk management is not necessarily the project manager's responsibility. It can also be a product owner in a project that has to take care of the risks. It is very important that risks are mitigated. If they are materialized they will become issues. Issues with great impact can be very costly for ant project.

Organizational support

The definition of organizational support is whether the project is supported by the organization.

The organizational support implies the project triangle and goal setting. The organizational support is important for a project to succeed.

People skills

The team members of the project must have the right skills for the project to succeed. The project manager must have the right managerial and leadership skills, and the business analyst must have the required skills for the job.

Free rider problem

Free rider problem often occurs in project works that contains more members. A member of the team can see its chance to do less than its co-workers, because of a joint assessment.

Agent/principal problem

In this case the agent/principal will be the team member and the project manager. It is natural for man to act in its own interest, it is the project managers' responsibilities that actions between team members, the goal of the project and the organizational vision is aligned.

Reward of performance

Referring to the agent/principal problem it is important, reward of performance can be one way to align interest in an organization or a project team.

Goal setting

Goal setting of a project should be closely aligned with the project triangle, framework of the project and the vision of the organization. It is one of the key terms of project definition, to set a realistic goal.

Client satisfaction

One of the criteria of project success is client satisfaction. It is a critical factor which can not be denied. If the client is not satisfied with the outcome of the project, it is unlikely that the client will hire the same company again. Client satisfaction should be monitored all the way through the project, and requirement specification should often be reviewed to be aligned.

Profitability

For a project to be a profitability project, it means that it can earn profit. A project can be focusing on a short term or a long term goal. Depending on this, it may take some time to earn in the profit.

Teambuilding

Team building as closely related to the concept of group cohesion. Team building is important for team members, not only for their motivation to work on a project, but also for the team members to understand what each other do and stands for as an individual. Team building can also promote communication in a project team.

Leadership

Leadership covers both leadership style, but also the need for leadership in a project group. There is many different leadership styles, and the style defiantly affect the role definition, authority and responsibilities given to the member of the project.

Effectiveness

Effectiveness is also a concept there is closely related to some of the others. When a project team is effective is means that they get the job done according to the project triangle and the goal. An effective project team may also master the balance between being externally orientated and internally orientated.

Team development

Team development is closely related to people skills. For a project to achieve success it is important to set the right tem. It requires managerial skills to set the right team.

Role definition

When a project team is set, it is important to define roles and responsibilities for each members of the project. Dependent on the leadership style, authority, roles and responsibility can vary.

Externally orientated

Externally orientated project team or organizations are very much aware of stakeholders and customer-needs in the very beginning of the project. Often team plan to be more externally orientated, but focus on it too late, and when they already have the product in place (Ancona et al. 2009).

Exploration

When a firm or project team are doing radical changes in the way they are running fundamental procedures. Can be done in order to increase market value or be more competitive.

Exploitation

Companies or project teams are using existing knowledge with small improvements to create better procedures.

Rescheduling

Rescheduling is a projects ability to face reality and reschedule their original plan. There is many factors that can affect a project to go over time, why rescheduling can be a fact.

Internally orientated

Internally orientated is when the project manager is focused on the internally aspects of the team, example: person skills, well-being of the team members, cultures and so on.

Motivation

Motivation can be compared to concepts as group cohesion and the agent/principal problem. It is very important that employees in an organization or project members in a project team has motivation to do the job. If the vision is clear and aligned between the organization and its employees and other work-related factors are reasonable, employees can feel motivated to do their job. Motivation is a latent factor and very much individual, and it is very important that a manager or a leader make sure to motivate employees to do their absolute best.

Group Cohesion

Group cohesion can be seen as the glue that binds the group or project team together. Group cohesion is all the factors together that does that people want to stay in a group. Group cohesion can be latent and non-latent factors.

Communication

Communication is often described as the key to good project management. A good communication strategy is very important to keep employees, shareholders and other stakeholders in place.

Power

Power is closely related to role definition, authority and responsibilities. There are different levels of power depending on jobs tasks and so on.

17.2 Appendix 2 – Interview questions

Introduction

What is your name?

How old are you?

Gender?

How long have you been working in Maersk?

What project are you on?

How long have you been on that project?

Can you tell me about the project?

What is your role at the project?

Project manager success

NOTE: We distinguish between project manager success and project success.

Could you try to describe how the project manager can get success in his job?

What makes a good project manager?

What makes a bad project manager?

What are the most important things, for a project manager to remember?

Project success

Could you try to describe how a project can be successful executed?

What makes a project a successful project?

What makes a project an unsuccessful project?

What are the most important things to remember to make a project successful?

Project team

Could you try to describe how a project team will get success?

What are important to keep in mind, when collecting team members?

How are the roles and responsibilities defined on a project?

Completion

If you should give 3 does and 3 donts for project management in Maersk Line, what would that be?

Do you have anything else to add?

17.3 Appendix 3 – Codebook

Goal setting

Time	Julia	Time	Craig	Time	Michel	Time	Torsten	Time	Johan	Time	Diye
03:57	You can quote on this or you cannot, I've always said that, to be a good project manager, you have to have been a German General in a previous life. You have to have a little bit of that (inaudible) [04:12] sign. You have to want that, you have to need it. But you can't need it too much because there's the element of uncertainty. So I think it's a balance between loving that you don't know what you come in to every day and every week, while needing a large amount of control because without that control, you will never get that, so you have to be a little bit of control freak, the methodology, the prints to all that, anyone can learn that.	01:28	And in terms of the deliverables, is it more important the quality, is it more important to deliver on time, all of those things, and keep that balance.	05:34	I would expect that the target number two is to deliver.	06:20	Must be very goal-oriented, I think	10:24	I guess you always go back to that sort of the project management triangle, right? So you have that on time, on scope, and on cost, right? So I guess the golden - or the holy grail of that sort of project success would always be that you have all those three in time or, you know, in place, right? So it's delivered on time, it's delivered within cost, and of course it's - what's the last one? It's sort of time, cost and...	01:15	It's basically having some direction, knowing what the goal is, and gathering the team and making them hit towards the same goal,
16:26	Do, define the project properly upfront			10:07	you should always try to deliver	13:47	That is inherited in the business value that you'll deliver.			02:21	I would say to keep the goal in mind and make sure that the people, the team members are heard, team members know what the
				14:16	Well, it's - again, it's hard to avoid naming deliver. But deliver as expected.	13:50	You should fulfill the goals in that of course.			03:23	When the business goals are delivered. And the - and you can say the
				14:16	So it's something about delivering on time, project quality, (inaudible) [14:36] in accordance with what is expected.	13:54	But not only the goals that the business give you.			03:57	Again, it - it would be keep - keep the goal in mind, what are we trying to achieve, what are the
						13:58	Just - I mean if the business - or if IT is mature enough, we will be able to deliver business value and sometimes even more business value				

Team

Time	Craig	time	Michel	Time	Torsten	Time	Johan	time	Diye
11:47	So the team needs to have a good balance of different profiles. You get some project teams that have a very strong project manager who can sometimes - if the strength is in one of the disciplines of the team, there's a tendency sometimes for them to pull it in that direction. So if they're very technical then they sometimes pull it towards the technology side of it and forget about the business aspect.	09:05	And I think, thirdly, it's as a classic, make sure that your team understands what they do and why and feel good about it.	15:33	You should set up your team before you start the thing and you should have management and project manager assigned to the project that can handle a team	17:01	And that - that atmosphere of actually being allowed to sort of express the - the need for - for help. Sometimes you get that sort of atmosphere if, you know, if you can't handle it yourself, then you're weak and, you know - but - but getting - getting an atmosphere of where it's - it's - you're sort of allowed to - to actually ask for help and you actually allow to - to go out and, you know, okay, so I need to - I need some sort of assistance in actually doing this. Okay, so you can help me, you can help me, you can help. And people are actually willing to do that.	01:43	The one that communicates well, is able to motivate the team members, listens to people, gets people's opinions, team members' opinions
13:15	to the overall success. So we need to balance all of those together and be able to see what's right and wrong in terms of the discussions because there'll always be competing interests within the team.	10:07	you should always care about your team	17:47	Then you - as a project manager, you should be able to create the team spirit, and that's more for everything.	21:18	So that - that mix of people, but on the other hand also an understanding of who people are and - and what sort of personality people are coming into the project with.	04:42	team work, good collaboration within team members
		15:08	I do not think a success - it's success if you leave your the project in a way where you are disliked by all team members too and had long periods of sick leave due to stress, stuff like that. I think that's not a successful project, either, if you bullied everybody to get through, et cetera.	18:10	But of course, you should - you should have regular interactions with - with stage meetings and when you start the project, you should as a minimum, have a - keep conversation, go out every dinner or whatever, go bowling or something to start the interactions between team members to get that running.	22:42	Yeah I would say, have an understanding of how people - or sort of what personality people have and how to actually approach them. Because I mean you can have a group where everyone is just thrown into a project, right? and because they have the time and they were available. And then you have a lot of different people sitting there and, you know, if you don't really know how those people react to the way that you communicate with them, then it's going to be unnecessarily difficult. But it could be more difficult at least to facilitate that sort of communication within the group, right? So at least an understanding of how people's personality work and, you know, what are their approach to communication and their approach of problem solving, right? So are they very sort of very open mind - open - outspoken? Do they need to sort of talk their way through a problem? Or should they just, you know, be allowed to sit there and think about it and then sort of, you know, make a drawing and, you know, doodle a bit on a page and then suddenly they have the solution, right? So I mean in the end, I think a very sort of diverse group is a bonus at least for a project. But very much focused on actually being able to understand how people actually work and, you know, what makes them tick.		
				18:33	I mean the personal relationships. And you do that so far in your own environment but you can do so much more if you spend an evening doing some team building activities.	26:07:00	So does would probably be at least, you know, get a - get a good understanding of - of - of the people in the project, right? So, you know, figure out who they - who the people are and not just, you know, on the - on the surface, but actually how they actually tick and how they react		
				18:56	And also when I finish the project. I think that's important to celebrate also.				
				19:08	But I think it's important for each person going forward after the project to have a sense of accomplishment and success. And you can only get that if you celebrate.				
				20:41	So it's a matter of getting that to work. I mean figuring out what - what kind of personalities I get and then figure out a way to get these people working together.				

Stakeholder management

Time	Julia	Time	Craig	Time	Michel	Time	Torsten	Time	Johan	Time	Diye
02:22	I think the project manager's job is a bit of an ungrateful one. And I think it is actually very difficult for a project manager to be a success. I think whether a project manager can be a success or not, is a lot up to the management team and how well they understand the nature of projects because the nature of projects is that we are usually developing something, we're building something at least here in Mærsk which means that there are unknowns.	00:47	Obviously, what is success within any project varies quite a lot. So I would say that if you try to extract what the key things are, then he needs to understand the expectations of your stakeholders. He needs to understand the constraints that he has surrounding him in terms of budget, resources and so on. And he needs to basically synthesize all of those things together to keep as many people happy as possible.	08:55	I would say that the - a stakeholder management. I think what I said is also some kind of stakeholder management.	15:39	And then you should have aligned expectations with top management before beginning	06:30	Yeah. That would probably be my - I mean, and not necessarily keeping them isolated from it because of course they need to flow the information back... into the project as well, right? But at least taking that sort of initial reach-out towards the external parties and handling that communication.	01:15	And then also having good - a good relationship with the business
02:22	So I think the best way for a project manager to be successful, is to educate and manage their stakeholders so that whoever they report to, knows that just because something changes, doesn't mean this project manager is not doing their job well.	08:00	So for me, a successful project is one where the stakeholders are happy in the end. And that can be done in many different ways. Like I said, I mean it could be that they're actually happy that they didn't spend the money on the project.	09:05	It's just - I just wanted to elaborate a bit more in this particular case. But in general you could say that a stakeholder management, and that could be anything from decision makers to users to the wider landscape of stakeholders depending on the project. And what is stakeholder management? That's anything from (insubtle) [09:30] from having a cup of coffee after works with someone to go into - in Mærsk Line, going to Mumbai to meet people and just hear their perspective, to info material on the product, et cetera.	16:38	And then you should not - and also most importantly, before we get started, do not start - start creating any expectations towards - toward management...	08:08	I would say a bad project manager is one that's very interested in - very crassly said, sucking up to management but that's probably a bad way to describe it. But I mean, that sort of very focused on reporting and on having all these spreadsheets and making sure that all the time schedules are kept in a very sort of miniscule way instead of making sure that, you know, the project is actually working. Then, you know, focusing very much on, okay, so we have these estimates, why aren't we doing these estimates, and going down into that nitty-gritty. Of course there's a need for that to some extent but overly focusing on those, you know, the estimate numbers and so on instead of, you know, trying to find a root cause for whatever is actually necessary. And then on the other side of course that where you sort of reach out to the management very much and, you know, spend a lot of time doing the reporting, spend a lot of time doing that communication externally with the different managers instead of actually looking into the project and seeing, you know, why should we communicate with management and what should we communicate to management, right.		
06:38	I think I have to emphasize stakeholder management again. Stakeholder management because like I said, otherwise, you'll never be a success because we have leadership teams who still have a learning curve about projects even someone like me who - I'm an ex-consultant, so I've been doing project management for eight years, but the people I report to, they've seen projects, they haven't seen a lot of good ones I have to say, because it's not something we're great at in this business. And I struggle to get them to understand for instance, when we make a change, that it's for the better. That is not because someone's failed or hasn't done their job. So managing up, one is managing your stakeholders and members	08:55	Well, that's basically the reverse. So an unsuccessful project, there are some key stakeholders who are dissatisfied.	10:07	But I think the worst you can do is don't - is not to manage your stakeholders. And your stakeholders is also your board, you know, et cetera. Because in a way, if the - I think it's because I do consider myself a project manager. But what is a project manager? It's kind of a function, really.	16:45	because in the direction of delivery dates or anything, I mean the - the first date you said, if - if you let yourself get pressed into a corner by management...	14:26	So you have a bad stakeholder management, so you get pressure from everywhere to actually expand the scope or change the scope during your development cycle. And of course that again reinforces the fact that you need to have that isolating layer from the project manager going outside and making sure you don't have those influences at least to a higher degree.		

Stakeholder management – continuement

Time	Julia	Time	Craig	time	Michel	Time	Torsten	Time	Johan
09:37	Exactly, and just getting that defined, and getting that signed off. I'm sounding like a broken record, with those stakeholders. I think that's one, because otherwise, you have too much uncertainty when you go into executing your project. And then I think things like ensuring that you have a critical path so that you know what are the most important things to look at, what can wait. It shows that you prioritize your resources right during the course of the project. And then, say it against, stakeholder management throughout the project.	09:15	If you keep everybody happy, you can end up paralyzed or way over budget and then those – there will be somebody who's not happy because that's someone who owns the money. So of course it's some kind of a sufficiency condition. You know, so the most important stakeholders need to be as happy as possible along the way	12:10	But it's – but it's your fault if you don't manage expectations and get a mandate and provide a contingency plan, et cetera, et cetera, et cetera. So I think those are your tasks and those are ones you need to perform. But I still really consider this under the realm of stakeholder management combined with a few, let's say, project management tools	24:04	you need – another also, keep revisiting your – your clients. Keep revisiting your stakeholders.	26:07	The other one is be very proactive in – in – in isolating the – the team. We have – even, though, Maersk Line is – is, you know, not quite as top heavy as it was in – in the old days, it's still a – a very sort of, you know, top down organization. So, you know, you should be aware that there's going to be pressure from – from the top and from maybe even several other sides as well. So make sure that you're the one that are actually handling that pressure and that – that pressure goes through you. So – so, you know, have the development teams suddenly being overwhelmed from the outside.
09:37	And then user involvement comes back to stakeholder management as well, but making sure that whoever uses your project, or the product that you're delivering, if it's a process, if it's a new system at the end that you involve them as well because projects who spend two years developing something and then not involving the users and then rolling it out to a bunch of users who's never seen it before and who hasn't been involved is very rarely going to be successful when they might have been successful in building it, but they're going to have a very difficult time rolling it out.			12:10	So in all of (inaudible) [12:41], the worst thing you can do is not to manage your stakeholders, including your board, et cetera.	24:26	business side close, especially your – your sponsor. Usually from the business hours also. because he's the one that in the end has to approve what you deliver. So the closer you're keeping along the way, the – the greater the chance of him accepting what you're delivering in the end. But here also – usually, he cannot – he or she can also be a great tool when things start to grow haywire, to –		
16:35	And then the second one is, Do manage your stakeholders. Educate them because people know very little. And what's the one. Push the boundaries if the status quo, I think is actually what I'd say. There's a lot of legacy in this company.			14:16	And that entails my favorite topic, stakeholder management	25:32	Maybe don't – I think that's the most important actually. Don't fall – don't crumble under the pressure of management.		
17:08	You know, you've been told, "This is your project, but you only get this number of people to do it," or, "You only get this time to do it," or, "You're only supposed to look at these processes." Push it.					25:47	there is – and I – and I notice this in Maersk. Management sometimes want the impossible. And it's okay to say no.		
17:20	Because actually, a lot of the time, you know more about this than the people who gave you these boundaries. So if you argue your case and push the boundaries, they'll listen. So keep in mind, you need to do what is best for the business not what's best for the project.								

Framework (execution plan)

Time	Julia	time	Craig	Time	Michel	Time	Torsten	time	Johan	time	Dige
02:22	So we can't or a project manager can't plan everything to perfection when he's given a brief and saying, please be the project manager for this project. They can't get everything right upfront. Things will change as we go along. But perception is often that when we change things as we go along. It's because the project manager is not in control and would not do their job well.	01:28	And then they also need to be able to maintain focus and understand what's important and (so that) [02:14] amongst all of the noise that's constantly impacting the project, what's really the thing here that adds value.	0,54:86	Yes, you need to have a plan, you need to have those kinds of things. But again, you need to make sure that your plan is within expectations of your stakeholders.	03:52	So when I took over the project, the first thing I did was of course to have the different activities prioritized and estimated and made a plan. And that showed that we could deliver – maybe we could deliver a first version in a pilot...	10:52	So you have that sort of – the scope is correct as well. But it's always been sort of set up that you have like, you know, those are the three different, you know, parameters that you can get to and choose to and then, you know, that's where we're actually heading, right? But of course from my point of view, that would be a successful project if you reach all those, right? So of course cost and time would be very much external, you know, towards especially cost, towards management time. I guess both towards management but also towards the users, right? And quality of course always towards the users especially, right? So those three will probably be what I would describe as sort of the ultimate successful project at least.	02:55	It's having a framework, I would say. Having a framework to follow in a project so that you know when things need to get done, at which stage. And having set procedures on how to do things.
09:11	For me, it's a couple of things. I think getting right up front what it is you need to do, is crucial, your baseline, so getting your scope defined, what is it we're supposed to deliver, what resources do we have to deliver, what time do we have, what cost do we have, and can we then deliver that scope with these things?	04:17	So there are different things, depending on which phase you're in. So as the project's starting up, then I think it's very important to align on expectations. And generally, expectations are almost always too high in the beginning. People always think that this is going to solve all our problems and it's going to be quick.	0,54:86	[I've never tried] [13:40] that I could do a detailed plan and just execute on it for two years. So it's not only about plans. Plans is like a basic. But I think it's more about what you do on – it's that day to day basis and, let's say, about your strategic communication around the project. So it all boils down to another aspect of stakeholder management.	09:15	Keep revisiting your plans and keep constantly checking that you are in the right path.	11:50	But, you know, you've got a successful project because it was in time, scope, and on budget	03:57	keeping in mind what makes a project a project, what – what are the benefits that needs to be earned from the projects and make sure that the – the entire process is leading to that and all the efforts in the project are leading to that.
11:22	During the execution, I think you might have projects where they got there in the end, they delivered what they were supposed to deliver, but it might have been a big, old mess, the people working on it might have been unhappy. So I think, you need to have a professional execution and some calm around the project. And with that said, if what you end up building is actually not used by the business, or doesn't deliver the benefits that it's supposed to do, then I don't think that project has been successful.	04:40	And most often it will be neither of those. But at least, you know, they need to be upfront about what can and can't be done within the scope of the project, what's a realistic timeline. And it's a lot easier to take those discussions in the beginning than it is a week before you're supposed to deliver and announce that you're six months late. So the early you take those discussions, the better. But a lot of people tend to think, "Ah, I think we can manage it or we'll take that discussion later."	26:52	And the thing which I think is also – it's also related to economy and it's also of financing, but it'd be from a different perspective. We work very, very – and I think it's also related to – it's not as [inaudible] [27:13] I said early on. We do operate with a financial calendar and we have – we are who we are and of course we should do that. I'm not questioning that at all. But projects don't follow calendars.	10:36	The project back to – I've taken all the projects and I would have set up the project very differently than the setup that I inherited. It was set up as an agile project. The challenge is that we have our development sitting in Southern Spain.				

Framework (execution plan) – continuement

time	Craig	Time	Michel	Time	Torsten
06:03	Well, it would be doing some of those things that I just mentioned. So first establish what's really needed. Often, what you're being asked for in the beginning is not what's really needed. So I've had quite a lot of projects over time pushed in my direction where I've fought hard to have it cancelled. And I consider that to be a big success that we didn't do the project because it was basically pointless.	27:29	Projects follow project plans and schedules, et cetera. So let's just say that we have a project that runs from November 1 st to March 1 st . It does not really make sense because as it is – today, I know there are always ways of working around it, but like, in theory, it means if you start a project in November 16, you should basically have a budget – ask for a budget for it in September 15.	10:57	And the way to do agile is to have the developers close so that you can interact with them on a constant basis. I mean, face to face basis, sitting almost next to them.
06:28	It could be achieved through other means or the end goal was never going to be achieved by that project no matter what we did. So that would be for me a success that you don't even do the project because it was never going to achieve whatever it set out to do. Then you have the typical project which is you've been given a set of goals and then you establish which ones of those are really achievable, how long will it take to do that, and what resources are needed. And then it's a matter of putting all of those together and ensuring all the way through that you'll actually have what you need and deliver the things that you've committed to and keep everybody happy along the way. And when I say everybody, that's the people in the project team but also the stakeholders or the people who are either the owners of the resources, the owners of the budget, or the end recipients of the output from the project. So you need to keep everybody in the loop at the right time. Some people need more focus at certain times and other people need focus somewhere else. But you need to keep your eye on everybody all the time.	28:08	Which is quite a while beforehand. You probably don't know what you need to build or deliver at that point in time, which is a bit odd. And you ask for it for a calendar. And just assuming that you would know what you were to build, why would you ask for – to do that, it's related to a calendar...	11:14	And then I'd be able to do the agile part of the development. If you have people sitting across Europe, you are not able to adjust with short notice and be flexible as it is meant to be in an agile setup.
20:23	Realities change during a project, you know, or you change project along the way. So it's important that they have a, I'd say, a fundamental mindset of what it is that creates value for us. But then they also need to use their own initiative to identify the things along the way	28:32	...if you – just assuming that you push the project one month forward or backwards? You – either you're completely without – out of bounds. So I think there should be a very different – if you have what I stated earlier, I think it would be able to allocate money for a project based on what the project sponsors assigned.	13:09	I would say that can be said very short. Delivering basis value at the expected time, at the expected purchase and...
		29:03	that you still have a financial calendar and need to make forecasts, et cetera, et cetera.	13:23	hopefully superseding the expected quality.
				15:35	You shouldn't run an agile setup with people across the world...
				15:39	You should have done your requirement and analysis before starting development. And – yeah, there are several other things. But as – in broad terms, you should do your homework before you start (coding) [16:01] the thing.
				29:33	I mean do it and do it fast and to do it agile. And we'll get so much benefit from that, also time-wise.
				29:45	Rather than trying to do this semi-agile, semi-morpho projects that we are trying to run now. Haven't you heard any other projects that are trying to do agile? I think that my project is actually the only one right now.

Communication

Time	Craig	Time	Michel	Time	Torsten	Time	Johan	Time	Diye
01:28	So be that either managers or counterparts from other projects. So they need to be well-rounded in terms of their communication skills.	05:34	I think there are two things. One thing is to be transparent and, let's say, operate to use one of the values. But basically, the guys that we work with - guys and girls - in ship management are - a lot of them come from (the sea) [06:04], operation people, and there are not - it appears to me that there are not too many hidden political agendas, et cetera, et cetera. So what they care about is that you basically provide sufficient - too much information that you deliver on what you promise and you raise risks beforehand, et cetera. So it's very much about being, let's say, communicating (proactive) [06:43]. But first and foremost, proactive (inaudible) [06:46] and upright project manager. So that's my main impression right now.	05:14	I mean, on a personal level, I try to strive to be honest and not give any BS upwards in the food chain. I mean, you could probably meet project managers in all organizations, of course, that would not be so forthright and honest about everything that - as I am. But I've - my experience tells me that the more open you are also when things are not going so well, the better you can adjust expectations. And the easier you can also get acceptance for if you have to change anything in the project triangle, be it time or...	05:08	So especially, you know, when - you know, often you end up in the situations where you have a fairly large amount of sort of administrative problematic scenarios where it's usually things aren't really working because, you know, communication or, you know, someone's not really getting the proper - doing the proper work or, you know, you don't really have the best communication and so on. So very much in terms of that communication, both towards other projects but also towards the top management, right. So being that sort of middle layer and that sort of communication layer, isolating the project a bit from the external world, right, so.	04:42	I would say communication,
03:23	And if you can make that transition successfully, that obviously makes things easier. Other things that I've seen people do are that they're very poor at managing relations outside the project. So they can perhaps have quite a successful relationship with their project team but if it was - runs as an island and they keep everything hidden from the outside world, people become more and more uncertain about what's going on. And they can even be in a situation where they are actually delivering. But if they're not communicating it out in a good way, then they can quickly lose support from the outside environment but it's always better to take that type of thing earlier. And then once the project is progressing, then they need to remember to keep everybody informed and keep their hands on the details so that they - or I would say keep a sufficient hand on the detail so that they don't lose control of things. But not going into them so much that they lose the overview. So there's that - always that fine balance between digging down into things to make sure that they understand what's going on but not so much that	17:48	You can do it the first time. Don't keep doing that. So - and if you don't deliver, I don't want to find out because I'm wondering why I didn't receive anything. Tell me before. And don't tell me like, say end of business or on March 23 rd , tell me March 23 rd at (inaudible) [18:10] in evening. "I'm not going to be able to make it." Right, you kind of knew that like half a day ago.	07:37	In my point of view, a bad manager is the one who keeps telling top management everything is standing when it's not	03:30	I think it's very much part of the fact that - or from my point of view, it's very much, you know, you should be aware that you're a part of a project team. So you're not sort of - you know, and I know it says manager but you're a part of that team. You're not just sort of the guy sitting on top making all the decisions. You are part of actually making that team work. So in order to actually make that work, sometimes of course the project manager needs to do that sort of proactive work, and actually getting sort of the feedback from the team. And that interaction with the team is very important from my point of view at least.	06:07	I would say, in Maersk Line, we have the project model, so we follow the project model
05:14				12:12	Communication is the biggest challenge when you're not sitting together.	15:13	And again, from within that sort of the thing, right, so you have a team that actually supports each other and you have that communication between the parties and make sure that, you know, okay, so I have a problem, okay maybe I can help you with that.		

Communication – continuum

Time	Craig	Time	Torsten	Time	Johan
10:31	Again, I would say be clear about what needs to be delivered and communicate clearly what you're actually going to deliver and when as early as possible. And also, ask for the resources that you need as early as possible so you don't bring surprises on people. And then keep communicating with everybody in the team and outside the team, I think are the biggest things that I've found to influence whether it works or not. Of course there are lots and lots of different reasons why projects fail.	12:15	Because then you have to send an email what do you mean by that. And time just passes...	17:01	I think it's very much, again, communication. And I mean if - if - if the right hand doesn't know what the left hand is going, of course, then - then you have a problem. And then it's very difficult to actually figure out how to solve the different project - problems. So try to highlight whenever you have a problem and trying to - to get that problem solved by the whole crew instead of just having one person sitting around trying to - to, you know, handle whatever problem is actually there. So communication from - from my point of view internally, of course, that - that is very important for me.
11:08	this didn't work because those two systems didn't work together. That's true, but 90% of the time, it was some communication related thing which could have resulted...	12:22	Rather than having all on the desk and you'll have them back here in five minutes.	19:53	But if there's a possibility of actually being able to do it, of course, then people who are able to - to, you know - at least some people who are able to facilitate the communication within the group. So at least having - you know, you may have some people who are very close down and, you know, they are comfortable just sitting in the corner and doing their work and that's about it, right? So - but having those people, at least a few people in there, so having sort of a - you know, it's good to have a mix of people in there. So you need to have someone who's able to - to facilitate that communication in the group. You need to have - you know, it's not necessarily you always (pattern) [20:45] those people who are just, you know, sitting in the corner and, you know, closing down and doing their work. Because I mean they - they usually get a lot of stuff done. Whereas it's sometimes also necessary to have the people that talk a lot, you know, sort of facilitate that communication. But I think it's - it's important to have that mix of different types of people here. I mean I've - I've worked in projects where you have, you know, some very sort of - very...
11:19	...earlier or later. So either some people could have talked together and made those two systems work together or two people could have talked together and agreed that that wasn't needed. So it's very often about the communication in the end.	12:31	You don't have the direct communication which is - I mean, part of the language and the tonation of voice and things like that is I think is 72% or 73% of human communication.	21:18	So you have sort of - of course - and that was actually a project with some fairly introverted people so we have a very sort of - and they have sort of this, you know, very quiet personality, so sort of sitting - sitting there thinking. Suddenly, they start talking, right? And then they've, you know, formally everything in their head. And - and that - that leads to a lot of very quiet meetings, right? So people were just sort of sitting there, looking at - looking at each other and then suddenly - okay, so I was thinking we should do this, right? And then it's sort of, you know, get that sort of - but you don't really get a - necessarily get a - a dialogue up and running. And on the other hand, you get the same with, you know, people like me, for example, who, you know, like to talk a lot. And - and, you know, I sort of think aloud. So - so - and that's not necessarily always good because then, you know, you shouldn't have people sitting on the opposite side of the table saying, okay, so - and start questioning what you're saying because I'm not necessarily saying what I actually need to say. I'm just saying what I need to - to sort of work myself towards the solution, right?
21:09	So one would be to make sure that you maintain a good communication with all of your stakeholders especially in the business because that's an area where traditionally, a lot of the IT projects have not been very strong.	12:57	face to face is by far the best way of communicating.	26:07	And I think perhaps, you know, sort of following on the - the understanding of the project team, at least getting - then having that sort of - setting up that sort of free space for - for communicating. So not necessarily having, you know, every single time you have a meeting just about, you know, progress, progress, progress.
		19:18	And you - and you communicate and make a fuss what we've been doing, see how successful this has been and things like that.		
		23:36	Be honest and forthright		
		26:26	And I think it's important. Rather than saying, okay, being afraid of getting fired or whatever. Just saying okay and then planning to be a failure from beginning.		

People Skills

Time	Craig	Time	Michel	Time	Torsten	Time	Johan	time	Diye
01:28	I have met lots of different project managers, some of them who theoretically should have been good and who weren't, others who don't really have perhaps the background that you would expect but who were very good in the role. So there's no one key element that makes them good. But I think the sort of general characteristics and ability to communicate well with people at all levels, so the people within the team and also the externals	15:52	because that's a (inaudible) [15:53]. But the point is that it should not be because they're so fed up with everything related to the project and your style, et cetera. So I think that it's - it comes pretty high up on the list because we are - our basic ability to deliver a project is our people and if people leave when you are not the same capabilities. So like, you know, (sustain respectability) [16:21], you should never forget that.	15:39	They get the team spirit running and have the right skills. As we talked about before, the whole...	03:22	You know, they don't see themselves as being sort of the leader of the project but more as sort of the ones that are actually supporting the project and making sure that everyone is sort of - well, you know, making sure that all the different roles in the project are actually supported, so very much with a supportive role. And then of course that then requires them of course to take the responsibility for the entire project. But still, I mean that sort of role where they make sure that the people that are actually doing work in the project are actually also the ones that are getting the support instead of, you know	04:42	Yeah, of course, you need the basic skills depending on the project you are on, you need the project skills within the team as well.
13:48	In terms of putting the team together, then again, it's important to have a mix of different skills and personalities in the team. So you've got people with the more technical mindset and others with the more I would say business focus. Some people will focus with, I'd say, a greater creative drive. And others focus on actually getting things done.			16:29	the whole palette of different management skills.	05:08	For me, it's probably someone who's willing to listen to the different team members and are willing to, you know, take the - sort of take that work of actually smoothing the road for the different roles in the project. So oftentimes, of course we have interfaces with different systems you need to go - you know, you need to reach out to other people in the organization or even outside of the organization. And in those cases, being that sort of insulating layer where it goes through a project manager who's actually responsible for getting that sort of initial contact up and running and making sure that the contact is sort of established well enough that you can start working based on that.		
				22:58	Use the project model, for starters. And then depending on the person, he or she will get a different set of roles and responsibilities. So it's just depending on what do I need the person to do in a project basically.	07:15	That's very much my feeling with, you know, sort of a successful project manager from my point of view being in the project, right. Of course it's very much sort of looking out from the project. But that sort of isolating layer, making sure that also, you know, any reporting and so on is sort of pushed outside of, you know, the - you could say sort of the proper work. But still I mean, there is sort of that need for the reporting times of course but that shouldn't affect the work being done in the project, right? It should be something that actually reflects the work being done in the project.		
						07:52	And that isolating layer again from the project manager's side is what I see as a very sort of key factor in having a successful project manager.		
						15:13	I think it's sort of thinking outside of your role but making sure that you handle your own role and the tasks that those - that that role actually gives you. Because of course you have a set amount of tasks that you need to handle within your role in a project but you should always think outside those tasks. I mean, always make sure that whenever anyone actually needs that support, you could also make sure that you actually have that support.		
						15:13	You know, it may not be my role but I know something about it or, you know, I can help you get some contacts or whatever		

Roles and responsibility

Time	Julia	Time	Craig	Time	Michel	Time	Torsten	Time	Johan	Time	Diye
	<p>I think it's about looking at not who you are in the team and then saying well, we're these four people and we need to deliver this project. I think you need to try to, despite the fact that it's of course, difficult to look at what capabilities do we need in the project, and do these four people meet those. And let's say one actually fits nowhere, you have to make that call and take that person out. I think because in order for a team to be successful, you need to make sure it's the right thing that's in place, and then I think clear segregation of duties, so clear responsibilities.</p>		<p>I would say there are – again, there are many different ways to fail as a project manager. The most common one that I've seen is amongst people who are doing it for the first time. And in that case, then the typical thing you see is that they were promoted perhaps because they were technically skilled or one of the most competent people in the team. But when they step into a project manager role, they can't keep their hands off the details and they keep on getting pulled into solving problems themselves. And the thing that I've tried to explain to people in that situation, you know, who were taking on their first project management or management role generally speaking is they need to transition from thinking how will I solve it to who will solve it.</p>		<p>Of course, as a project manager, you need to be pushing sometimes and drive your team to deliver the best possible, et cetera. But you don't want half your team resigning during the project. It happens if it's for only a project...</p>		<p>You need to be able to work on an overall level and in detailed level and everything in between. You have to be really versatile.</p>		<p>I have had experience with project managers who were sort of very top (work)s [04:26] focused, right, so very much focused on making reports and stuff. And that's always ended up with a – maybe the project went through, maybe not but, you know, from a success point of view, it was never, you know, that project manager's benefit or, you know, wasn't their fault that the project either, you know, succeeded</p>		<p>You can say here in Maersk Line, it's basically an organizational defined responsibility regardless of the project. I'm solution architect regardless of which project I'm on. I will always be the solution architect. And at the same time, it's also partly the project management – project manager's role to apply the general role in a – in a specific project context.</p>
12:46	<p>So breaking things into clear work streams, giving people responsibility, people like responsibility for a chunk of work rather than tiny deliverables, being micromanaged. So making sure you have clear roles and responsibilities and accountability. So for instance, our work stream leads aren't seeing your people, but it's been made very clear to them you are responsible for this work stream. No one else, you are. But on the team's side, it's great as well because it actually makes them feel like well, actually, it's quite important that I go to work every day because otherwise, this work stream is going to fail. And it's an integral part of the project.</p>	02:42		15:08	<p>I think evidently they need to deliver. But they need to manage expectations. So I consider everybody working on my projects as project managers by definition. So – and what do I mean by that? I mean that I do not detail, I don't plan their work. I expect everybody – so okay. It's a team manager and prince 2 or whatever. But I expect everybody to be able to plan their own work, plan workshops, et cetera, if required, execute on it, communicate the plan and bounce it off with me, tell me if the plan is threatened, if there are issues, et cetera and work within a mandate. So if I say, "You go talk to, you go fix." I trust you make the decision, don't come twenty times and ask me. Let's make it clear the first time.</p>	06:20		03:22		05:30	
13:52		13:10	<p>If not insight, then at least respect... for what it is that that role or person, whatever it is it's going to contribute...</p>	16:43		06:37	<p>That's what I'm trying to say. You also have to be able to lead a team. And at the same time, you also need to be able to talk to the – interact with top management. That's two very different things also.</p>	19:09	<p>I would say it's probably in the project manager to at least to some extent – fairly large extent because they are the ones that are necessarily pressing for – for – for getting a project – product done in – in a project, right? So – and it's very much that pressure that – that can – can be used to either, you know, make it difficult of make it easier to – to – to communicate within a group. So of course, the – the project manager will probably be the one that will sort of the main person responsible for creating that atmosphere.</p>		
14:43	<p>Too many cooks spoil the food. And then, I like to work with work stream leads. And then, looking at each work stream and the scope that work stream has to deliver, you can then say, "Okay, well, does that work stream need additional resources to help them?" But again, clearly define that those are resources to do deliverables, assign to them by the work stream lead. They are not leading the work stream.</p>	13:48	<p>In terms of putting the team together, then again, it's important to have a mix of different skills and personalities in the team. So you've got people with the more technical mindset and others with the more I would say business focus. Some people will focus with, I'd say, a greater creative drive. And others focus on actually getting things done.</p>			06:58	<p>You have to be kind of a bipolar personality, I think. You need to be really versatile. I mean, you have to be able to stretch because normally or in other – many other job functions, you are either very detailed level – on a detailed level... And when you know it's not, you should, in my point of view, be honest about it because otherwise how can you expect top management to trust you going forward. Yeah. A lot of people are – many project managers of course in other organizations are afraid to communicate the problems and issues with top management. From my point of view, they're there to help you.</p>	24:44	<p>Well, usually it's – it's fairly static, right? So you – you usually follow that, you know, whatever methodology that – that you set up, right? So we have specific roles and – dictated by whatever methodology that you're working with. But of course, you need a – to some extent, you have a – a fairly standardized set up, so, you know, IT development, you have to have some developers. You have to have some testers. You have to have some – some IT business people. You have to have some, you know, project manager, whatever. You need sort of those people. But that's often times at least from – from what I've experienced is – is very much based on your methodology and the methodology approach rather than actually going back and seeing, okay, so which type of project are we actually working on here? So it's very much sort of taking that methodology and – and trying to squeeze down over the project and – and the result that you're getting out of it, right? So are you working on a very agile approach or is it a very much a sort of waterfall approach and – and, you know, which – which types of people and how many of those roles do you actually need in those situations?</p>		

Time	Torsten	Time	Johan
17:59	I mean there's not a defined recipe for that. That comes down more to the personality of the project manager, I think...	32:15	I mean project management, I've experienced, you know, a vast amount of different project managers actually and – and I think it's very much a question of just that sort of, you know, being part of the team, making sure that the team is actually, you know, thriving instead of having that distance and – and – and thinking that the team is just sort of, okay, they'll do fine on their own because they can – you know, you – you may have a – a group of the most, you know, well...
		32:46	well super, super people and, you know, they – they – they know exactly what they're supposed to do. But, you know, if – if you don't support them, even they will actually will, you know, eventually break down, right? And they'll just sort of end up in – in that quack mark.
		33:01	I mean making – and of course, making sure that that management is also balanced towards what you're actually expecting to – or what – what sort of you need to expect, right? So of course you're not going on micromanaging people who are very good at what they do. But at least, you know, go in and support them in what they do.

Co-location

Time	Julia	Time	Craig	Time	Torsten
06:38	second thing I'd emphasize for projects in Maersk is, not working in silos. People do a lot of - old school Maersk, little kingdoms, and there's a lot of legacy left on that which also means that when people do projects, they tend to look at how that project impacts their organization.	09:15	And there are different ways you can do that. And one thing in particular is to actually bring them together. Because if they sit isolated, then they have their view of the world and can be extremely dissatisfied with the way the things are being done. If you can get them into the same room, there's a greater chance that you can get them to see the big picture and agree on what is best for the company overall. So that's a good way of avoiding the situation where you have different stakeholders all sniping at the company...	17:32	In my point of view, they should physically be together, I mean in same room...
17:38	Don'ts, Don't build things in silos.			28:55	But having people sitting all over the world, different time zones and everything that comes with that, we need to figure out how we do that. So one way for that could be if we want to do a project and a strategic initiative as this project is, maybe an idea could be to reserve room somewhere at (inaudible) [29:18] or here, somewhere in - or even hire a room in Copenhagen. Having people flown in, having them here for a while, you know, three, four months, while the - the project is running rather than having the project run for two, three years.
				31:12	And people flown in and have them living in hotels or whatever and get to work every day in some location in Copenhagen while we assist together in the project. And you have these prints where you're - and then you can do it really agile.
				31:38	But I also know that this will be a challenge because we have key resources sitting in England as maybe (inaudible) [31:45] but we also have people in the states. And over there, you have a big time difference. So how to handle that and not everybody can - maybe they have small cases, come up, fly up for two, three months, whatever. It will be - it will be difficult.

17.4 Appendix 4 – Survey

21/7/2016

Survey about project management for a Master Thesis

Survey about project management for a Master Thesis

Dear contender.

This survey is for a Master Thesis at CBS.

The survey consists of 18 questions, about project management.

The survey is anonymous.

It will take about 6 minutes to complete.

* Required

1. If you should categorize yourself into a position, which one are you? *

You can only choose one

Check all that apply.

- ☐ Project manager
- ☐ Team member (student ass., BA, TA, etc)
- ☐ Program manager
- ☐ Stakeholder to a project

How much do you agree in the following statements:

2. A goal for a project should be set upfront. *

A goal is the purpose of the project and the benefits to be realized

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

3. A project plan for a project should be determined and locked upfront. *

Locked means, that it cant be changed.

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

4. A project plan for a project should be revisited very often through out a project. *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

https://docs.google.com/forms/d/1sgSnmo5_63643J7dwq53-dfgbPZ9vOwFk7eGU7PWIE/edit

1/4

21/7/2016

Survey about project management for a Master Thesis

5. It is natural that the project plan changes over time, so it suits the time and context **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

6. A goal for a project can change over time **A goal is the purpose of the project and the benefits to be realized**Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

7. A project manager needs to understand the bigger picture of a project **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

8. A project manager needs to micro manage* **Micro Management: Knowing exactly how the team members are doing their job, at all times.**Basically something the manager could do himself.**Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

9. A project manager needs to balance between stakeholder management and his team members **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

21/7/2016

Survey about project management for a Master Thesis

5. It is natural that the project plan changes over time, so it suits the time and context **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

6. A goal for a project can change over time **A goal is the purpose of the project and the benefits to be realized**Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

7. A project manager needs to understand the bigger picture of a project **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

8. A project manager needs to micro manage* **Micro Management: Knowing exactly how the team members are doing their job, at all times. Basically something the manager could do himself.**Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

9. A project manager needs to balance between stakeholder management and his team members **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

21/7/2016

Survey about project management for a Master Thesis

15. The project team will perform/communicate better if they were present on the same location **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

16. The project team should sit on the same location (in the same room) **Mark only one oval.*


	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

17. The project team should not focus on knowledge sharing internally and between projects **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

18. The project team should learn from other projects success and failures **Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
I do not agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I do very much agree

Thank you so much for your help!Powered by
 Google Forms

17.5 Appendix 5 – Survey responses

The project team should learn from other projects success and failures
The project team should not focus on knowledge sharing internally and between projects
The project team should sit on the same location (in the same room)
The project team will perform/communicate better if they were present on the same location
It doesn't matter, that the project manager gets to know the strength and weaknesses of the team members, as long they are doing their
A project manager should give the team members responsibility for their own project products
A project should have different profiles on the team (such as technical profiles, business orientated profiles)
The project manager should focus on creating high performing teams
Team members should not be 100% involved in stakeholder management, but be informed by the project manager
A project manager needs to balance between stakeholder management and his team members
A project manager needs to micro manage*
A project manager needs to understand the bigger picture of a project
A goal for a project can change over time
It is natural that the project plan changes over time, so it suits the time and context
A project plan for a project should be revisited very often through out a project.
A project plan for a project should be determined and locked upfront.
A goal for a project should be set upfront.
If you should categorize yourself into a position, which one are you?

Team member (student ass., BA, TA, etc)	8	5	8	9	3	10	1	9	6	4	9	10	1	9	10	3	8
Team member (student ass., BA, TA, etc)	10	1	10	10	10	10	1	10	10	10	10	10	1	10	10	1	10
Project manager	8	4	8	9	8	10	5	8	6	9	10	10	2	10	10	4	9
Team member (student ass., BA, TA, etc)	10	1	10	10	10	10	1	10	10	10	10	10	1	10	10	10	10
Stakeholder to a project	10	10	10	10	10	10	6	7	10	10	10	10	8	1	1	6	9
Team member (student ass., BA, TA, etc)	7	7	7	6	2	8	6	8	7	9	8	8	4	5	7	3	9
Program manager	5	1	10	10	8	10	3	8	4	9	9	9	8	9	9	8	8
Team member (student ass., BA, TA, etc)	1	3	3	4	3	10	9	10	5	8	8	8	4	8	2	7	7
Project manager	8	3	9	8	8	10	1	8	5	9	8	8	2	9	9	2	9
Team member (student ass., BA, TA, etc)	10	4	9	9	7	8	1	6	4	7	5	7	8	8	7	1	9
Team member (student ass., BA, TA, etc)	8	1	7	7	8	10	3	10	1	6	10	8	1	9	5	1	10
Project manager	10	7	9	4	9	10	8	9	9	9	2	9	3	9	8	6	10
Team member (student ass., BA, TA, etc)	10	3	6	10	8	10	3	10	1	8	8	7	3	8	7	4	8
Stakeholder to a project	10	8	10	9	8	10	6	8	7	8	6	9	6	8	8	5	9
Program manager	8	1	7	8	8	10	3	8	3	8	10	8	3	10	8	3	10
Project manager	10	5	10	8	1	10	1	7	5	8	10	10	1	10	10	1	10
Team member (student ass., BA, TA, etc)	8	4	8	10	4	10	3	7	8	9	10	10	8	10	10	8	7
Team member (student ass., BA, TA, etc)	9	5	7	8	3	10	2	9	5	10	10	10	2	2	2	2	10
Team member (student ass., BA, TA, etc)	10	1	10	10	1	9	3	8	9	3	9	9	4	1	1	8	8
Project manager	10	1	10	10	8	10	3	10	8	10	10	10	1	8	8	1	10
Project manager	10	9	10	9	10	10	5	10	7	10	10	10	1	4	1	8	10
Stakeholder to a project	10	1	10	10	10	10	1	8	7	8	10	10	2	8	6	1	10
Program manager	10	1	10	10	7	9	3	9	7	9	10	10	2	9	9	1	10
Team member (student ass., BA, TA, etc)	9	3	7	8	6	8	2	7	7	5	3	3	2	3	3	2	9
Team member (student ass., BA, TA, etc)	8	6	9	8	9	10	9	9	10	10	10	10	8	10	10	1	10

Team member (student ass., BA, TA, etc)	10	10	10	10	10	9	4	8	4	8	7	10	3	10	10	3	10
Team member (student ass., BA, TA, etc)	10	5	7	10	8	8	2	9	4	5	9	9	3	9	3	1	10
Project manager	7	2	9	8	9	9	1	8	3	8	10	9	9	9	8	2	8
Team member (student ass., BA, TA, etc)	10	8	10	8	3	8	2	4	7	5	8	8	2	7	4	2	8
Team member (student ass., BA, TA, etc)	7	6	6	6	2	9	3	8	3	8	9	6	1	7	7	1	9
Team member (student ass., BA, TA, etc)	9	2	9	9	7	7	5	6	8	9	7	8	4	9	8	4	8
Project manager	10	8	10	9	1	10	4	8	6	6	10	9	8	6	3	3	10
Project manager	10	1	10	7	7	10	2	10	10	6	6	9	8	10	8	1	10
Program manager	10	1	10	10	10	10	3	10	8	10	10	3	6	10	10	1	10
Team member (student ass., BA, TA, etc)	10	1	10	10	10	10	10	10	10	10	10	10	1	10	10	1	10
Project manager	10	1	10	10	5	10	1	10	10	10	10	10	1	10	10	1	10
Team member (student ass., BA, TA, etc)	10	1	10	10	10	10	3	5	4	7	10	10	1	10	10	5	10
Team member (student ass., BA, TA, etc)	7	6	10	8	9	10	3	7	1	8	8	8	1	7	4	3	8
Project manager	10	9	10	10	1	10	1	10	3	10	10	10	1	10	7	1	10
Team member (student ass., BA, TA, etc)	8	3	8	8	5	9	1	8	8	3	9	10	1	8	8	2	8
Team member (student ass., BA, TA, etc)	10	3	3	9	3	10	1	10	5	10	10	10	4	9	8	3	9
Team member (student ass., BA, TA, etc)	10	5	10	10	10	10	1	9	10	10	10	9	3	8	7	1	10
Team member (student ass., BA, TA, etc)	8	3	7	10	8	8	4	8	8	8	8	8	3	7	3	3	5
Program manager	10	3	9	10	8	10	3	10	8	8	9	8	3	9	6	3	9
Team member (student ass., BA, TA, etc)	10	3	8	7	4	8	2	9	5	9	8	7	8	8	8	3	8
Team member (student ass., BA, TA, etc)	10	6	7	10	5	10	1	10	3	7	8	8	3	10	8	1	10
Team member (student ass., BA, TA, etc)	8	5	8	5	1	10	1	8	1	9	10	10	1	5	5	1	10

Team member (student ass., BA, TA, etc)	10	6	6	6	9	10	4	6	5	6	10	9	1	9	6	1	10
Team member (student ass., BA, TA, etc)	9	5	3	8	2	9	1	7	8	9	7	10	1	10	9	2	8
Team member (student ass., BA, TA, etc)	8	3	5	9	9	6	1	4	2	8	10	8	2	9	7	2	10
Team member (student ass., BA, TA, etc)	8	7	7	6	8	9	2	7	1	8	8	8	3	4	2	2	9
Team member (student ass., BA, TA, etc)	10	7	9	10	2	10	2	9	10	10	9	10	2	9	8	1	10
Program manager	10	5	10	5	3	10	4	10	4	7	9	8	2	8	5	2	10
Team member (student ass., BA, TA, etc)	10	3	8	7	6	9	1	9	3	8	9	8	5	8	7	4	9
Team member (student ass., BA, TA, etc)	8	4	8	8	8	8	2	8	8	6	8	8	3	1	1	3	8
Team member (student ass., BA, TA, etc)	10	1	10	10	10	10	1	10	10	10	10	10	3	9	2	10	1
Project manager	8	1	8	9	7	10	1	10	3	8	10	8	3	9	9	2	9
Team member (student ass., BA, TA, etc)	10	6	10	10	10	10	1	9	1	10	10	10	7	10	8	1	8
Project manager	10	2	7	8	2	9	2	9	1	10	9	8	1	2	1	1	8
Project manager	10	5	7	9	9	10	1	8	1	8	10	10	3	9	8	1	10