

## **AGILE PROJECT MANAGEMENT FOR INTERNATIONAL BUSINESS: IMPACT OF CROSS-CULTURAL DIFFERENCES**

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The paper considers question of cross-cultural differences in work of teams in international business. Nowadays, using of agile approaches to work gains popularity in international business [1]. But the emerging problem states that if the concept of agile project management is implemented differently in various cultures: how is it possible to negotiate perceptions between them?

Agile project management (APM) is an approach to project management, which divides the project process on small cycles in order to respond quickly to changes of environment. Key roles in this approach are Product Owner, Scrum Master, Scrum Teams according to the original concept developed by Jeff Sutherland[2]. Depending on attributes of national cultures they are different.

It was revealed that in most monochronic cultures it is difficult to implement Agile Methodology according to the original concept. Key features of monochronic cultures are responsibility and discipline, the manager must lead people. For workers in Germany and Austria, it is difficult to adapt rapidly to changes, which is key in agile methodology. Also, teams require Managers. So in monochronic countries the team consists of Product Owner, Scrum Master, Scrum Team and Managers.

Scandinavian countries, which are somewhere in between of monochronic and polychronic cultures, implement agile methodology according to the original concept. Thus, team composes of Product Owner, Scrum Master, and Scrum Team. Also, Scandinavians are punctual in their work; contribution to teamwork is always appreciated.

In polychronic cultures people are multitasking, easily take risks, always ready to changes, think about their goals but nevertheless, workers need managers to be controlled by someone. Questions connected with responsibility and self-discipline have arisen. Workers can be easily distracted from their tasks. Ukraine is a typical example of polychronic cultures. The team consists of Product Owner, Scrum Master, Scrum Team and Manager. Sometimes Product Owner and Scrum Master is the same person.

Implementation of agile project management in international business would allow reducing cross-cultural differences in the relationship of team members to each other. In accordance with cultural peculiarities during the management of agile projects, it is necessary to form a team that could decrease differences in perception of cultural disparities between its members. Furthermore, it would be interesting to examine in future key peculiarities in the relationship between people from different countries working together in agile teams for international business.

### **References:**

1. Agile Manifesto- [Elektronniy resurs]. Rejim dostupu: <https://agilemanifesto.org/>
2. Roles in Scrum Teams- [Elektronniy resurs]. Rejim dostupu: <https://www.scrum-institute.org/Scrum Roles The Scrum Team.php>