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APPENDIX 1:

QUESTIONNAIRE

Dear participant **You have been selected to participate in this doctoral survey due to your experience and expertise in project management. Please complete the questionnaire below. Your valuable contributions to this research are highly appreciated. Anonymity will be maintained.** **Copyright reserved by** **Dongdong Jiang (PhD research student)** **Prof Leon Pretorius (Supervisor)**	
Section A: Contact information (optional)	
Name of respondent	_____
Name of company	_____
Telephone number	_____
E-mail	_____
Section B: General information (please tick, not optional)	
Gender	□ Male □ Female
Age	□ < 25 years □ $25 \leqq 35$ years □ $35 \leqq 45$ years □ > 45 years
Working experience in project management	□ $\leqq 5$ years □ $6 \leqq 10$ years □ $11 \leqq 15$ years □ > 15 years
Section C: Project descriptions **Please provide a description of the projects in which you were personally involved by answering the following questions:**	
C.1 Project style	*Please tick all applicable options or answer where appropriate*
What kinds of projects have you been involved in? □ domestic □ international	
Please tick the styles of the projects you have been involved in: □ PPP (public-private partnerships) □ DBOT (design-build-operate-transfer) □ DBOM (design-build-operate-maintain) □ TKY (turnkey) □ DBB (design-bid-build) □ Super-TKY (super-turnkey)	□ DBO (design-build-operate) □ BOT (build-operate-transfer) □ BOOT (build-own-operate-transfer) □ DBIO (design-build-improve-operate) □ DB (design-build) □ Other (please specify) _____

C.2 Location	*Please tick all applicable options*
Where were the projects located?	□ European and North American cultural area □ African cultural area □ South American cultural area □ Arabic cultural area □ Chinese (Eastern) cultural area
C. 3 Project size	*Please tick only one option*
What was the average cost of the projects?	□ ≦1M USD dollars □ 1M ≦3M USD dollars □ > 3M USD dollars
C.4 Project duration	*Please tick only one option*
What was the average duration of the projects?	□ ≦1 year □ < 1 ≦3 year □ >3year
C. 5 Project team	*Please tick all applicable options*
How was the project team usually organised?	□ All the team members and staff from the same home country □ Members and staff from different countries with different cultural backgrounds

Section D: Personal behaviours and project management activities

Do the following behaviours occur during your project management activities? (Yes or No).
If yes, please indicate the extent of the behaviour in each activity.
Important note: Please note that even though the questions are designed based on Chinese cultural behaviours, your views as a non-Chinese respondent are applicable to this comparative research to show whether or not your behaviours also follow these trends.

B1. Philosophy of surviving: Ming Zhe Bao Shen – wise people should be skilled at protecting themselves to avoid being involved in conflicts or flights

Behaviours	Project management activities	Yes or No		If yes, please rate very little very much				
				1	**2**	**3**	**4**	**5**
B1.1 As a manager, you keep track of your team members to avoid being cheated/undermined by them one day	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B1.2 As a team member, you always protect yourself first when doing a job, to avoid risks	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B1.3 Trust can only be established after a series of tests/trials from small events	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

				1	2	3	4	5
B1.4 Life is much more important than Ming Li (wealth and fame) and one does not strive for Ming Li (wealth and fame)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	2	3	4	5
B1.5 Life is much more important than Ming Li (wealth and fame) and one does not strive for Ming Li (wealth and fame)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

B2. "Face/image" is important to the Chinese, as it represents prestige, respect, dignity and social status

				1	2	3	4	5
B2.1 You comment directly on or reject others' opinions to make them lose face	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	2	3	4	5
B2.2 Saving others' face to maintain harmonious Guanxi (personal relationships)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	2	3	4	5
B2.3 "Face/image" is more important than profits in some cases	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	2	3	4	5
B2.4 Strive for your own "face/image" to be recognised and save others' face at the same time	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

B3. Personal relationships: Guanxi – is critical for getting favours and conducting business successfully

				1	2	3	4	5
B3.1 Developing Guanxi (personal relationships) is an important job for a manager	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

				1	2	3	4	5
B3.2 Guanxi (personal relationships) is a resource of sustainable competitive advantage	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B3.3 Prefer business partners with good Guanxi (personal relationships)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B3.5 Establishing trust and saving "face/image" are the foundations for establishing good Guanxi (personal relationships)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B3.6 The ability to build good Guanxi (personal relationships) is a critical criterion for a competitive manager	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B3.8 Reciprocity determines whether Guanxi (personal relationships) can be established successfully	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

B4. Communication – the purpose is to maintaining satisfactory harmony

				1	2	3	4	5
B4.2 Communicating appropriately is more important than telling the truth	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B4.3 Announcing decisions during meetings while discussion should be held upfront and privately	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B4.4 Not delivering all the information by using vague language to protect yourself (Hua Liu San Fen)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

B5. Conflict resolution: Hua Jie – softening, smoothing, compromising and aligning instead of direct solving to maintain harmony				1	2	3	4	5
B5.3 Indirect way of conflict-solving by giving evasive answers or saying "no" in a subtle and non-verbal way (Bu Shang He Qi)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B5.4 Not causing others to lose "face/image" in the conflict-solving process (Liu Mianzi)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B5.5 Believe that personal trust and mutual interests are important to avoid conflicts	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□
				1	**2**	**3**	**4**	**5**
B5.6 Respect people who are older and have a higher status during conflict-solving in order to maintain Guanxi (personal relationships)	F1: Communication	□Yes	□ No	□	□	□	□	□
	F2: Negotiation	□Yes	□ No	□	□	□	□	□
	F3: Conflict resolution	□Yes	□ No	□	□	□	□	□
	F4: Contract process	□Yes	□ No	□	□	□	□	□
	F5: Project team building	□Yes	□ No	□	□	□	□	□

APPENDIX 2:

QUESTIONNAIRE

<table>
<tr>
<td colspan="5">
<p align="center">Dear participant
You have been selected to participate in this doctoral survey due to your experience and expertise in project management. Please complete the questionnaire below. Your valuable contributions to this research are highly appreciated. Anonymity will be maintained.</p>
<p align="center">Copyright reserved by
Dongdong Jiang (PhD research student)
Prof Leon Pretorius (Supervisor)</p>
</td>
</tr>
<tr>
<td colspan="5">Section A: Contact information (optional)</td>
</tr>
<tr>
<td colspan="2">Name of respondent

Name of company

Telephone number

E-mail</td>
<td colspan="3">_____

_____

_____

_____</td>
</tr>
<tr>
<td colspan="5">Section B: General information (please tick, not optional)</td>
</tr>
<tr>
<td>Gender</td>
<td colspan="2">□ Male</td>
<td colspan="2">□ Female</td>
</tr>
<tr>
<td>Age</td>
<td>□ < 25 years</td>
<td>□ 25≦35 years</td>
<td>□ 35≦45 years</td>
<td>□ > 45 years</td>
</tr>
<tr>
<td>Working experience in project management</td>
<td>□ ≦5 years</td>
<td>□ 6≦10 years</td>
<td>□11≦15 years</td>
<td>□ > 15 years</td>
</tr>
<tr>
<td colspan="5" align="center">Section C: Project descriptions
Please provide a description of the projects in which you have been personally involved by answering the following questions:</td>
</tr>
<tr>
<td colspan="2">C.1 Project style</td>
<td colspan="3">Please tick all applicable options or answer where appropriate</td>
</tr>
<tr>
<td colspan="5">What kinds of projects have you been involved in? □ domestic □ international</td>
</tr>
<tr>
<td colspan="5">Please tick the styles of the projects you have been involved in:</td>
</tr>
<tr>
<td colspan="2">□ PPP (public-private partnerships)
□ DBOT (design-build-operate-transfer)
□ DBOM (design-build-operate-maintain)
□ TKY (turnkey)
□ DBB (design-bid-build)
□ Super-TKY (super-turnkey)</td>
<td colspan="3">□ DBO (design-build-operate)
□ BOT (bulid-operate-transfer)
□ BOOT (build-own-operate-transfer)
□ DBIO (design-build-improve-operate)
□ DB (design-build)
□ Other (please specify) _____</td>
</tr>
<tr>
<td colspan="2">C.2 Location</td>
<td colspan="3">Please tick all applicable options</td>
</tr>
<tr>
<td colspan="2">Where were the projects located?</td>
<td colspan="3">□ European and North American cultural area
□ African cultural area
□ South American cultural area
□ Arabic cultural area
□ Chinese (Eastern) cultural area</td>
</tr>
</table>

C. 3 Project size	*Please tick only one option*
What was the average cost of the projects?	□ ≦1M USD dollars □ 1M ≦3M USD dollars □ > 3M USD dollars
C.4 Project duration	*Please tick only one option*
What was the average duration of the projects?	□ ≦1 year □ < 1 ≦3 year □ > 3years
C. 5 Project team	*Please tick all applicable options*
How was the project team usually organised?	□ All the team members and staff from the same home country □ Members and staff from different countries with different cultural backgrounds

Section D: Personal behaviours and project management activities

There will be five cultural behaviours (philosophy of surviving, "face/image", personal relationships (Guanxi), communication and conflict resolution) vs. each project management process. Please choose 1 (very little) to 5 (very much) to indicate the effects of each behaviour on each project management process.

Behaviours	Project management activities	If yes, Please rate				
		Very little				Very much
		1	**2**	**3**	**4**	**5**
B1: Philosophy of surviving: effect on project management process	P1: Initiating	□	□	□	□	□
	P2: Planning	□	□	□	□	□
	P3: Executing	□	□	□	□	□
	P4: Monitoring and controlling	□	□	□	□	□
	P5: Closing	□	□	□	□	□
B2: "Face/image": effect on project management process	P1: Initiating	**1**	**2**	**3**	**4**	**5**
		□	□	□	□	□
	P2: Planning	□	□	□	□	□
	P3: Executing	□	□	□	□	□
	P4: Monitoring and controlling	□	□	□	□	□
	P5: Closing	□	□	□	□	□
B3: Personal relationships (Guanxi): effect on project management process	P1: Initiating	**1**	**2**	**3**	**4**	**5**
		□	□	□	□	□
	P2: Planning	□	□	□	□	□
	P3: Executing	□	□	□	□	□
	P4: Monitoring and controlling	□	□	□	□	□
	P5: Closing	□	□	□	□	□
B4: Communication: effect on project management process	P1: Initiating	**1**	**2**	**3**	**4**	**5**
		□	□	□	□	□
	P2: Planning	□	□	□	□	□
	P3: Executing	□	□	□	□	□
	P4: Monitoring and controlling	□	□	□	□	□
	P5: Closing	□	□	□	□	□
B5: Conflct resolution: effect on project management process	P1: Initiating	**1**	**2**	**3**	**4**	**5**
		□	□	□	□	□
	P2: Planning	□	□	□	□	□
	P3: Executing	□	□	□	□	□
	P4: Monitoring and controlling	□	□	□	□	□
	P5: Closing	□	□	□	□	□

SECTION E: Possible solutions to overcome cultural differences						
Four possible solutions to overcome cultural differences in project management have been identified. if you do not agree, please choose 0 (do not agree). If you agree, please choose 1 (very little) to 5 (very much).						
1. Use intermediaries: person usually bridges gap between different cultures.	**0**	**1**	**2**	**3**	**4**	**5**
	□	□	□	□	□	□
2. Learn host country's culture: project managers should spend effort and time on understanding the host country's culture to reduce risks related to cultural differences.	**0**	**1**	**2**	**3**	**4**	**5**
	□	□	□	□	□	□
3. Create an organisational culture: create a common value or culture of the company to which every member can subscribe.	**0**	**1**	**2**	**3**	**4**	**5**
	□	□	□	□	□	□
4. Embrace different cultures: keep an open mind and do not simply judge right or wrong according to one's own culture.	**0**	**1**	**2**	**3**	**4**	**5**
	□	□	□	□	□	□