



OPEN ACCESS

International Journal of Management & Entrepreneurship Research

P-ISSN: 2664-3588, E-ISSN: 2664-3596

Volume 6, Issue 3, P.No.795-805, March 2024

DOI: 10.51594/ijmer.v6i3.936

Fair East Publishers

Journal Homepage: [www.fepbl.com/index.php/ijmer](http://www.fepbl.com/index.php/ijmer)



# BEST PRACTICES IN STRATEGIC PROJECT MANAGEMENT ACROSS MULTINATIONAL CORPORATIONS: A GLOBAL PERSPECTIVE ON SUCCESS FACTORS AND CHALLENGES

Ifeanyi Onyedika Ekemezie<sup>1</sup> & Wags Numoipiri Digitemie<sup>2</sup>

<sup>1&2</sup> Shell Energy, Nigeria Plc, Nigeria

Corresponding Author: Wags Numoipiri Digitemie

Corresponding Author Email: [wdigitemie@gmail.com](mailto:wdigitemie@gmail.com)

Article Received: 06-01-24

Accepted: 02-03-24

Published: 22-03-24

**Licensing Details:** Author retains the right of this article. The article is distributed under the terms of the Creative Commons Attribution-Non Commercial 4.0 License (<http://www.creativecommons.org/licences/by-nc/4.0/>), which permits non-commercial use, reproduction and distribution of the work without further permission provided the original work is attributed as specified on the Journal open access page.

## ABSTRACT

In today's highly competitive and dynamic business environment, multinational corporations (MNCs) face unique challenges in managing strategic projects across diverse geographical locations. This review explores the best practices in strategic project management from a global perspective, focusing on the critical success factors and challenges encountered by MNCs. Successful strategic project management in MNCs necessitates a comprehensive understanding of various factors, including cultural differences, regulatory requirements, and market dynamics across different regions. The review highlights the significance of effective communication, cultural sensitivity, and stakeholder engagement as fundamental success factors in managing projects within MNCs. Additionally, it emphasizes the importance of aligning project goals with overall business objectives to ensure strategic relevance and value creation. Challenges faced by MNCs in strategic project management include coordination and integration issues arising from diverse organizational structures, conflicting priorities, and resource constraints. Furthermore, navigating through geopolitical uncertainties, legal complexities, and compliance requirements presents additional hurdles for MNCs operating across multiple jurisdictions. Drawing on insights from academic literature and industry practices, this review provides an overview of best practices adopted by successful MNCs to overcome these challenges and

achieve project success. It discusses the significance of establishing standardized project management frameworks, leveraging technology for virtual collaboration, and fostering a culture of innovation and adaptability within the organization. This review underscores the importance of adopting a holistic approach to strategic project management in MNCs, integrating people, processes, and technology to drive sustainable growth and competitive advantage in an increasingly globalized business landscape.

**Keywords:** Project Management, Multinational Corporation, Global Perspective, Best Practices, Review.

---

## INTRODUCTION

Strategic project management lies at the heart of multinational corporations (MNCs), serving as a pivotal mechanism for driving growth, innovation, and competitive advantage in today's globalized economy. Within MNCs, strategic projects encompass initiatives aimed at achieving long-term business objectives, such as market expansion, product development, or organizational transformation. These projects are often complex undertakings that require coordination across multiple departments, functions, and geographical locations (Cullen, and Parboteeah, 2008).

In MNCs, strategic project management involves the planning, execution, and control of initiatives that are strategically aligned with the organization's overarching goals and objectives (Ahuja, and Khamba, 2008; Andersson, and Chapman, 2017). These projects typically span diverse markets, cultures, and regulatory environments, presenting unique challenges and opportunities for success. Strategic project management within MNCs encompasses a wide range of activities, including portfolio management, risk assessment, resource allocation, and stakeholder engagement. Effectively managing these projects is essential for MNCs to remain competitive, adaptable, and responsive to evolving market dynamics (Pirozzi, 2018; Mossolly, 2015).

Given the inherent complexities of operating in multiple countries and regions, it is crucial to examine the success factors and challenges of strategic project management from a global perspective. While many project management principles are universal, factors such as cultural differences, regulatory requirements, and market dynamics can significantly impact project outcomes in multinational settings (Kerzner, 2018; Mouchou, et al., 2022). By taking a global perspective, organizations can gain valuable insights into how to adapt their project management practices to diverse environments, mitigate risks, and capitalize on opportunities for success. This approach not only enhances the effectiveness of strategic project management within MNCs but also fosters cross-cultural collaboration, innovation, and learning across the organization's global footprint (Ika, and Donnelly, 2017; Chen, et al., 2009).

### **Critical Success Factors in Strategic Project Management**

Effective project management is essential for the success of strategic initiatives within multinational corporations (MNCs). However, achieving success in managing strategic projects across diverse geographical locations and cultural contexts requires careful consideration of various critical factors. In this section, we will delve into five critical success factors in strategic project management within MNCs. Communication is the cornerstone of successful project management, particularly in multinational settings where teams are often dispersed across different countries and cultures. Effective communication strategies must account for cultural

nuances, language barriers, and communication preferences of team members (Griffin, 2008; Cain, et al., 2018; Anamu, et al., 20023). This involves not only clear verbal and written communication but also active listening and empathy to understand the perspectives and concerns of individuals from diverse cultural backgrounds. Utilizing technologies such as video conferencing, instant messaging, and collaborative platforms can facilitate communication and foster a sense of unity among team members despite geographical distances (Stawnicza, 2014; Darics, and Cristina Gatti, 2019).

Cultural sensitivity is crucial for fostering collaboration and cohesion within project teams comprising members from various cultural backgrounds (Mach, and Baruch, 2015; Ochieng, and Price, 2010). Project managers must demonstrate cultural awareness and adapt their leadership styles and communication approaches accordingly (Yang, et al., 2011; Babatunde, et al., 2021). Embracing diversity and promoting an inclusive environment where different perspectives are valued can enhance team dynamics and creativity. Moreover, providing cultural awareness training to project team members can facilitate mutual understanding and respect, mitigating potential conflicts and misunderstandings that may arise due to cultural differences (Shachaf, 2008; Buckley, et al., 2010; Deshpande, et al., 2010).

Stakeholder engagement is vital for ensuring project success and alignment with business objectives within MNCs (Rhodes, et al., 2014; Lai Cheng, and Ahmad, 2010). Project managers must identify key stakeholders, including internal departments, external partners, and customers, and actively involve them throughout the project lifecycle. Engaging stakeholders early on enables clarification of expectations, alignment of priorities, and mitigation of potential resistance or conflicts. Furthermore, maintaining open and transparent communication channels with stakeholders fosters trust and commitment, thereby increasing the likelihood of project success and organizational buy-in (Mbalyohere, and Lawton, 2018).

Standardized project management frameworks provide a structured approach for planning, executing, and controlling projects, ensuring consistency and efficiency across different projects within MNCs. Adopting widely recognized methodologies such as PMBOK (Project Management Body of Knowledge) or PRINCE2 (Projects In Controlled Environments) provides project managers with a common language and set of best practices to follow (Simonaitis, et al., 2023; Abdullah, et al., 2021; McGrath, and Whitty, 2020). Moreover, standardized frameworks facilitate knowledge sharing, facilitate resource allocation, and enhance collaboration among project teams operating in diverse locations. However, it's essential to tailor these frameworks to accommodate the unique needs and complexities of multinational projects while maintaining flexibility to adapt to local requirements and constraints (Boh, W.F., 2007; Patel, et al., 2012).

Successful strategic project management requires alignment of project goals and objectives with the overarching business strategy of the organization. Project managers must have a clear understanding of the company's vision, mission, and strategic priorities to ensure that projects contribute meaningfully to the achievement of long-term business objectives. By aligning project goals with business strategy, MNCs can prioritize initiatives that deliver the highest value and drive sustainable growth and competitive advantage. Regular review and alignment of project objectives with changing business priorities ensure that projects remain relevant and responsive to evolving market dynamics and organizational needs (Petit, 2012; Lycett, et al., 2004).

### **Challenges in Strategic Project Management Across MNCs**

Strategic project management in multinational corporations (MNCs) is fraught with various challenges due to the complex nature of operating across multiple countries and regions. Below are some of the key challenges faced by MNCs in managing strategic projects:

MNCs often have decentralized organizational structures with different business units operating semi-autonomously across various regions. Coordinating and integrating project activities across these diverse organizational structures can be challenging, leading to communication gaps, duplication of efforts, and inconsistencies in project execution. Different regions within MNCs may have conflicting priorities, resource constraints, and varying levels of support for strategic projects. Balancing these conflicting priorities and allocating resources effectively to ensure equitable distribution and optimal utilization can pose significant challenges for project managers. MNCs operate in a dynamic global environment characterized by geopolitical uncertainties, regulatory changes, and legal complexities (Abyad, 2017; Mossolly, 2015; Bhullar, 2018). Navigating through diverse legal frameworks, trade restrictions, and political risks in different countries adds layers of complexity to strategic project management, requiring careful risk assessment and mitigation strategies.

Compliance with local regulations, standards, and cultural norms is paramount for MNCs conducting business in multiple jurisdictions (Kaptein, 2004; Yang, and Rivers, 2009). Ensuring adherence to diverse compliance requirements and navigating regulatory differences across regions can create compliance-related bottlenecks and delays, impacting project timelines and deliverables. MNCs face intense competition and rapidly changing market dynamics in different regions, requiring them to adapt their strategic projects accordingly. Understanding local market conditions, customer preferences, and competitive landscapes is essential for tailoring project strategies and staying ahead of competitors, which can be challenging in diverse geographical markets (Luo, 2007; Zhao, et al., 2004).

### **Best Practices for Overcoming Challenges**

To overcome the challenges associated with strategic project management in MNCs, adopting best practices is essential. Utilizing advanced collaboration tools, project management software, and virtual communication platforms enables seamless collaboration among geographically dispersed teams. Virtual meetings, document sharing, and real-time updates facilitate effective communication and coordination, overcoming barriers posed by physical distances. Forming diverse project teams comprising members from different functional areas and cultural backgrounds promotes collaboration, creativity, and innovation (Kerzner, 2018; Riege, 2007). Cross-functional teams bring together diverse expertise and perspectives, enabling comprehensive problem-solving and holistic project management approaches. Creating an organizational culture that values innovation, experimentation, and adaptability encourages employees to embrace change and explore new opportunities. Promoting a growth mindset and providing resources for experimentation and learning empower teams to adapt to evolving challenges and drive continuous improvement in project management practices (Chevrier, 2003; Mızrak, 2024). Developing robust risk management processes and tools tailored to global operations enables MNCs to identify, assess, and mitigate risks effectively. Conducting thorough risk assessments, scenario planning, and contingency planning help anticipate potential challenges and develop proactive risk mitigation strategies to minimize disruptions to strategic projects (Lavastre, et al., 2012; Boshier, 2014). Providing ongoing training and

development opportunities for project managers and team members enhances their skills, knowledge, and competencies in strategic project management (Ramazani, and Jergeas, 2015; Thomas, and Mengel, 2008). Investing in professional certifications, leadership development programs, and cross-cultural training equips project teams with the necessary tools and capabilities to navigate complex challenges and deliver successful outcomes across diverse geographical locations.

### **Case Studies and Examples**

Strategic project management within multinational corporations (MNCs) is a dynamic field that requires a blend of innovative strategies, effective communication, and adaptability to diverse environments. In this section, we will examine case studies of successful MNCs that have implemented best practices in strategic project management, extract lessons learned from real-world experiences, and compare strategies across different industries and regions (Nielsen, and Michailova, 2007; Bereznoy, 2017.).

IBM, a global leader in technology and consulting services, has successfully implemented best practices in strategic project management. One key strategy employed by IBM is the establishment of cross-functional project teams comprising members from various business units and geographical locations (Bard, 2015; Parker, 2003; Lukong et al., 2022; Augustine, and Aspinwall, 1999). These teams leverage advanced project management tools and methodologies to collaborate effectively and deliver innovative solutions to clients worldwide. By fostering a culture of innovation and knowledge sharing, IBM ensures that project goals are aligned with overall business objectives, driving sustainable growth and competitive advantage (Murrell, et al., 2008; Bhardwaj, 2019; O'Dell, and Hubert, 2011; Imoisili et al., 2012).

P&G, a multinational consumer goods company, is renowned for its excellence in strategic project management. P&G emphasizes stakeholder engagement and alignment with business objectives as critical success factors in project execution. By actively involving key stakeholders, including customers, suppliers, and employees, P&G ensures that projects meet customer needs and deliver value to all stakeholders. Moreover, P&G's robust risk management processes enable the company to anticipate and mitigate potential risks, ensuring project resilience and success even in challenging market conditions (Dibley, et al., 2012; Pelosa, et al., 2012).

Toyota's experience with strategic project management provides valuable insights into the importance of continuous improvement and adaptability. Toyota's renowned Toyota Production System (TPS) emphasizes lean principles and continuous improvement methodologies to drive efficiency and innovation in project management (Ukoba and Jen, 2023). By fostering a culture of kaizen (continuous improvement) and empowering employees to identify and address inefficiencies, Toyota achieves operational excellence and maintains its competitive edge in the automotive industry (Cusumano, and Nobeoka, 1998; Eaidgah, et al., 2016).

Google's approach to strategic project management emphasizes agility, experimentation, and data-driven decision-making. Google encourages teams to adopt agile methodologies and iterate quickly on projects to respond to changing market dynamics and customer needs. By leveraging data analytics and user feedback, Google continuously refines its project strategies and product offerings, driving innovation and customer satisfaction. Google's emphasis on transparency, collaboration, and open communication fosters a culture of creativity and



collaboration, enabling teams to deliver high-impact projects successfully (Guinan, et al., 2019; Ciriello, et al., 2022).

While both Toyota and Google excel in strategic project management, their approaches differ based on the nature of their industries and organizational cultures. Toyota's focus on lean principles and continuous improvement aligns with the highly structured and process-driven nature of the automotive industry. In contrast, Google's emphasis on agility and experimentation reflects the fast-paced and innovation-driven culture of the technology industry. Despite these differences, both companies prioritize stakeholder engagement, innovation, and adaptability as core principles in project management. Regional variations in strategic project management strategies are evident in MNCs operating across diverse geographical locations. For example, MNCs operating in emerging markets such as China or India may face unique challenges related to regulatory complexities, cultural differences, and infrastructure limitations. Consequently, these MNCs may adopt localized strategies tailored to the specific needs and challenges of each region, while still adhering to overarching corporate objectives and best practices in project management.

### **Future Outlook**

The future of strategic project management in MNCs is characterized by rapid technological advancements, evolving market dynamics, and increasing globalization (Gerybadze, and Reger, 1999). As organizations continue to expand their global footprint and embrace digital transformation, strategic project management will play a pivotal role in driving innovation, growth, and competitiveness. Key trends shaping the future of strategic project management include; the adoption of advanced technologies such as artificial intelligence, machine learning, and robotic process automation will revolutionize project management practices, enabling MNCs to streamline processes, enhance decision-making, and improve efficiency (Cullen, and Parboteeah, 2008; Gunasekaran, and Ngai, 2012; ).

Agile methodologies will become increasingly prevalent in strategic project management, enabling organizations to respond quickly to changing market conditions, customer preferences, and regulatory requirements. Agile principles such as iterative development, customer collaboration, and self-organizing teams will empower MNCs to drive innovation and deliver value more effectively. With the rise of remote work and virtual collaboration tools, MNCs will increasingly rely on geographically dispersed project teams to execute strategic initiatives. Effective communication, cross-cultural collaboration, and virtual leadership skills will be essential for project managers to facilitate collaboration and drive project success across diverse locations. Sustainability and environmental, social, and governance (ESG) considerations will play an increasingly significant role in strategic project management. MNCs will need to integrate sustainability goals and ESG criteria into project planning and execution to address growing stakeholder expectations and regulatory requirements (Cao, et al., 2009; Kurniawan, et al., 2020).

In conclusion, strategic project management in MNCs is a dynamic and multifaceted discipline that requires a holistic approach, incorporating best practices, lessons learned from real-world experiences, and adaptation to evolving trends and challenges. By embracing innovation, collaboration, and adaptability, MNCs can navigate complex global landscapes, drive sustainable growth, and achieve strategic objectives in an increasingly interconnected world.

## RECOMMENDATION AND CONCLUSION

In conclusion, the effective management of strategic projects within multinational corporations (MNCs) demands a comprehensive understanding of success factors, challenges, and best practices tailored to the complexities of operating across diverse geographical locations and cultural contexts.

Throughout this discourse, we have highlighted critical success factors such as effective communication, cultural sensitivity, stakeholder engagement, standardized project management frameworks, and alignment with business strategy. These factors are essential for overcoming challenges such as coordination issues, conflicting priorities, geopolitical uncertainties, compliance requirements, and market dynamics faced by MNCs in strategic project management. It is evident that a holistic approach to strategic project management is paramount for MNCs to achieve success in today's globalized business environment. This approach involves integrating people, processes, technology, and organizational culture to drive alignment with business objectives, foster innovation, and enhance adaptability to changing market conditions. By embracing a holistic perspective, MNCs can optimize resource utilization, mitigate risks, and deliver sustainable value across their global operations.

Looking ahead, the future of strategic project management in MNCs is characterized by digitalization, agility, global collaboration, and sustainability. To stay competitive, MNCs must continue to invest in advanced technologies, agile methodologies, virtual collaboration tools, and sustainability initiatives. Moreover, further research is needed to explore emerging trends, best practices, and innovative strategies for addressing evolving challenges in strategic project management within MNCs. By embracing innovation and continuous improvement, MNCs can navigate complexities, capitalize on opportunities, and drive sustainable growth in an increasingly interconnected and dynamic global landscape.

In conclusion, strategic project management in MNCs is a multifaceted discipline that requires a holistic approach, incorporating best practices, lessons learned, and adaptation to evolving trends and challenges. By prioritizing effective communication, cultural sensitivity, stakeholder engagement, and alignment with business strategy, MNCs can overcome challenges and achieve success in executing strategic initiatives across diverse geographical locations. Through a commitment to continuous improvement and innovation, MNCs can drive sustainable growth, foster resilience, and maintain a competitive edge in the global marketplace.

## Reference

- Abdullah, A.A., Abdul-Samad, Z., Abdul-Rahman, H., Salleh, H. (2021). Project management standards, guides and methods: A critical overview. *Journal of Project Management Practice*, 1(1), 35-51.
- Abyad, A. (2017). Globalization challenges in project management. *Middle East Journal of Business*, 12(4), 10-19.
- Ahuja, I.P.S., Khamba, J.S. (2008). Strategies and success factors for overcoming challenges in TPM implementation in Indian manufacturing industry. *Journal of Quality in Maintenance Engineering*, 14(2), 123-147.
- Anamu, U.S., Ayodele, O.O., Olorundaisi, E., Babalola, B.J., Odetola, P.I., Ogunmefun, A., Ukoba, K., Jen, T.C., Olubambi, P.A. (2023). Fundamental design strategies for

- advancing the development of high entropy alloys for thermo-mechanical application: A critical review. *Journal of Materials Research and Technology*.
- Andersson, T., Chapman, R. (2017). Project strategy for product innovation: the strategic project management framework. *International Journal of Project Organisation and Management*, 9(4), 328-349.
- Augustine, J., Aspinwall, P. (1999). IBM®'s Approach to Reengineering, from a Development Reengineering Perspective. *Business Process Engineering: advancing the state of the art*, 335-375.
- Babatunde, F.O., Omotayo, A.B., Oluwole, O.I., Ukoba, K. (2021, April). A review on waste-wood reinforced polymer matrix composites for sustainable development. In *IOP Conference Series: Materials Science and Engineering* (Vol. 1107, No. 1, p. 012057). IOP Publishing.
- Bard, R. (2015). Strategies to achieve high performance in hybrid project teams. Addressing the relationship between Swedish project managers and Indian specialists at IBM Global Services.
- Bereznoy, A. (2017). Corporate foresight in multinational business strategies. *Форсайт*, 11(1 (eng)), 9-22.
- Bhardwaj, B. (2019). Role of knowledge management in enhancing the entrepreneurial ecosystems through corporate entrepreneurship and strategic intent in high-tech firms. *Journal of the Knowledge Economy*, 10, 1831-1859.
- Bhullar, P.S. (2018). Global Project Management-Challenges and Barriers. *Asian Journal of Management*, 9(1), 717-722.
- Boh, W.F. (2007). Mechanisms for sharing knowledge in project-based organizations. *Information and Organization*, 17(1), 27-58.
- Bosher, L. (2014). Built-in resilience through disaster risk reduction: operational issues. *Building Research & Information*, 42(2), 240-254.
- Buckley, P.J., Buckley, P.J., Clegg, J., Tan, H. (2010). Cultural awareness in knowledge transfer to China—The role of guanxi and mianzi. *Foreign direct investment, China and the World Economy*, 165-191.
- Cain, C.L., Surbone, A., Elk, R., Kagawa-Singer, M. (2018). Culture and palliative care: preferences, communication, meaning, and mutual decision making. *Journal of Pain and Symptom Management*, 55(5), 1408-1419.
- Cao, L., Mohan, K., Xu, P., Ramesh, B. (2009). A framework for adapting agile development methodologies. *European Journal of Information Systems*, 18(4), 332-343.
- Chen, C.C., Law, C.C., Yang, S.C. (2009). Managing ERP implementation failure: a project management perspective. *IEEE Transactions on Engineering Management*, 56(1), 157-170.
- Chevrier, S. (2003). Cross-cultural management in multinational project groups. *Journal of World Business*, 38(2), 141-149.
- Ciriello, R.F., Glud, J.A., Hansen-Schwartz, K.H. (2022). Becoming agile together: Customer influence on agile adoption within commissioned software teams. *Information & Management*, 59(4), 103645.
- Cullen, J.B., Parboteeah, K.P. (2008). *Multinational management: A strategic approach*. Thomson/South-Western Pub.



- Cusumano, M.A., Nobeoka, K. (1998). *Thinking beyond lean: how multi-project management is transforming product development at Toyota and other companies*. Simon and Schuster.
- Darics, E., Cristina Gatti, M. (2019). Talking a team into being in online workplace collaborations: The discourse of virtual work. *Discourse Studies*, 21(3), 237-257.
- Deshpande, S., Richardson, I., Casey, V., Beecham, S., 2010, August. Culture in global software development-a weakness or strength?. In *2010 5th IEEE International Conference on Global Software Engineering* (pp. 67-76). IEEE.
- Dibley, A., Yenicioglu, B., Clark, M. (2012). How collaborative innovation and co-creation can deliver value: a stakeholder approach.
- Eaidgah, Y., Maki, A.A., Kurczewski, K., Abdekhodae, A. (2016). Visual management, performance management and continuous improvement: A lean manufacturing approach. *International Journal of Lean Six Sigma*, 7(2), 187-210.
- Gerybadze, A., Reger, G. (1999). Globalization of R&D: recent changes in the management of innovation in transnational corporations. *Research policy*, 28(2-3), 251-274.
- Griffin, T.M. (2008). Effective intercultural communication. In *Effective multicultural teams: Theory and practice* (pp. 173-210). Dordrecht: Springer Netherlands.
- Guinan, P.J., Parise, S., Langowitz, N. (2019). Creating an innovative digital project team: Levers to enable digital transformation. *Business Horizons*, 62(6), 717-727.
- Gunasekaran, A., Ngai, E.W. (2012). The future of operations management: an outlook and analysis. *International Journal of Production Economics*, 135(2), 687-701.
- Ika, L.A., Donnelly, J. (2017). Success conditions for international development capacity building projects. *International Journal of Project Management*, 35(1), 44-63.
- Imoisili, P.E., Ukoba, K.O., Ibegbulam, C.M., Adgidzi, D., Olusunle, S.O.O. (2012). Effect of Filler Volume Fraction on the Tensile Properties of Cocoa-Pod Epoxy Resin Composite. *International Journal of Science and Technology*, 2(7), 432-434.
- Kaptein, M. (2004). Business codes of multinational firms: What do they say?. *Journal of Business Ethics*, 50, 13-31.
- Kerzner, H. (2018). *Project management best practices: Achieving global excellence*. John Wiley & Sons.
- Kurniawan, R., Budiastuti, D., Hamsal, M., Kosasih, W. (2020). The impact of balanced agile project management on firm performance: the mediating role of market orientation and strategic agility. *Review of International Business and Strategy*, 30(4), 457-490.
- Lai Cheng, W., Ahmad, J. (2010). Incorporating stakeholder approach in corporate social responsibility (CSR): A case study at multinational corporations (MNCs) in Penang. *Social Responsibility Journal*, 6(4), 593-610.
- Lavastre, O., Gunasekaran, A., Spalanzani, A. (2012). Supply chain risk management in French companies. *Decision Support Systems*, 52(4), 828-838.
- Lukong, V.T., Ukoba, K., Yoro, K.O., Jen, T.C. (2022). Annealing temperature variation and its influence on the self-cleaning properties of TiO<sub>2</sub> thin films. *Heliyon*, 8(5).
- Luo, Y. (2007). From foreign investors to strategic insiders: Shifting parameters, prescriptions and paradigms for MNCs in China. *Journal of world Business*, 42(1), 14-34.
- Lycett, M., Rassau, A., Danson, J. (2004). Programme management: a critical review. *International Journal of Project Management*, 22(4), 289-299.

- Mach, M., Baruch, Y. (2015). Team performance in cross cultural project teams: The moderated mediation role of consensus, heterogeneity, faultlines and trust. *Cross Cultural Management*, 22(3), 464-486.
- Mbalyohere, C., Lawton, T.C. (2018). Engaging stakeholders through corporate political activity: Insights from MNE nonmarket strategy in an emerging African market. *Journal of International Management*, 24(4), 369-385.
- McGrath, S., Whitty, J. (2020). Practitioner views on project management methodology (PMM) effectiveness. *Journal of Modern Project Management*, 8(1), 188-215.
- Mızrak, F. (2024). Effective change management strategies: Exploring dynamic models for organizational transformation. In *Perspectives on artificial intelligence in times of turbulence: Theoretical background to applications* (pp. 135-162). IGI Global.
- Mossolly, M. (2015). Global projects: A conceptual review on execution attitude in multinational corporations. *Procedia-Social and Behavioral Sciences*, 194, 125-133.
- Mouchou, R., Laseinde, T., Jen, T.C., Ukoba, K. (2021). Developments in the Application of Nano Materials for Photovoltaic Solar Cell Design, Based on Industry 4.0 Integration Scheme. In *Advances in Artificial Intelligence, Software and Systems Engineering: Proceedings of the AHFE 2021 Virtual Conferences on Human Factors in Software and Systems Engineering, Artificial Intelligence and Social Computing, and Energy, July 25-29, 2021, USA* (pp. 510-521). Springer International Publishing.
- Murrell, A.J., Forte-Trammell, S., Bing, D. (2008). *Intelligent mentoring: How IBM creates value through people, knowledge, and relationships*. Pearson Education.
- Nielsen, B.B., Michailova, S. (2007). Knowledge management systems in multinational corporations: Typology and transitional dynamics. *Long Range Planning*, 40(3), 314-340.
- Ochieng, E.G., Price, A.D. (2010). Managing cross-cultural communication in multicultural construction project teams: The case of Kenya and UK. *International Journal of Project Management*, 28(5), 449-460.
- O'Dell, C., Hubert, C. (2011). *The new edge in knowledge: How knowledge management is changing the way we do business*. John Wiley & Sons.
- Parker, G.M. (2003). *Cross-functional teams: Working with allies, enemies, and other strangers*. John Wiley & Sons.
- Patel, H., Pettitt, M., Wilson, J.R. (2012). Factors of collaborative working: A framework for a collaboration model. *Applied ergonomics*, 43(1), 1-26.
- Pelozo, J., Loock, M., Cerruti, J., Muyot, M. (2012). Sustainability: How stakeholder perceptions differ from corporate reality. *California Management Review*, 55(1), 74-97.
- Petit, Y. (2012). Project portfolios in dynamic environments: Organizing for uncertainty. *International Journal of Project Management*, 30(5), 539-553.
- Pirozzi, M. (2018). The stakeholder management perspective to increase the success rate of complex projects. *PM World Journal*, 7(1), 1-12.
- Ramazani, J., Jergeas, G. (2015). Project managers and the journey from good to great: The benefits of investment in project management training and education. *international Journal of Project Management*, 33(1), 41-52.
- Rhodes, J., Bergstrom, B., Lok, P., Cheng, V. (2014). A framework for stakeholder engagement and sustainable development in MNCs. *Journal of Global Responsibility*, 5(1), 82-103.

- Riege, A. (2007). Actions to overcome knowledge transfer barriers in MNCs. *Journal of Knowledge Management*, 11(1), 48-67.
- Shachaf, P. (2008). Cultural diversity and information and communication technology impacts on global virtual teams: An exploratory study. *Information & Management*, 45(2), 131-142.
- Simonaitis, A., Daukšys, M., Mockienė, J. (2023). A comparison of the project management methodologies PRINCE2 and PMBOK in managing repetitive construction projects. *Buildings*, 13(7), 1796.
- Stawnicza, O. (2014). Information and communication technologies—creating oneness in globally distributed IT project teams. *Procedia Technology*, 16, 1057-1064.
- Thomas, J., Mengel, T. (2008). Preparing project managers to deal with complexity—Advanced project management education. *International Journal of Project Management*, 26(3), 304-315.
- Ukoba, K., Jen, T.C. (2023). *Thin films, atomic layer deposition, and 3D Printing: demystifying the concepts and their relevance in industry 4.0*. CRC Press.
- Yang, L.R., Huang, C.F., Wu, K.S. (2011). The association among project manager's leadership style, teamwork and project success. *International Journal of Project Management*, 29(3), 258-267
- Yang, X., Rivers, C., 2009. Antecedents of CSR practices in MNCs' subsidiaries: A stakeholder and institutional perspective. *Journal of Business Ethics*, 86, 155-169.
- Zhao, M., Park, S.H., & Zhou, N. (2014). MNC strategy and social adaptation in emerging markets. *Journal of International Business Studies*, 45, 842-861.