



# ROLE OF EXPATRIATES IN GLOBAL PROJECTS

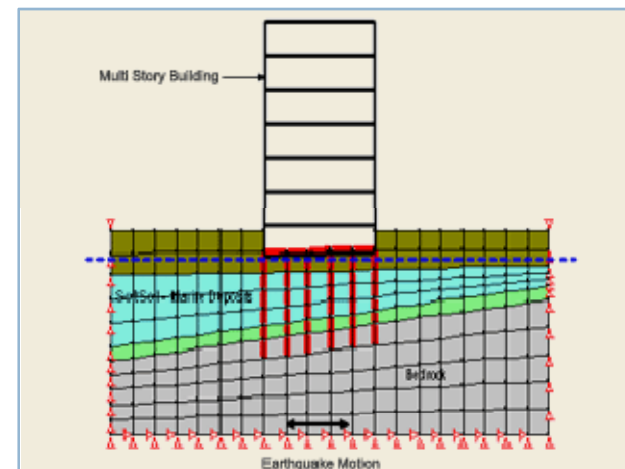
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# Observed Problem

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- Institutional challenges facing global projects  
(Mahalingam & Levitt, 2005; Mahalingam, 2005; Orr, 2005)
  - ▣ Unfamiliar institutions, uncertainties, unforeseen costs...
- Problems of traditional project organization design:
  - ▣ Functional design—leave out the institutional factors
  - ▣ Design global project like design a building:
    - Ground condition?
    - Structure Members?



<http://www.geostructures.net/services.php>



# Observed Problem

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- Difficulties of Project Organization Design:
  - Institutions are hard to measure
  - Lack of understanding of actual work
  - Content, procedure, knowledge, patterns of interaction...

“**W**ork and **O**rganization are bound in dynamic tension because organizational structures are, by definition, *descriptions of and templates* for ongoing patterns of action.”

Barley & Kunda (2001)



# Research Question

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- Work in global projects
- Impact of institutional difference—developing countries
- Freelance Expatriates (Mahaliganam, 2005)

## Research Question:

What Roles do Expatriates Play in Global Projects in Developing Countries?



# Method

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## Exploratory Study: Case Study and Grounded-Theory Building

**Case Selection**  
 Central China vs. Taiwan  
 Three High Speed Rail Projects

**Data Collection**  
 Interviews/Transcripts  
 Digital Records  
 Secondary Documents  
 Observations



**Data Analysis**

- Coding
- Memoing/Annotation
- Cross Cases Comparison
- Conceptual/Theory Development

**Verification**

- Compared with Existing Theories
- Experts Interview/Debating



Eisenhardt (1989), "Building Theories from Case Study Research"  
 Miles & Huberman (1994), "Qualitative Data Analysis"



# Status and Findings to Date

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- Model building based on coding results
- Working paper in progress

