

Networking approach to sustainable project management for transition countries

Massimo Bianchi
University of Bologna
Forli Faculty of Economics
Piazzale della Vittoria, 15
47100 Forli
massimo.bianchi@unibo.it
+39 320 8394270

Abstract

Transition countries represent a challenge for the sustainability of project management and the appropriateness of results to expectations.

The paper analyze, after a summary on the evolution of intervention approaches, some recent experiences in project management that seem to open new perspectives for research and applied knowledge.

These perspectives are related to different organizational models as it regards the managerial structures and the methods to evaluate projects performances. To this purpose the paper proposes an adaptive approach to projects sustainability, focused on the period of survival after the start up, instead of the achievement of a critical mass of employed resources.

Key words: Networking , sustainability, project management

Introduction

Many differences in transition countries concerning social, economic and political situations represent a challenge for project management particularly concerning the short term sustainability of the project itself and the appropriateness of results to middle and long term expectations.

The variety of decisional framework that the project manager has to consider increases owing to 1) the dynamics of geo political assessments and 2) the changing strategy of the commitment mainly represented by international organizations as OECD¹, UE, CEI, UNESCO and others.

In a half century perspective the main approaches applied by the international cooperation for social and economic development changed from the macro initiatives concentrated on developmental poles to the diffused micro interventions disseminated on the territory and, in recent times, to the structured policies underlying the coordination and the synergy among local stakeholders.

Each of these changes is related to different organizational models as it regards managerial structures, processes and methods to evaluate the performance of organizations and the leadership of people engaged in projects.

This paper wants to analyze, after a summary of the evolution of intervention approaches used in the past, some recent experiences in project management that seem to open new paths of research .

The basic topics concern:

1. The project management in transition countries.
2. The sustainability and performance evaluation in project management.

¹ Organization for Economic Co-operation and Development

3. The evolution of theories on the start up.
4. Lessons and hypothesis from international experiences.

Therefore the aim is to explore the perspective that in last studies set up the adaptive approach to the sustainability giving more relevance, in the creation of stable organizations, to the fulfilment of the critical period of survival after the setting up, instead of the critical mass of resources employed in preparing and implementing new initiatives.

1. The project management in transition countries

The global financial crisis engenders changes in project management methodologies for transition countries hastening the need of reducing resources employed in favour of implementing, with a different organization, the effectiveness and technical efficiency of interventions. This makes the pursuing of projects sustainability and its evaluation, a strategic problem for theorists and managers.

After so many long and diffused negative experiences in the development of transition countries many Authors, particularly engaged in this field, clearly declare the inadequacy of tools till now employed to this purpose (Thomas 2008; Ballow 2005).

Some critics demanded a more attentive cross cultural approach (McMurray, Karim 1998; Steensma, Marino, Weaver 2000) concerning the way to apply western methodologies in different contexts. Another area of reassessment regards the methodologies themselves as it affects the dimension of interventions, the kind of resources to be mobilized and their management. This change also considers the structures that employ these resources and proposes the model of neural networks (Babri & Osman-Gani Aahad 1996). In such a way the field of possibilities in project management was considerably implemented introducing in project temporary organizations the idea of a wide range of solutions coherent with the ICT

massive use and the consideration of the human resources in charge on these activities as a community of practice (Brown, Duguid 1991).

On this subject the project management for transition countries could learn something from the evolution of intervention policies undertaken by the Italian Government in the so called “*questione meridionale*“. About this purpose we can distinguish three main approaches applied from 1955 to today, as listed at Fig. 1 (Bianchi 2005).

Fig. 1

The strategy of development poles was applied by Italian Governments during the years of Economic Planning (1960-1980). It was based on massive investments concentrated in territorial areas considered less favorable for business activities because of the disadvantaged economic situation and the backward social conditions. Main investors were large Public and Private Companies strongly supported by public financing (Momigliano 1975; Grillo, Silva 1989).

The expected results of this strategy were that focused settlements would produce direct benefits for the local economy and society, but in particular, with a dissemination effect, they would lead to the creation and development of a widespread framework of small and medium-size enterprises.

This policy was supported by an overestimation of large companies which were considered the best model for a rational organization of industrial activities and by the assumption of scale economies as a leading idea in order to win the international competition.

In any case, at the end of 70_{ies}, was clear that the expected dissemination in induced sectors was completely disappointed with exorbitant costs for taxpayers. With the crisis of the Economic Planning concept, the Italian Government renounced to most direct planned interventions, dismissed entities like IRI² and ISVEIMER³, and delegated the responsibilities

² Istituto per la Ricostruzione Industriale (Institute for industrial reconstruction).

of development to local institutions particularly in favor of small and medium businesses. This policy was theoretically supported by the model of “territorial fertilization” and appeared more acceptable also as a consequence of the discovery of small and medium enterprises as the essential component of Western economies. This change started the policies of indiscriminate interventions that disseminated territories with financial facilities distributed in a lot of small and medium entrepreneurial projects (Carrino 2005).

The financial problems of the Italian Government and the “*Tangentopoli*” crisis marked the end of these sprinkled interventions which led to mismanagement and corruption together with a serious waste of resources.

The theory of the enterprise rooted in the territory, the on-going pressure for decentralization, the attention paid to the development of local systems and networks are components of the strategies nowadays under discussion for the development and the implementation of territorial attractiveness (Florida 2005). This evolution is consistent with modern developments in business management (Lorenzoni 1990; 1992) and in economic theories based on districts and sectors as focus points for a balanced growth of GDP and employment (Becattini, Pyke, Sengenberger 1990).

Also about international projects for development, the most attentive Authors (Bianchi P., Miller, Bertini, 1997) asked a more careful methodology expressing clear doubts about the mechanical transfer of district concepts into transition economies (Kersan-Škabi 2007). The main idea of these approaches, (dominant till some years ago) was to overcome the difficulties of investors and business men and to compensate the scarcity of entrepreneurship, by the accumulation of resources and the focusing of entrepreneurial initiatives in planned districts.

³ Istituto per lo Sviluppo Economico dell’Italia Meridionale (Institute for the economic development in Southern Italy).

The establishment of a critical mass of these resources was a condition to consider adequate, feasible and sustainable, the projects aiming to realize an extended growth of transition countries that could be maintained in the middle period but few of planned new districts had a concrete take off and didn't attract many investors.

Moreover, this approach was criticized during last years (Kersan-Škabić 2007) considering the waste of resources in interventions for transition countries and the disappointing results of these initiatives. Naturally, the on going financial turmoil enforced this criticism and, as some Authors claimed even in previous times, this event came just as many doubts were advanced on the real contribution of ERP (Enterprise Resource Planning) to the implementation of efficient managerial practices (Aladwani 2001).

These doubts didn't concern only the validity of ERP but was extended to the relevance of resource bases methodologies as a correct approach to project management.

2. Sustainability and performance evaluation in project management

The sustainability of Project Management (otherwise defined as allocative efficiency) implies a balance between effectiveness and technical efficiency of new initiatives and involves the permanence of partners and relationships among them after an adequate span of time from the start up.

The first step for this analysis is to define what we intend as sustainability considering the variety of statements on this subject. Sustainability of developmental processes and managerial actions could be considered in a qualitative way stressing its meaning basically different from the efficacy and the efficiency. The determined action to perceive goals or the careful use of resources couldn't be enough to fulfill the sustainability because the

sustainability involves the quality of goals at least from two points of view: their qualitative relevance and their concrete preservation in the middle and long period. Both of them have ethical implications. The problem of sustainability in most cases emerges before the project submission to funders or customers when it is necessary to take strategic decisions on the scheduling of objectives and the budgeting of resources.

By the way, the introduction of ECTS in the University System of a transition country could be perceived according to programs and with an economic employment of resources but this didn't mean that the system undertaken was agreed by academic and administrative staff or that was coherent with the policies of national government on the exchange of researchers or students. Both of those events could lead to a failure, in the middle term, also of the most committed project management.

Moreover the project for SMEs development in poor Eastern regions, even though passed the selection procedure for funding with a gratifying evaluation, couldn't realize the scheduled results owing to an inappropriate approach on the ground or on the values of people beneficiary of the project (Paas, Schlitte 2007).

Fig. 2

We can examine the word "sustainability" from different lexical sides identifying it with adequacy, feasibility, coherence, ethical validity, but in this way it was not so easy to determine an unambiguous or adaptable principle useful to appreciate, with a comparative methodology, the different expression of this quality.

An option for the theoretical discussion on the sustainability is to consider the Adaptive Approach to project management in transition countries particularly as it concerns complex organizational systems (Raadgever, Mostert, Kranz, Interwies, Timmerman 2008).

Adaptive management is defined as a flexible way to manage organizations and complex systems with a continuous process of learning including experimental simulations, put and take attempt and, as an Author told “although the number of examples of adaptive management is increasing, these examples often remain limited to small scales and to modelling instead of experimentation”⁴.

This concept can be considered from two sides: the “Scientific Adaptive Management - SAM” mainly dedicated to experimental experiences and quantitative approaches and the “Adaptive Co-Management - ACM” which stresses the relevance of the socio-economic environment and the dynamics of relationships in the local system (cf. McLain and Lee 1996, Olsson et al. 2004).

Another difficulty is that the sustainability of the project management activity could be related to an evolutionary path involving the attitude in creating new organizations or new behaviors having effects on organizations. On this purpose we can consider the Project Management as an organizational process with few main elements involved in its performances as summarized in Fig. 2.

This can be considered a huge simplification but as the process could become very quickly a highly complex system of parameters, indexes and connected evaluations, it’s convenient for measuring the effects and the feasibility of the process, to start from a reduced number of variables.

In Project Management Process (PMP) we can distinguish the Introduction and Start up phases from the Implementing one. In each step, although the general objective is always the same, there are different priorities and connected perspectives as summarized in Fig. 3.

⁴Ibidem “Despite its popularity, adaptive management is not without its problems. First, the meaning of adaptive management is not fixed. Within the literature, two interpretations of adaptive management can be distinguished: “scientific adaptive management,” which focuses on experimentation as a means to learn more about the social ecosystem, and “adaptive co-management,” which emphasizes the importance of stakeholder involvement (cf. McLain and Lee 1996, Olsson et al. 2004). Secondly, although the number of examples of adaptive management is increasing (e.g., McLain and Lee 1996, Gilmour et al. 1999, Tompkins and Adger 2004), these examples often remain limited to small scales and to modelling instead of experimentation”

Some Authors argue that the adaptive management is not feasible as a process but, owing to the high number of elements and variables involved it can be considered a holistic construction pulsing as a whole having the complexity as the sole understandable engine of action⁵. But the action, although complex, is itself a process and consents to introduce the time as an essential component of the hypothesis we want to explore.

Fig. 3

Time is strategic not only as a conceptual basis for adaptative management but also as an operative condition of feasibility in responding to public calls for projects. Moreover it affects the evaluation of project performances.

Also if the project management is itself a kind of temporary organization, most of projects have the purpose to build a stable organization and most of problems concern the survival of the new organization in the middle or long period.

This topic is stressed as one of the main criterions of evaluation of the project management (Radujovic 2005) and precisely the capability to establish consistent organization motivating Project Managers to involve in their activity the local actors. As it concerns the approaches recommended to project managers by international organizations⁶ two are considered as milestones for a successful initiative: the Clustering (Resource based) and the Networking (Net based). Before to describe these approaches evaluating their contribution to projects sustainability we need to introduce some concepts on Performance indexes.

Each step in PMP can be evaluated in a qualitative or quantitative approach. The quantitative one is linked to the possibility of measuring Process elements as Parameters.

Seemingly the qualitative evaluation is the simplest to introduce and apply but it leads to results that are quite difficult to compare not only among different areas or units but also in order to understand progresses made by a project during a middle or long term period.

⁵ Ibidem ” In practice, these are not distinct stages, as the system pulses through alternating spurts of learning and implementing”.

⁶ A.de Grot, UNIDO Official Presentation 1999.

The adaptative approach means that to evaluate PMP and to adopt connected corrective actions each phase or step needs a decision about the parameters to be detected and used in performance evaluation and the methods to measure it in a quantitative approach. The Fig. 4 gives an example of main parameters and indexes used for project evaluation. It shows how this list could be differentiated and how its applying could produce a lot of numbers and statistics material about many different subjects

Fig. 4

To avoid the danger of controlling too many things, and therefore nothing, it will be better to limit the number of Parameters extending, at the other side, the range of the control with a rigorous system of integrated indexes. This integration allows to consider all aspects of a performance as detected by Objectives (Or expected Results), Resources and Effective Results.

In this way we can define the main indexes of Efficacy (Ec) and Efficiency (Ez). The Efficacy can be determined as the capability of an individual, an office or an organization as a whole, to fulfill Objectives or to make Effective Results mostly comparable to expected ones. It is quantified in a general way by the ratio between Results and Objectives [1].

$$[1] \quad \frac{\text{Results}}{\text{Objectives (Decided or Scheduled)}}$$

The Efficacy can be concretized on the ground by different typologies:

- Progress of work
- Fulfillment (or accomplishment) ratio
- Punctuality

It can be calculated also as the ratio of Spending Budget comparing:

Level of Budget Spending

Budget Available (or Assigned)

The Efficiency (Ez) is concerning the transformation process and chiefly the ratio between Results and Resources [2].

$$[2] \frac{\text{Results}}{\text{Resources}}$$

The Efficiency (Ez) is the concrete expression of the rational answer to the question: how can I fulfill the maximum of Results with a minimum of Resources? It represents what is called Technical Efficiency in opposition to Allocative Efficiency that we will examine in next pages analyzing the Adequacy index (Allen, Tomasi 2001). Practically Ez is represented by concepts (and their applications) as:

- Productivity
- Hourly Output
- Individual Output
- Economy ratio
- Unitary Cost

Really the Unitary Cost it derives from the inverse of Ez as [3] and is connected to the idea of cheapness that increases as Unitary Cost decreases.

$$[3] \frac{\text{Resources}}{\text{Results}}$$

Ec and Ez control the operative system based on Results because their measure appears in both indexes.

Fig. 5

If we consider the relationships among main process components (Fig. 5) we can realize one of the main reasons for managers to criticize the evaluation based only on Ec and Ez.

Some managers said: I agree to be evaluated on my Efficacy and Efficiency. But what happens if the Board of Directors or the CEO assign to me targets impossible to fulfill or reduces or didn't make available resources to use in order to obtain my objectives?

The Evaluation Structure as summarized at Figure 5 expresses this problem very well. It underlines that, to consider entirely the managerial process, we have to take into account also relationships between Targets and Resources as defined by the Adequacy [4].

$$[4] \frac{\text{Resources}}{\text{Objectives}}$$

Fig. 6

The evaluation of Adequacy (Ad) is connected with many present and relevant topics as the Sustainability and the Feasibility but it can be also considered as an expression of Quality and linked to Ethical approaches to managerial decisions. The questions linked to Ad evaluation is : Are the resources budgeted to fulfill programmed goals Ethically correct ? Have the Objectives Ethical implications? All those questions are inserted in the Questionnaire attached to the most application forms used by international Organization to evaluate projects. As it concerns the different correspondences of Ad Authors define it as Allocative Efficiency and connect it to the allocation of resources at governmental level among projects, programs etc.⁷ Ad is also involved in the evaluation of Quality as the Quality of Project Outcome is related to the ratio between resources and objective to fulfill. The scarcity of available resources can lead to a more positive appreciation considering efforts made by the project manager or by his collaborators to realize some results with no adequate resources. Moreover some Authors told us that the inadequacy of resources is a great stimulus to innovation and improvisation (Ciborra 2002).

⁷ Ibidem (Allen, Tomasi 2001)

There is also a formal demonstration to explain the connected integration among indexes that could approach in a global perspective the problem of PMP evaluation and control (Fig.6).

This integration will be quantified by interdependencies among Ad; Ec; Ez calculated as [5]:

$$[5] \text{ Adequacy} = \frac{\text{Efficacy}}{\text{Efficiency}} = \frac{\frac{\text{Results}}{\text{Objectives}}}{\frac{\text{Results}}{\text{Resources}}}$$

This relationship remarks the high connection existing among indexes and the relevance of operational problems on strategic decision making about Sustainability/ Feasibility. It underlines also the relevance of choices about concrete targets (and their measurable parameters) and their implications as it regard the managerial approach.

In this way we can consider the Sustainability of PMP as the result of a whole system that derives from a paradigm composed by parameters and indexes. Fig. 7 summarizes this paradigm in connection with the mentioned case of ECTS Introduction in University Systems of a Transition Country⁸.

Fig. 7

The grey area stresses the relevance, in the establishing of a control system, to decide about Objectives and Resources and in their connections expressed by the concept of Adequacy /Sustainability.

3. Lessons and hypothesis from international experiences

The experience of projects for SMEs development in transition countries teaches us a feasible new way to sustainability. Beside the existing Clustering approach based on a critic mass of

⁸ TEMPUS Implementing of ECTS at Kazakhstan universities, SCM Form N. T002B05, 2006-2007; TEMPUS Life-Long Learning: Siberian Structure Development, SCM Form N. T016B03-2003, 2005-2006. The Author was in charge as Scientific Responsible and Chief Project Manager. See also Bianchi, Finell, Narenova, Tampieri (2007); Bianchi M., Tampieri L.(eds) (2007).

resources, the Networking approach is founded on the survival, after a critic time span, of working links among project partners and new organizations activated by the project.

In 1989 some problems were recognized in approaching enterprise's start up particularly as it concerns the sequence of connected events (Romanelli 1989; Scott, Kolvereid 1995) and the early survival of new initiatives (Carter, Gartner 1996).

In Italy, the analysis of statistics elaborated by the Public Register of Enterprises managed by Chambers of Commerce emphasizes that more than 70% of new initiatives failed or didn't start within three years from the official enrolment. This high dead rate, mainly restricted to micro and small businesses, contributed to focusing scholars' attention on the selection process to which the enterprises are submitted and on the effects of this process on theories concerning the enterprise's start up.

Another evolution in start up theories was the reduction of the time span considered meaningful to trig an entrepreneurial activity. Traditionally this period was fixed in years (like three years accorded to new enterprises within Business Incubators). Then this dimension, according to studies on the intervention of local public administration to facilitate new business and self employment initiatives was reduced to months (like 160-120 days ruled by Municipality Unified Services for Productive Activities to accomplish formal burdens) (European Commission Enterprise Directorate General, 2002). In recent times researches on micro business and on the effects of ICT in business creation (Earl 2000; Kalika 2000) hypotized that the effective start up and strategic decisions to begin entrepreneurial activities, would be a question of weeks (Deprez, Tissen 2002; Baker, Nelson 2005).

Experiences of project management in transition countries and the reduction of the time span needed for initiatives start up, support the proposal of a trade off between the Clustering of partners and resources beyond a minimal mass and the building, by Networking represented

by the building of stable relationships among entities involved (individuals or organizations) beyond a minimal time span.

Following the criticism of New Business Creation (Jones 2001) against the bureaucratic approach to the development on entrepreneurial activities and the difficulties in the communications between the two cultures, public and private, engaged in those projects, the networking approach proposed a development model based on small business and their connection with local framework.

As traditional methodologies considered the availability of an adequate amount of resources to create an entrepreneurial initiative (particularly financial ones) this approach could be defined as Clustering.

Fig. 8

But the Clustering as a resource based methodology could be also indicate as the responsible of the failure in creating clusters to support the SMEs start up on the model of districts diffused in some European Countries

From a project management point of view Clustering is not a way to produce growth and employment together with a stable multi structure (economic, social and cultural) because the cluster is itself a result. If we examine the question from the side of people who have to plan a Project for the growing of entrepreneurial initiative in a transition country, particularly in areas in which cluster resource is not available, it raises one more time the differences with the Networking approach (Fig.8). (Bianchi 2005).

Institutionalized methodology starts from the idea that a condition for generating learning processes is to undertake a minimum threshold of capabilities which is lower in the case of the environments and local system where externalities and innovation system work properly allowing offshore and external activities (Beccatini, Rullani 1993).

In Fig. 8.1 we show that Cluster approach orients its main effort in gathering the maximum amount of knowledge about territorial opportunities and in push facilities to the creation of enterprise. This knowledge, owing to the extension and complexity of the matter, is not addressed towards a particular activity, but to detect general conditions that analysis indicates as profitable, in connection to similarity of threats and opportunities. Clustering analysis is based on agglomeration efficiencies, labor pooling, and technology spillovers. We have to underline that all these conditions are only hypothesis on development process. Actually it isn't sure that they cause the creation of enterprises. For instance, the concentration of professionals in a specialization, rather than a facility, can worst the possibility to find people available for employment and increases transaction costs.

In Networking (Fig.8.2) the start up comes from an individual idea of enterprise (Or NGO or Public Project) on which actors and supporters have to focus their resources with the target of spreading and stabilizing a net of links with customers and suppliers which is very useful to new business. In such a way they concentrate resources and orient an action otherwise (With Clustering) dispersed in the territory or in the wide field of potential links and clusters.

There are other differences that play in favor of Networking as it concerns the efficacy and efficiency of interventions. The Clustering faces many times the demand of information coming from staffs engaged in development advising and moreover is considered a useful tool for front offices in enriching the offer of information and services.

Networking process in enterprises creation derives from an external demand of support focused on a specific activity or idea and is related to the strong need of links expressed by people who went to an Agency office expecting a concrete help not only in financing but also in tutoring and mentoring. This implies that Networking is more efficient and effective particularly in inducing a durable sense of entrepreneurship and in reducing the waste of resources that is a constant of this type of projects.

One of the most impressive topics to make the difference between Clustering and Networking is the different fashion in which is considered the net. In the knowledge acquisition, the purpose of clustering approach is to gather information and to put it inside the organization as an indispensable know how for the development. In Networking the knowledge is in the net and in the net it stands waiting only to be used for the development of the enterprise (Ciborra 2002).

Fig. 9

Once more: when we explain what Clustering is, people understand something connected to studies, many times not up to date with contingencies of entrepreneurial threats or opportunities. Networking implies the activation of links and something connected to action management: it is what Transition Countries need that have to invent the future and not to study today's situation many times not favorable at all for entrepreneurs and innovators. This means that Clustering couldn't be considered inadequate for its missing in being up to date, but inappropriate to consider situations that didn't yet exist at the start up of entrepreneurial projects.

Fig. 10

The Networking can be expressed in very different ways, from formal one processed by CRM⁹ and PRM¹⁰ soft wares system and related database and informal one as knowledge spill over. The Networking approach enhances the role of process catalyst, that involves public and private sectors, enterprises inside and outside the Project territorial area, Universities and social groups, in the creation, diffusion, learning and application of new knowledge (Lacave, Foresti 1997).

4. Conclusions

⁹ Customer Relationships Management

¹⁰ Partners Relationships Management

The situation as it concerns PMP is changing very fast and the incumbent global crisis will give many opportunities to review the theoretical framework together with methodologies rising from the ground of international projects.

International Organizations, public, non profit and private, have to rethink about interventions strategies and it seems that the wind is going in the direction of reducing approaches resource based in favour of a project management able to operate with existing resources particularly located in the net and with an approach committed to build stable connections among public and private organizations, policy makers, managers, business man and beneficiaries of the intervention.

In this perspective the Sustainability became a central topic particularly if we consider it integrated with the Efficacy and Efficiency. In this paper we analyzed the formal approach to this integration and of the interdependency that open the way for a correct applying of Adaptive Management.

Also ideas on the creation of new organization has to be included in this framework because the success or the failure of a Project depends essentially from the capability of the Project to start up, develop and maintain alive with satisfactory performances, new organizations as in the form of enterprise as in the form of new structures and processes.

The building of stable organizations together with the Adaptive management need a position about the time considered Adequate to evaluate as concrete and feasible the Sustainability of a project in its results. From one side the start up is becoming a process situated in a short time when the level of relationships activated by the project join the critic minimum level. From the other side the sustainability of an organization would be measured only in a multi year period that we can localize within about three years.

The researches in progress on this subject are examining two different samples of organizations, one private and the other one public, both featured by small dimension of

entities analysed¹¹. The hypothesis under test, after a comparative trial among different countries (Bianchi, Imoniana, Tampieri, Tesic 2008), could be summarized in Fig 9-10 showing the basic connection between the level of resources and their scheduling in the analysed period of time.

Hypothesis till now elaborated lead to a model concerning the enterprise start up which, on the basis of a relational perspective, applies the concept of Adaptive Management with the aim to investigate on the relevance of time and permanence of structures in the development of enterprises.

The objective is also to explore a new vision in PMP in the evaluation of project performances and the connection of learning process carried on by project managers in their activity with the evolvement of relationships in the local system beneficiary of project results. Both of these researches directions involves the concept of Sustainability and both will be useful to elaborate new hypothesis on the complex process of organizational start up.

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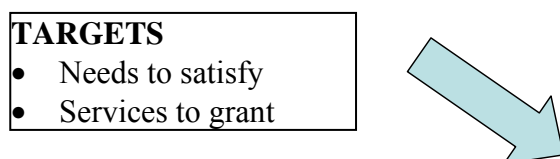
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Fig.1 - The evolution of Italian policies in interventions for economic development.

Period	Development model	Main tools	Critical issues
1955 – 1975	Pole development theory	Big concentrated investments in territorial poles	Isolated initiatives (so called Cathedrals in the desert) and reduced employment full up
1976 – 1995	Rain system	Diffused distribution of medium and little credits	Difficult control and waste of resources owing to the dispersion of interventions
1995 - today	Structured interventions	Territorial paths and area contracts between local stakeholders.	Limited diffusion of the model and government delays in its support

Fig. 2 – Main elements involved in an organizational process.



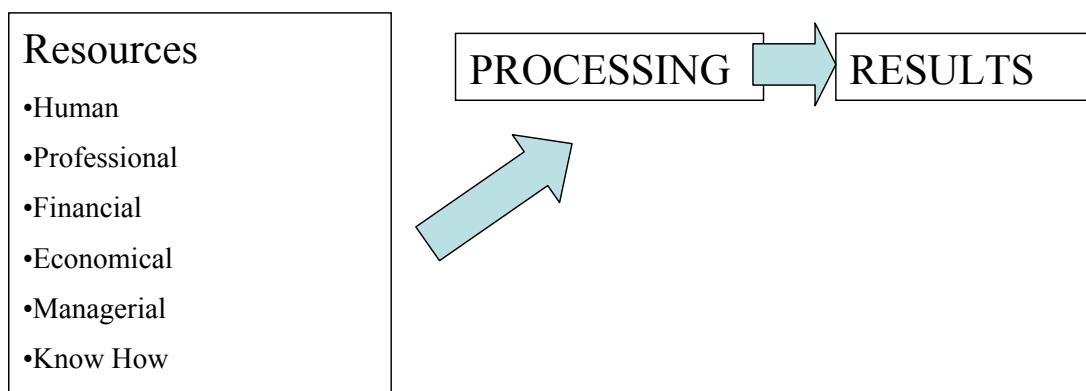


Fig.3 – Different perspectives and priorities in Project Management.

	Perspectives (Mission)	Priorities
Introduction/Trigger	To understand local needs and assets involving stakeholders (as it concerns the environment) and main or most representatives positions (as it concerns the local organization partner or the recipient of the intervention).	To Make the Project Process understandable and feasible. To Individuate the right local commitment and leadership. To Motivate the Project staff with a right commitment.
Start Up	To create in a convenient length of time a structured team and network of collaborations to intervene in strategic Areas . Define new internal rules and procedures.	To obtain limited but relevant results particularly oriented to main Customers of the intervention. To get (or implement) the Information System.
Take off/ Implementing	Extend the process deeply in the organization and environment involving other entities and stakeholders making a satisfactory dissemination.	To Control results and the length of procedures.

Fig. 4 – Some parameters of ECTS Process performance control.

- N. of local Partners
- N. of Academic staff
- N. Staff Members
- Workload (in hours)
- Budget
- N. of Teachers (Or Researchers, Students) Exchange
- N. of Courses adopting ECTS
- N. of Credits monitored
- N. (or hours or participants) of meetings about ECTS
- Educational Hours on ECTS with Academic and Administrative Staff
- Time to get the ECTS charter
- Course subject changed , removed or introduced during the ECTS Implementation Process

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Fig. 5 – The interdependencies among parameters.

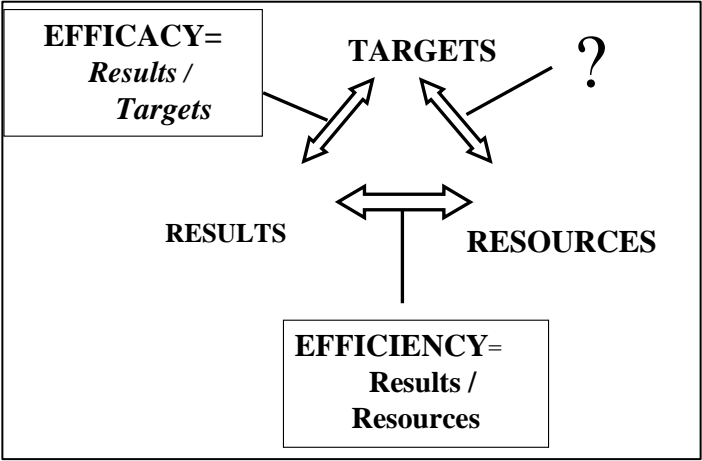


Fig. 6 – The integrated system of Performance Evaluation.

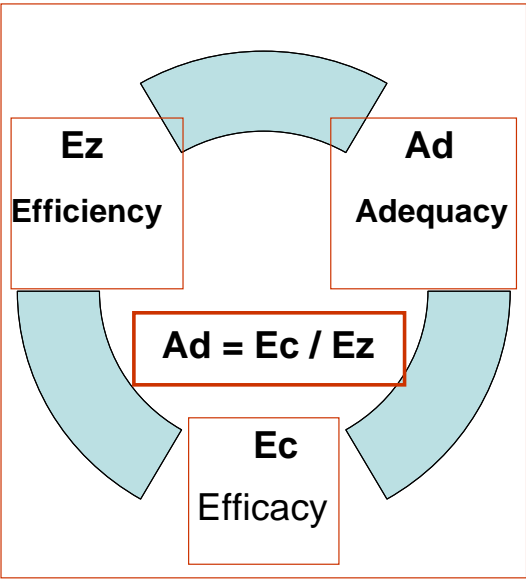


Fig. 7 – The evaluation paradigm of parameters and indexes in ECTS process evaluation¹².

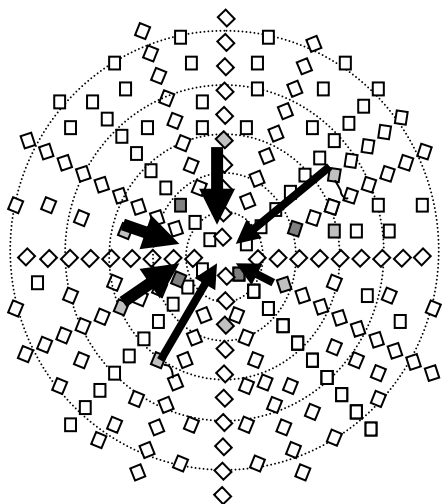
ECTS Process						
Organizational Phases	PARAMETERS			INDEXES		
	Target	Resource	Result (Outcome)	EFFICACY	EFFICIENCY	ADEQUACY
Introduction	Scheduled n. of Stakeholders confirming their partnership (by signing agreements or organizing meeting in their institutional or organizational environment)	Hours dedicated to meetings (Or number of them) Budget assigned to organize meetings and for support staff in promoting activities.	Effective n. of Stakeholders confirming their partnership (by signing agreements or organizing meeting in their institutional or organizational environment)	effective n. of stakeholders scheduled n of stakeholders	effective n. of stakeholders Hours or number of meetings effective n. of stakeholders Budget for promotion	Hours or number of meetings scheduled n. of stakeholders Budget for promotion scheduled n. of stakeholders
Start Up	Scheduled n. of Teams built n. of teachers involved in restructuring curricula Scheduled n. Restructured curricula	Budget for training visits and additional activities	Effective n. of Teams built n. of teachers involved in restructuring curricula Effective n. Restructured curricula	effective n. teams, teachers, curricula scheduled n. of teams, teachers, curricula	effective n. teams, teachers, curricula Budget for training visits and additional activities	Budget for training visits and additional activities scheduled n. of teams, teachers, curricula

¹² Some other indicators, in European Training Courses for the staff of local governments are: 1)The number of people who finish the course: 25 trainees who finish the course successfully; 2)The number of local governments having a trained leader: 25; 3)The number of people who get higher quality services in the counties having a better functioning local government: 25; 4) the number of people living in the county; 4)Number of people visiting the final seminar Netherlands Inter-municipal Co-operation Programme for Accession to the European Union (GST programme) 26.7.2000

Implementing	Scheduled Administrative staff in charge to ECTS Management	Training meetings with administrative staff (n. or hours)	Effective Administrative staff in charge to ECTS Management	effective Adm.Staff/ Students or Time	n. or	effective n. Adm.Staff/ Students or Time	Training meetings with administrative staff (n. or hours) / n. or bit of Website on ECTS / n. of Multilingual pages
	Scheduled number of Students using ECTS	n. or bit of Website on ECTS	Effective number of Students using ECTS				
	Scheduled Time to charter ECTS individually	Multilingual Information Material (n. of pages)	Effective Time to charter ECTS	Scheduled n. Adm.Staff/ Students or Time		Training meetings with administrative staff (n. or hours) / n. or bit of Website on ECTS / n. of Multilingual pages	Scheduled Administrative staff in charge to ECTS Management / number of Students using ECTS / Scheduled Time to charter ECTS individually

Fig.8 – Clustering and Networking approaches.

8.1.Clustering



8.2.Networking

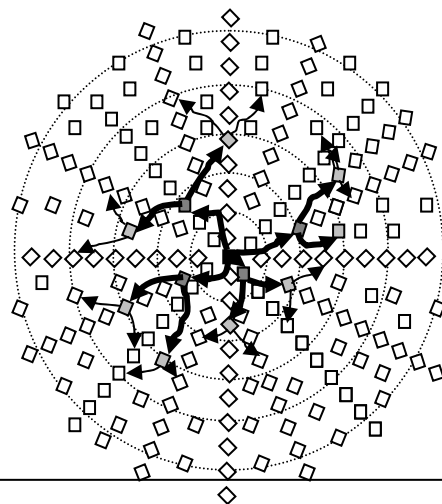


Fig. 9 - The up in Clustering Approach.

start

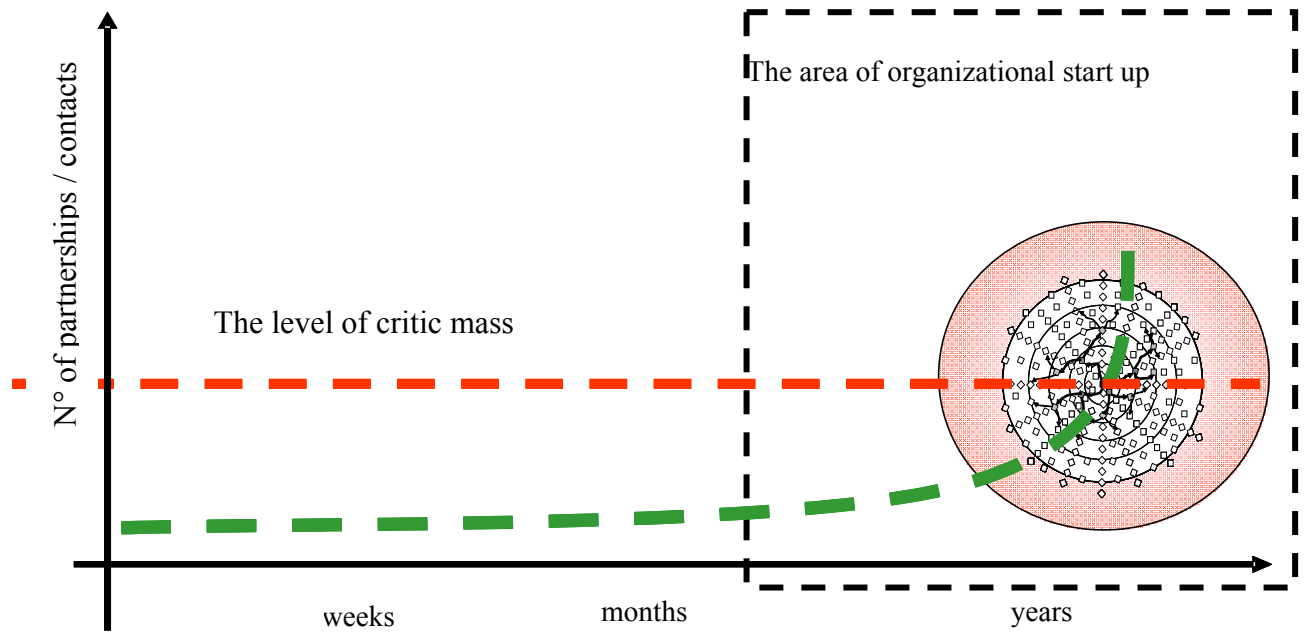


Fig. 10 – The start up in Networking approach.

