

# IS Project SS22

## Ethnographic Data Analysis of Cultural-diverse IT Project

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### A. Project Background

Culturally diverse project teams become ubiquitous due to organizations' recruitment strategy to attract the best talent around the globe to remain competitive (Daniel et al. 2013; Gibson and Gibbs 2006). Understanding how the diverse teams produce desirable outcomes has been a particular interest among scholars (Tröster et al. 2014, p. 245). Although researchers accumulated considerable knowledge regarding cultural diversity's role in team outcomes, the findings are either mixed (Stahl, Maznevski, et al. 2010, p. 690), inconclusive, or inconsistent (Van Dijk et al. 2012, pp. 38–39).

To better understand these phenomena as an overarching theme, it would be necessary to facilitate a problematization to challenge the assumptions underlying the literature (Alvesson and Sandberg 2011, p. 252) and to explore the unanswered theoretical gaps with the following non-exhaustive research questions:

RQ: Which sequences of actions or processes does the project team apply to mitigate/amplify the cultural diversity's effect?

This ethnography research is based on a study of a large, multinational company that focuses on designing, manufacturing, and distributing ophthalmic lenses, frames, and sunglasses. The company is based in France, generates annual revenue close to Euro 14.4 billion, and has total employees of 140,000 across 81 countries. The company initiated a Structural Enterprise Business Project (SEBP), to deploy a Core IT model in integrating the ERP systems of the main corporate office and its subsidiaries to manage the lenses and instruments businesses, preparing the field for new conjoint business opportunities. The project itself is planned from May 2021 until March 2022 (11 months). The core team consists of 71 members from Germany, France, Austria, Italy, Netherland, Hungary, and the Philippines, making it a perfect fit for this study.

## B. Project Scope

- A group of four to five Bachelor students, together with one to two Master students will carry out data analysis from an ethnography project.
- The ethnography research project aims to illuminate how cultural diversity influences team performance of a large IS project in a virtual setting, which includes the topics around team creativity, conflict, intercultural communication, team trust, teamwork, and team satisfaction.
- Students start with a literature review (initial list is provided) that covers the relevant re-search topics (see above).
- In parallel, students learn about ethnography research methodology, in particular about participant observation, and data analysis. Students will be given access to Moodle on Ethnography for this learning purpose.
- Students are expected to transcribe field notes based on participant observation using a speech-to-text tool.
- After (or in parallel to) the transcription process, students will develop a coding workbook to be used during the coding analysis phase.
- Students are then expected to code the transcription following Grounded Theory and/or Gioia Method. It is highly recommended to use a CAQDAS tool (e.g., Atlas.ti).
- As for a preliminary result analysis, a sample analysis should be presented /created in a form of „Data Structure “(Gioia Method).
- The result of this study will be an **“Ethnography Research Report”** (min. 30 pages, excluding cover, table of content, references) that follows the structure of an academic paper of ethnography.

## C. Quality of Deliverables

- The students are expected to deliver all of the deliverables in English such as in documents/report (XLS, word, PPT, PDF)
- The quality of the deliverables must meet scientific standards:
  - References should not be cited manually, always use reference management tools (e.g. Zotero, Citavi) and follow the latest APA style

- Students are expected to use suitable and scientifically adequate design and sources to develop the deliverables. Failing to do so will result in a lower grade.
  - Only use the free materials from sources, and always indicate the sources.
  - Language style should be consistent and free from grammatical errors.
  - The final results should be prepared in a word document, together with the other chapters: Introduction, Foundation, Method, Result, Discussion, & Conclusion. The emphasis of the content should be Method and Result chapters.
  - To increase the results' quality, the team members will be subject to a peer-review approach. In other words, individual students will review the work of their colleagues (including their active participation) and provide feedback. This will be done minimum once throughout the IS project.
- The IS Project credits for UDE team 12 ECTS for Master students (equal to 360 hours) and 6 ECTS for Bachelor students (equals 180 hours).
- Master students allocate around 18 hours/week over five months for this project.
  - Bachelor students allocate around 9 hours/week over five months for this project.

## D. Project Deliverables & Milestones

- Project duration would be five months (April 2022 – September 2022)
- Below table highlights the expected deliverables from the project team

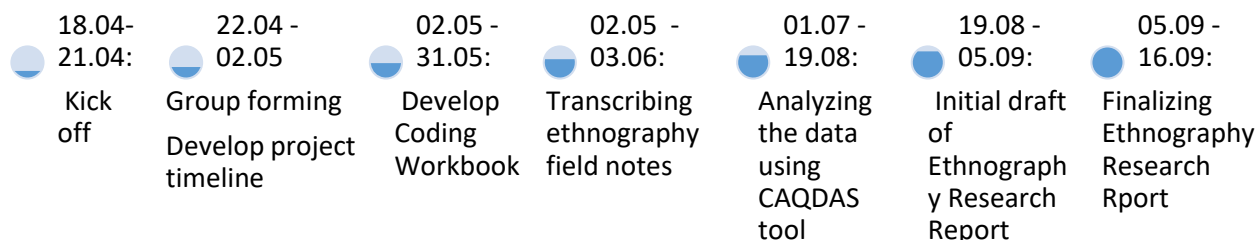
Area	Activities	Deliverables
Data Preparation	i. Literature review ii. Field Notes Transcription (appx. 1000 minutes / student)	(1) Literature List (2) Clean/final edited transcription (based on around 6000 minutes of field notes recordings)
Data Analysis	iii. Develop a Coding Workbook iv. Develop a Coding Guideline v. Coding Analysis	(3) Coding Workbook (either word/excel, that consists of 50-100 codes along with its attributes) (4) Coding Guideline (around 3-5 pages of word document)

		(5) Coded Transcription (all documents fully coded in Atlas.ti)
Writing Report	vi. Coding Analysis Result vii. Develop initial draft of report (outline) viii. Develop Final Report	(6) Coding Analysis Preliminary Result (in excel and within Atlas.ti ) (7) Initial Draft of Report (3-5 pages word document, to outline the report structure) (8) Ethnography Research Report (min. 30 pages word doc).

- There will be 5 (five) **graded** project milestone meetings with the project sponsors (lecturers, experts, supervisors) and the participating students (see the section below):
- Attendance is mandatory; as well as submitting the results in advance (at least one week prior to the milestone's scheduled date).
  - Students are strongly recommended to actively participate in these milestone meetings (not just simply presenting their parts separately, but students should share and discuss the progress as a whole team).
  - Students will receive immediate feedback on whether their task is being carried out as expected and the anticipated good quality. The team is expected to note and implement this feedback at the latest in two weeks' time after the milestone meeting.
  - Missing the milestones and/or providing poor quality results will affect individuals' grading and, in extreme cases, result in failing the entire project.
  - Students do not need to prepare a comprehensive set of slides for each Milestone meeting; a few simple summary slides are sufficient. However, they are required to present all major deliverables so that it is visible that the team is making progress and that they will be able to deliver all deliverables of high quality on time.

## Project Planning / Workload

1st Milestone: Literature Review	2nd Milestone: Data Preparation	3rd Milestone: Data Analysis	4th Milestone: Preliminary Result	5th Milestone: Final Submission
<ul style="list-style-type: none"> <li>• ca. 2-3 weeks after the Kick-Off Meeting</li> <li>• Developing a Coding Workbook</li> <li>• Develop Coding Guidelines (minimum of 50 codes)</li> <li>• Project timeline</li> <li>• Project tools setup (for exchanging documents)</li> </ul>	<ul style="list-style-type: none"> <li>• ca. 3-4 weeks after 1st Milestone meeting</li> <li>• Transcribing ethnography field notes (around 1000 minutes/student)</li> <li>• Transcribed files need to be edited using uniform guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• ca. 6-8 weeks after 2nd Milestone meeting</li> <li>• Analyzing the data using CAQDAS tool</li> <li>• Transcribed files are all coded</li> </ul>	<ul style="list-style-type: none"> <li>• ca. 4-5 weeks after 3rd Milestone meeting</li> <li>• Initial draft of Data structure and research report outline (structure/out-line, visualization of result)</li> </ul>	<ul style="list-style-type: none"> <li>• Final presentation of the project results</li> <li>• Final draft of Report (20-25 pages, from Introduction-Conclusion)</li> <li>• Project lesson learned after two weeks</li> </ul>



## Project Evaluation

The final grading will be based on the sum of performance across the individual milestones:

- 1) Milestone-01: Literature Review (15%)
- 2) Milestone-02: Data Preparation (15%)
- 3) Milestone-03: Data Analysis (20%)
- 4) Milestone-04: Preliminary Results (20%)
- 5) Milestone-05: Final Submission (30%)

## Project Registration

- Interested Bachelor and Master students can apply for this project by submitting a) a *current grade transcript* and b) a *brief motivational letter* (both in PDF format), via email to **Anna Khodijah** ([anna.khodijah@uni-due.de](mailto:anna.khodijah@uni-due.de)), with subject “**IS Project SS2022: Ethnographic Data Analysis of Cultural-diverse IT Project**” before **Wednesday, 13.04.2022, 23:59**.
- Shortly after the submission deadline, you will receive information via email about your acceptance and the schedule of Kick Off Meeting (KOM) for this project.
- If there are a high number of interested students, selection criteria will be applied based on students’ prior knowledge, language proficiency, and academic records.

## Recommended Literature

- Bouncken, Ricarda; Brem, Alexander; Kraus, Sascha (2016): Multi-cultural teams as sources for creativity and innovation: The role of cultural diversity on team performance. In: *International Journal of Innovation Management* 20 (01), S. 1650012.
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- Salas, Eduardo; Sims, Dana E.; Burke, C. Shawn (2005): Is there a "Big Five" in Teamwork? In: *Small Group Research* 36 (5), S. 555-599. DOI: 10.1177/1046496405277134.
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