

# INTERNATIONAL PROJECT MANAGEMENT (APPEL-IPM)

## BACKGROUND

The International Project Management course is organized by the NASA Academy in collaboration with NASA's partners in the International Project Management Committee (IPMC), a group of more than 20 space agencies, companies and research organizations from around the world. The IPMC members meet under the auspices of the International Astronautical Federation to share experiences and best practices and to pursue joint initiatives that nurture the skills of the global space workforce through improved training, knowledge sharing and related activities.

In 2010 NASA worked with its IPMC member colleagues to review and then revise the International Project Management Course to include instructors and panels from ESA, JAXA and other IPMC member organizations and to involve students nominated by IPMC member organizations. The first revised course – IPM-5 – was held during the week of February 28, 2011 at the Kennedy Space Center Visitors Center.

Building upon a highly successful IPM-5, APPEL has offered the second, third, fourth and fifth iterations of its revised IPM course during the weeks of July 17, 2011, February 26, 2012, July 15, 2012 and February 3, 2013 respectively. The feedback from the participants continues to be very positive. Our next course offering is scheduled the week of July 14-19, 2013.

## AUDIENCE

This course is designed for the International Project Management community. Principal attendees should be project managers, systems managers, systems engineers and program managers who work on International projects.

## GOAL

The goal of this five-day course is to provide project management practitioners with an opportunity to experience informed discussions. The interaction of invited speakers with participants will facilitate the understanding of cultural challenges, legal concerns and teaming issues likely to be encountered working with International partners.

## **Comments from recent course participants:**

“Very GOOD SESSION explaining intricacies of INTERNATIONAL CUSTOMS and of UNDERSTANDING and RESPECTING customs...”

“I [anticipated] how difficult the cultural differences could make things and the challenges it could create, especially with countries like Japan and Russia. But [by taking the course with PMs from other countries] what became clear is that due to all the things that connect us, including our shared goals in aerospace, the barriers could really be very insignificant.”

## LEARNING METHODS

Course materials and discussions provide insights into the characteristics of International teaming that have the potential to make or break a project. The course format features lectures, small group discussion, hands-on practical exercises, and case studies. Instructors include successful project managers from NASA, ESA, JAXA and other agencies who discuss their experiences with participants. These presentations shed light on multinational project “traps” and provide a basis to examine means for avoiding them. Guest lecturers include content experts with international experience.

## SPECIFIC OBJECTIVES

Upon completion of this course, participants will be able to:

- Discuss the critical elements required for effectively managing a project that includes International partners.
- Describe significant issues that support or detract from team effectiveness when working with International partners.
- Gain top level appreciation of the major programs, budget processes and plans of major space agencies including ESA, JAXA and NASA.
- Appreciate some of the differences that project managers in NASA, ESA, JAXA and other space agencies face in the conduct of their projects.
- Demonstrate behaviors associated with the “softer” side of cross-cultural relations needed to be effective in the International Project Management arena.
- Explain the experiential and theoretical knowledge base that discriminates one culture from another.
- Discuss perceptual differences of “ethics” and how that can impact International team effectiveness.
- Outline the legal, regulatory and other management restrictions placed on International Project Management collaborators by their management and governments.

## COMPETENCIES AND TECHNICAL AREAS ADDRESSED

- Interpersonal competencies associated with effectiveness in international negotiations and collaboration
- Major space agency budget processes, programs, and plans
- Project management approaches, differences and challenges in NASA, ESA, JAXA and other space agencies
- International legal and ethical differences
- Legal and management restrictions
- Several research bases for examining cultural differences