

## **Analyzing Human Resource Management Practices Within the GSD Context**

**Ricardo Colomo-Palacios**, Universidad Carlos III de Madrid, Spain  
ricardo.colomo@uc3m.es

**Cristina Casado-Lumbreras**, Universidad Complutense de Madrid, Spain  
casado.lumbreras@gmail.com

**Pedro Soto-Acosta**, Universidad de Murcia, Spain  
psoto@um.es

**Sanjay Misra**, Atilim University, Turkey  
ssopam@gmail.com

**Francisco José García-Peñalvo**, Universidad de Salamanca, Spain  
fgarcia@usal.es

### **ABSTRACT**

*The development of software across different countries (and time zones) differs substantially from software development in one single country or region. The management of processes and people, who work in globally distributed teams, requires a high level of coordination and collaboration which needs to be based on established human resource management practices. The People Capability Maturity Model (People-CMM) provides a complete framework that enables quality in human resource management to be improved. However, today, the adoption of the People-CMM within organizations using Global Software Development (GSD) is not an easy task. This paper uses an empirical study to analyze the implementation of the People-CMM within the GSD context. Results confirm that cultural and communication problems are the main challenges in the implementation of the People-CMM adoption within GSD scenarios.*

### **KEYWORDS**

**People-CMM, Global Software Development, Distributed Software Development, Competency**

### **INTRODUCTION**

The Information and Communication Technology (ICT) industry is becoming more global regarding ownership and market scope (Aramo-Immonen et al. 2011). As a consequence, the software industry has become one of the main streams of development all over the world and is acknowledged as an important engine for economic growth (Nicholson and Sahay 2008). However, in spite of its economic importance, the failure rates associated with software projects are still high (Stamelos