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Exploring Cultural Influences on Project Management Approaches in Global Business Development

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Abstract: The aim of the research is to investigate project management approaches which can be applied in culturally diverse teams effectively. The research objectives include the study of culture influences on project management in the organization, identification of project management approaches that are applied in the context of cultural diversity, to outline the most effective project management approaches when multinational projects are initiated, planned, organized, and monitored. Within the framework of our research, we studied a number of scientific sources that revealed the problems of project management approaches in culturally diverse teams and selected about 50 articles in internationally indexed journal that were published during the recent five years to answer the research questions. During the research we used mixed methodology that included qualitative and quantitative methods. The research was conducted in three stages between March and December, 2022 and included 27 experts from 14 different companies that are involved in multicultural projects. The results showed that there are 11 project management approaches in global business development that are applied in the context of cultural diversity and are oriented towards maximize cultural differences within the team. They include cultural awareness assessment, customized communication, cultural liaison, adaptive leadership styles, inclusive decision-making, cross-cultural training, team building, use of feedback, conflict resolution, recognizing cultural differences, implementation of diverse projects. Implementation of these approaches makes project

management creative, inclusive and culturally sensitive. Project management in a culturally diverse team is introduced in three grades: elementary, middle, and advanced. The grades constitute competency framework for project managers that are to implement multicultural projects and organize team members who belong to different cultures effectively. The findings can be used for formation of effective culturally diverse teams and management of teams where the members differ in beliefs, behaviours, languages, practices, background, and experiences.

Keywords: project management, approaches, global business development, cultural diversity, cultural influences.

Introduction

Globalization, global economic integration and interdependence as well as an increasing role of international cooperation and partnership are forcing the question of multicultural workplace where employees have diverse backgrounds and experiences. Currently, cultural diversity is not considered as a threat or disintegrating factor within the organization but it is defined as a source of benefits and necessary instrument for business development (Burkiewicz & Knap-Stefaniuk, 2022). This brings new requirements to presentation of cultural influences on different aspects of business activities, and transformation of approaches to management based on values and priorities (Martinsuo, 2020).

Today project management is defined as a process of planning and organizing resources to achieve a specific goal that is, as a rule, successfully concluding the implementation of projects (Kawani & Abdal, 2019). More importantly, the use of effective project management practices leads to team productivity (Pavez et al., 2022), greater benefit realization (Mamabolo & Marnewick, 2022; Zwikaël et al., 2019), optimized resources utilization (Hamad et al., 2022), and better benefit management activities (Irfan et al., 2021; Zwikaël et al., 2019). Project management practices are required to ensure project success (Tereso et al., 2019). According to Cripe and Burleigh (2022) and Denney et al. (2020), good project management requires a combination of leadership, planning, communication, and adaptability to ensure that projects are delivered effectively.

Cultural diversity refers to the differences in people's cultural backgrounds, beliefs, and behaviors within a team (Lin, 2019). Findings show that cultural diversity may bring multiple perspectives into a project team and this leads to more innovative outputs in future (Morris, 2023; Stahl & Maznevski, 2021). Effective project management in culturally diverse team is achieved primarily through leadership (Cherian et al., 2020; Piwowar-Sulej, 2021). Therefore, the demand for good managers is increasing since their role in global business continues to grow rapidly (Burkiewicz & Knap-Stefaniuk, 2022) since enterprises expand across borders and diverse teams intensify their collaboration on a global scale.

At the same time, managing projects in culturally diverse teams requires adopting specific approaches that are aimed at cultivation of the strengths of diversity (Cizmaş et al., 2020; Ponomareva et al., 2022). This suggests thorough investigation of effective project management approaches affected by cultural factors. And then, exploration of cultural influences eventually may lead to elaboration of effective management strategies, improvement of models of multicultural projects management, and understanding the advantages of culturally diverse teams.

Research Problem

According to the literature review project management is affected by many factors like communication (Mwamba & Malik, 2022; Szpilko et al., 2022), team dynamics (Tian, 2020), budget and finances (Piwowar-Sulej, 2021), or changing customer requirements (Irfan et al., 2021; Simanjuntak, 2021). But findings show that culture within an enterprise outlines the strategies how projects are approached and managed significantly (Cizmaş et al., 2020; Stahl & Maznevski, 2021). Considering the fact that cultural differences have an impact on the success of culturally diverse teams which operate in the global work environment (Gubala & Awolusi, 2020; Kawani & Abdal, 2019; Tereso et al., 2019), project management approaches must be oriented towards effective planning, organizing, and monitoring the execution of multicultural projects. The reason for this is that presently a growing number of people tend to become mobile and often they prefer working outside their home countries (Davidson et al., 2020; Zhang & Lucey, 2019).

Simultaneously, it was explained that exploring the impact of cultural diversity is important for development of effective project management approaches in multinational teams and they may become effective instruments for improving cooperation and organization productivity (Pavez et al., 2022; Rodríguez-Rivero et al., 2020). Therefore, critical assessment of cultural influences on project management may positively change communication styles (Szpilko et al., 2022), risk tolerance (Rodríguez-Rivero et al., 2020; Shou et al., 2023), motivation of employees (Dasí et al., 2021), and relationship building (Tian, 2020). In addition, effective culturally diverse teams lead to introduction of innovations (Jones et al., 2020), offer modernization strategies to transition of business processes to the conditions of global environment (Burkiewicz & Knap-Stefaniuk, 2022; Onyusheva et al., 2020), and eliminate unnecessary, or redundant tasks (Duchek et al., 2020; Hu et al., 2019). This reflects that the research problem requires a more detailed investigation to describe the implementation of project management approaches and their effectiveness in the context of cultural diversity and globalization.

Research Focus

The research is focused on the analysis of the existing project management approaches in global business development and the evaluation of cultural influences when performing multinational projects. The findings may be useful for formation of effective culturally diverse teams and management of teams where the members differ in beliefs, behaviours, languages, practices, background, and experiences. The survey was conducted among 27 project managers from 14 different companies who coordinated the efforts of culturally diverse teams over broad geography and experienced cultural challenges. The research allowed us to evaluate cultural influences on project management and to outline the most effective ones to maximize the potentials of culturally diverse teams.

Research Aim and Research Questions

The aim of the research is to investigate project management approaches which can be applied in culturally diverse teams effectively and to outline the advantages of efficient project management to implement multinational projects.

To achieve this aim, the following research questions were formulated:

RQ1. How does culture influence on project management in the organization?

RQ2. What project management approaches are applied in the context of cultural diversity?

RQ3. What project management approaches are found to be effective when multinational projects are initiated, planned, organized, and monitored?

Theoretical Overview

Project management is a multifaced phenomenon which is defined as the application of knowledge, skills, tools, and techniques to implement project activities effectively (Amoah & Marimon, 2021; Irfan et al., 2021). Some findings state that project management deals with initiating, planning, executing, and controlling the team activities to achieve specific goals and meet specific success criteria (Bagshaw, 2021; Igberaese, 2022; Tereso et al., 2019). Based on the study of Khawaldeh (2023) and Renzi (2020), project management is interpreted as the art of converting vision into reality.

A number of works are devoted to the analysis of project management structure, and we found that it is realized at the different levels: organizational (Lehtinen & Aaltonen, 2020; Rabechini et al., 2020), project (Brajer-Marczak et al., 2021), communication and collaboration (Denney et al., 2020; Mwamba & Malik, 2022; Szpilko et al., 2022), quality (Ouabira & Fakhravar, 2021), and performance (Cripe & Burleigh, 2022). The detailed literature review helped to analyze the components are introduced at each level. There, accordingly, organizational level is represented by a project manager, team, and stakeholders who are interested in the project (Lehtinen & Aaltonen, 2020; Rabechini et al., 2020). Project level focuses on the current input data about the project and includes project objectives, schedule for task realization, budget, and resources including human and material (Brajer-Marczak et al., 2021; Piwowar-Sulej, 2021). Communication and collaboration level deals with different interactions while implementing the project (Burkiewicz & Knap-Stefaniuk, 2022; Mwamba & Malik, 2022; Szpilko et al., 2022). This can be interaction between team members or interaction between team members and project stakeholders. Quality level regards quality standards, quality control, and quality assurance (Ouabira & Fakhravar, 2021). Performance level is oriented towards performance indicators, project status, risks and issues, strategies and approaches (Cripe & Burleigh, 2022; Tereso et al., 2019). The structured framework of project management contributed to achievement of project objectives as well as manage the resources and risks while implementing the project.

Undoubtedly, cultural differences play a significant role when projects are managed in the multicultural organizations. Cultural diversity involves the differences in values, beliefs, behaviors, communication styles, work habits, and perspectives (Stahl & Maznevski, 2021), and it may affect interior and exterior team processes, and outcomes differently than other types of diversity since cultural dimensions impact the way which team members from different cultures interact and work together (Antino et al., 2019). Cultural diversity in project teams is increasingly common in the contemporary globalized and integrated business environment (Davidson et al., 2020; Zhang & Lucey, 2019). According to Tian (2020), almost 60% of project team members think that cultural diversity impacts project management, and over 80% believe that cultural impact is obligatory for the successful project performance.

Multicultural working environment has certain characteristics that are explained by the presence of individuals from diverse cultural backgrounds (Burkiewicz & Knap-Stefaniuk, 2022). Monocultural and multicultural working environments represent two distinct patterns which vary in degree of diversity related to cultural backgrounds, values, and experiences (Szymanski et al.,

2019). Table 1 shows the detailed comparison of monocultural and multicultural working environments on the basis of literature review.

Table 1

Monocultural and multicultural working environments

Monocultural working environment	Multicultural working environment
Cultural similarity (Ezati, 2023; Morris, 2023)	Different cultural background (ethnicity or nationality) (Morris, 2023);
One language used (Lovrits, 2022)	Language differences (Dale-Olsen & Finseraas, 2020; Lovrits, 2022);
Similar communication patterns (Burkiewicz & Knap-Stefaniuk, 2022)	Diverse communication styles including the use of verbal and non-verbal linguistic tools (Mwamba & Malik, 2022; Szpilko et al., 2022);
Similar working habits (Villotti et al., 2019)	Working habits (Villotti et al., 2019);
Hierarchical decision-making structure (Stahl & Maznevski, 2021)	Diverse decision-making styles (Stahl & Maznevski, 2021);
Tendency to avoid risks (Rodríguez-Rivero et al., 2020; Shou et al., 2023)	Different collaboration strategies (Denney et al., 2020; Mwamba & Malik, 2022; Szpilko et al., 2022);
Rejection of innovations (Jones et al., 2020)	Diverse attitudes to innovations (Jones et al., 2020)
Resistance to change (Burkiewicz & Knap-Stefaniuk, 2022)	Flexibility (Burkiewicz & Knap-Stefaniuk, 2022);
Absence or low inclusion and equality (Morris, 2023)	Inclusion and equality (Feitosa et al., 2022; Morris, 2023)
Single cultural perspective (Shepherd et al., 2019)	Cultural sensitivity (Burkiewicz & Knap-Stefaniuk, 2022; Shepherd et al., 2019; Stahl & Maznevski, 2021)
Insufficient cross-cultural competence among team members (Shepherd et al., 2019)	High level of cross-cultural competence among team members (Shepherd et al., 2019)
Orientation towards inner market (Kipnis et al., 2019)	Global market development (Kipnis et al., 2019)
Misunderstanding of principles of global business development (Hong & Minbaeva, 2022)	Understanding of principles of global business development (Gopalkrishnan, 2019; Hong & Minbaeva, 2022; Szkudlarek et al., 2020)

Source: author's own development

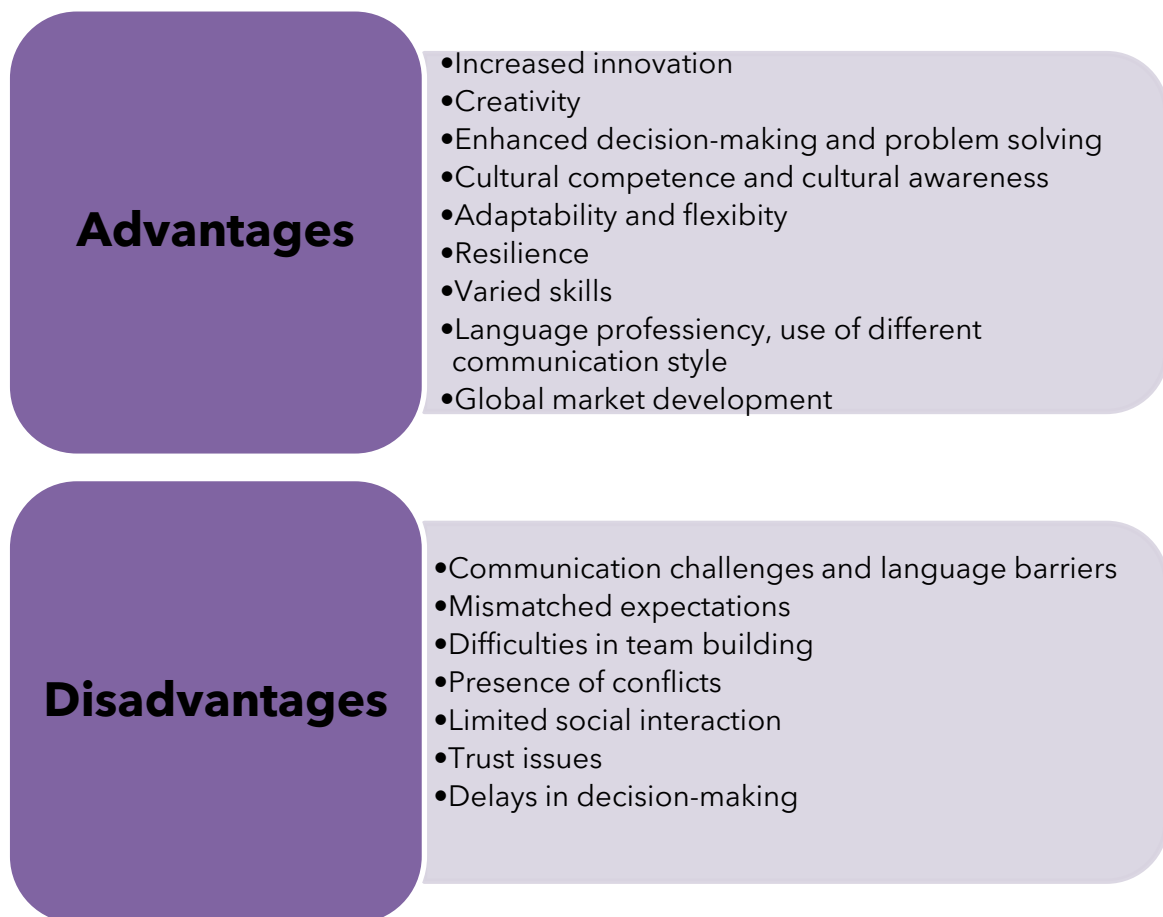
In recent years, due to the advancement of communication and collaboration technologies, global nature of many businesses, and changing work dynamics, we witness the spread of virtual teams that break down geographical barriers and are often culturally diverse (Han & Hazard, 2022; Schweimler et al., 2022). Covid-19 has disrupted business, imposing modern styles of communication and collaboration that contributed to a sharp increase in the number of multinational virtual teams (Vătămănescu et al., 2022). Formation of such teams enable organizations to use a large pool of highly skilled and talented professionals with varied knowledge, and perspectives (Eisenberg et al., 2021). Some scientific works are devoted to the analysis of characteristics of

multinational virtual teams such as global distribution and time zone challenges (Baptista, 2022), presence of diverse skills and integrated competencies among team members including ability to navigate cultural differences (Eisenberg et al., 2021), distributed decision-making (Stahl & Maznevski, 2021), and global leadership and management that is usually realized from a distance (Schweimler et al., 2022).

Based on the theoretical results, we found that culturally diverse teams, both in-person or virtual, have a number of advantages including increased innovation (Jones et al., 2020) and creativity (Tang, 2019), enhanced decision-making (Stahl & Maznevski, 2021), building of high level of competence and cultural awareness among team members (Burkiewicz & Knap-Stefaniuk, 2022; Shepherd et al., 2019; Stahl & Maznevski, 2021), improved adaptability and flexibility, readiness to work in changing work environment (Burkiewicz & Knap-Stefaniuk, 2022), understanding of global market development and the implementation of best practices for global business (Kipnis et al., 2019). At the same time, the findings show that multinational teams may lead to communication challenges (Mwamba & Malik, 2022), mismatched expectations caused by information gaps (Burkiewicz & Knap-Stefaniuk, 2022; Shrivastava & Pandey, 2022), difficulties in team building, and lack of synergy among team members (Gabelica & Popov, 2020), emergence of conflicts, limited social interaction and insufficient mutual support, trust issues (Nawaz et al., 2022), and delays in decision-making (Stahl & Maznevski, 2021). Figure 1 summarizes the advantages and disadvantages of multinational teams.

Figure 1

Advantages and disadvantages of multinational teams



Source: author's own development

The efficiency of culturally diverse team depends on project management approaches selected in the organization which bring innovative ideas and contribute to creative problem solving. A project manager should effectively work and affect a multicultural framework of project team positively through effective strategies and techniques (Cizmaş et al., 2020; Ponomareva et al., 2022). In addition, he/she should be attentive to the cultural diversity within the team (Stahl & Maznevski, 2021; Raithel et al., 2021) and create all conditions for realization of project management at each level and, therefore, happen for the team to succeed.

Management of culturally diverse teams requires introduction of specific approaches to ensure effective communication (Mwamba & Malik, 2022; Szpilko et al., 2022), collaboration (Denney et al., 2020), and project success (Tereso et al., 2019). Choosing effective project management approaches involves careful consideration of various factors related to the project (Brajer-Marczak et al., 2021), team (Lin, 2019), organizational context (Lehtinen & Aaltonen, 2020; Rabechini et al., 2020), collaboration (Denney et al., 2020; Mwamba & Malik, 2022), quality (Ouabira & Fakhravar, 2021), and performance (Cripe & Burleigh, 2022).

Taking this into consideration, we found that there are 11 project management approaches in global business development that are applied in the context of cultural diversity and are oriented towards maximize cultural differences within the team. They are the following: cultural awareness assessment (Jones et al., 2020; Shepherd et al., 2019; Tian, 2020), customized communication (Baptista, 2022; Cizmaş et al., 2020; Mwamba & Malik, 2022), cultural liaison (Cripe & Burleigh, 2022; Tian, 2020), adaptive leadership styles (Anwer et al., 2022; Burkiewicz & Knap-Stefaniuk, 2022), inclusive decision-making (Stahl & Maznevski, 2021), cross-cultural training (Baptista, 2022; Jones et al., 2020; Tian, 2020), team building (Gabelica & Popov, 2020), use of feedback (Baptista, 2022; Ponomareva et al., 2022), conflict resolution (Mwamba & Malik, 2022; Nawaz et al., 2022), recognizing cultural differences (Anwer et al., 2022; Tian, 2020), implementation of diverse projects (Baptista, 2022; Tian, 2020). Table 2 analyzes the project management approaches for global business development in the context of cultural diversity.

Table 2

Analysis of project management approaches

Project management approach		Descriptions
Cultural awareness assessment		Understanding the level of cultural competence among team members (Shepherd et al., 2019); Measurement of team members' knowledge, attitudes, and skills related to cultural competence (Jones et al., 2020; Tian, 2020).
Customized communication		Introduction of specific communication pattern considering language acquisition, time zones, and cultural differences (Mwamba & Malik, 2022); tailoring the content or communication styles to the specific needs and preferences of the audience (Baptista, 2022; Cizmaş et al., 2020)
Cultural liaison		Facilitation of cross-cultural communication, promotion of understanding among team members in the context of cultural diversity (Cripe & Burleigh, 2022; Tian, 2020).
Adaptive leadership styles		Introduction of flexible leadership built on the principles of cultural diversity (Anwer et al., 2022); Responding to the challenges and complexities of a rapidly changing working environment (Burkiewicz & Knap-Stefaniuk, 2022).

Inclusive decision-making	Implementation of decision-making process that involve all team members (Stahl & Maznevski, 2021).
Cross-cultural training	Organization of training for team members aimed at formation communication skills and enhancement cultural awareness (Baptista, 2022; Jones et al., 2020; Tian, 2020).
Team building	Facilitation of team building activities to increase the sense of unity in the organization (Gabelica & Popov, 2020).
Feedback	Establishment of feedback algorithms to understand team members' cultural differences (Baptista, 2022; Ponomareva et al., 2022).
Conflict resolution	Development of culturally sensitive conflict resolution techniques (Nawaz et al., 2022); Addressing the conflicts that emerge due to the differences in cultural backgrounds or communication styles (Mwamba & Malik, 2022).
Celebrating diversity	Encouragement of team members to share different cultural aspects (Tian, 2020); Recognition of different customs and traditions among team members (Anwer et al., 2022).
Diverse project	Formation of project teams comprising representatives of different cultures or possessing various cultural characteristics (Baptista, 2022; Tian, 2020).

Source: author's own development

Implementation of these approaches makes project management creative, inclusive and culturally sensitive. Also, they foster collaboration within a culturally diverse team and maximize its potentials. Some researchers suggest that one single approach cannot lead to project success and provide high team productivity. Thus, it is obvious that the combination of project management approaches contributes to driving global growth and improve cross-border business experience (Burkiewicz & Knap-Stefaniuk, 2022). And consequently, project management of culturally diverse teams requires verification of efficiency of all the approaches and selection the most efficient one.

Research Methodology

Research Design

The current study used qualitative and quantitative research methods to analyze project management approaches and to verify their efficiency in the context of cultural diversity and globalization. We prepared a questionnaire which consisted of four different sections: (1) background information like rank, experience, or project management qualifications; (3) culture influences assessment on project management in the organization; (2) project management approaches applied in a culturally diverse team; (4) efficiency of project management approaches for implementation of multinational projects. The questionnaire was developed on the basis of articles which already been published by international open access journals. The survey was aimed at analysis of participants' opinions on the research topic.

Participants

The survey included 27 project managers from 14 different companies that were engaged in multinational projects. Besides, we considered to results of pre-employment assessment of the participants to understand their project management qualifications, planning, budgeting, risk

management, business analysis, team management, and interpersonal skills in particular. Table 3 shows the background information about survey participants.

Table 3

Participants' background data

Characteristics		Quantity
Sphere of business	Transportation	5
	IT	4
	Education	2
	Retail trade	9
	Financial services	5
	Healthcare	1
	Local authorities	1
Rank	Senior	2
	Middle	11
	Junior	14
Type of engagement	Virtual	8
	In-person	9
	Hybrid	10
Professional training in project management	yes	25
	no	2
Experience of management of multinational teams	yes	23
	no	4
Project management qualifications (on the basis of pre-employment assessment)	Planning	23
	Budgeting	24
	Risk management	22
	Business analysis	25
	Team management	26
	Interpersonal skills	24

Source: author's own development

Also, we analyzed the cultural differences in 14 companies. The differences included religion, ethnic origin, language, gender, age, education level, job functions, and experiences. Table 4 shows the data on working environment in the companies involved in the survey where C stands for company and the sign (✓) means the company faced differences related to this category. The analysis shows that the team members are mostly diverse in job functions and experiences. Also, ethnic origin, language, and age or generation differences create a number of challenges when a multinational project is implemented.

Table 4

Companies' working environment data

Category	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14
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Religion		√			√	√							√	
Ethnic origin	√	√		√			√			√		√	√	
Language	√	√					√	√		√	√	√	√	
Gender		√	√	√		√	√						√	√
Age/generation	√	√	√	√					√	√		√	√	
Education level	√	√	√	√	√	√				√	√	√		√
Job functions	√	√	√	√	√		√	√	√	√	√		√	√
Experience	√		√	√	√	√			√	√	√		√	√

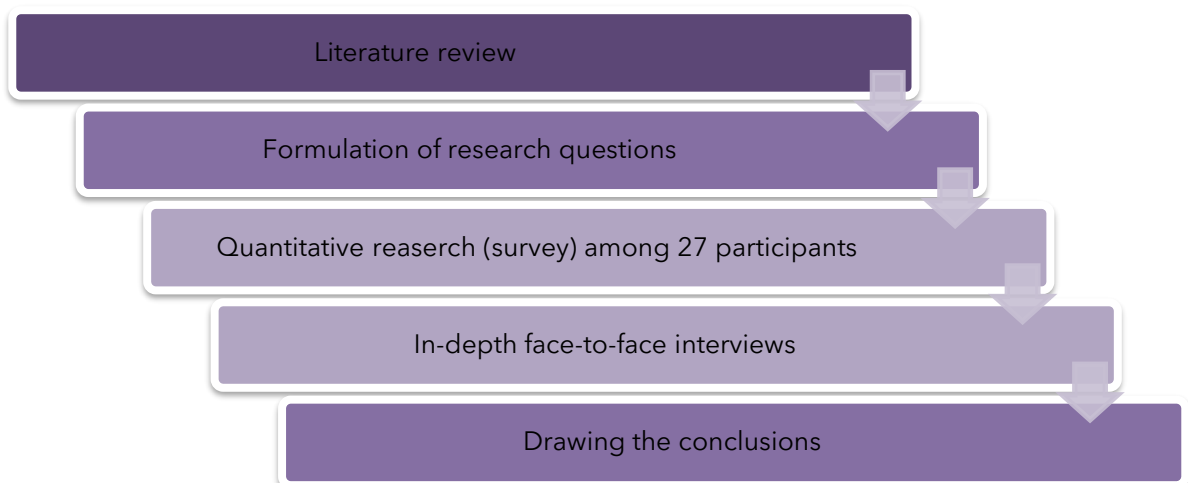
Source: author's own development

Instruments and Procedures

The analysis of project management approaches and verification of their efficiency in the context of cultural diversity and globalization used both qualitative and quantitative methodology to reach high level of objectivity and accuracy. The first stage lasted between March and April, 2022 when we conducted the literature review and formulate the research questions of its basis. During the second stage (May-August, 2022) we conducted the survey among 27 experts from 14 different companies to evaluate their opinions on differences in culturally diverse teams and to find the most effective project management approaches in global business development. The third stage (September-December, 2022) included in-depth face-to-face interviews with the participants and drawing the conclusions. Figure 2 shows the stages of the research aimed at the analysis of project management approaches to initiate, plan, organize, and control multinational projects, and further verification of their efficiency.

Figure 2

Research stages



Source: author's own development

Data Analysis

The experts participated in online questionnaire to analyze project management approaches applied in culturally diverse teams and to verify their efficiency. The efficiency of 11 project management approaches was verified thoroughly according to its structural construction and

included 5 levels. They were the following: organizational, project success, interactions (communication and collaboration), quality of processes, and performance levels. Further, the findings were used to develop three-graded algorithm of implementation of project management approaches in culturally diverse teams and they were oriented towards maximization of cultural diversity advantages. The survey results are presented below.

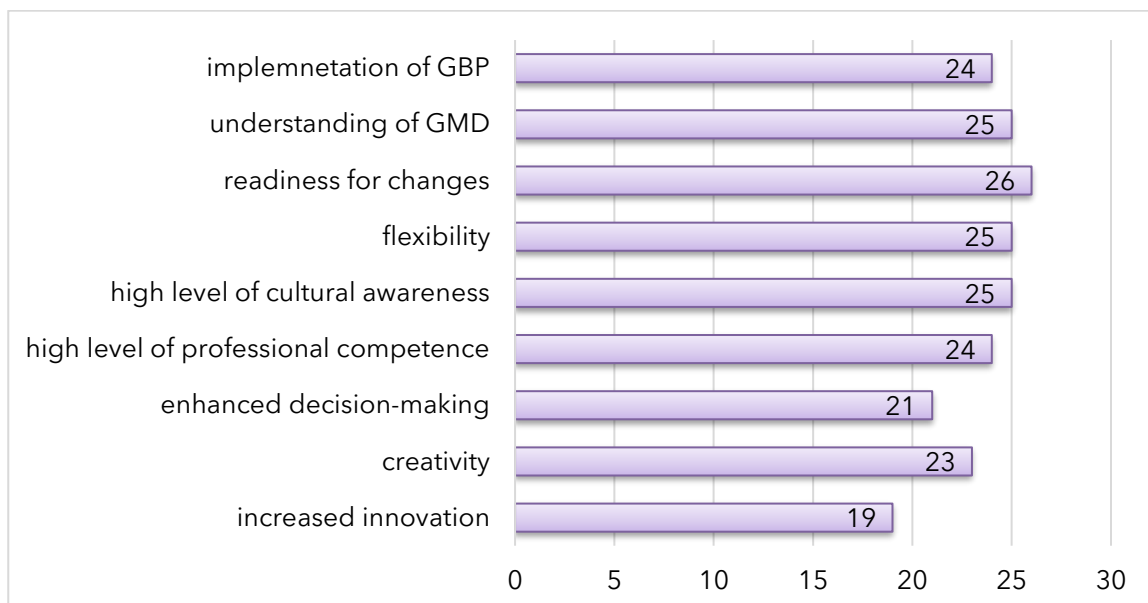
Results

RQ 1. Evaluations of culture influences on project management in the organization

The findings show that cultural differences may have both positive and negative effect upon project management. The experts stated that mostly cultural diversity in a project team leads to formation of readiness to changes in working environment (26 participants), understanding of global business development as the companies are involved in international business activities (25 participants), enhanced flexibility among team members (25 participants), and building of high level of cultural awareness that allows to implement multicultural projects (25 participants). At the same time, we found that culturally diverse teams contribute to enhanced decision-making (21 participants) and increased innovations (19 participants). Figure 3 shows positive cultural influences on project management in the organization.

Figure 3

Positive cultural influences



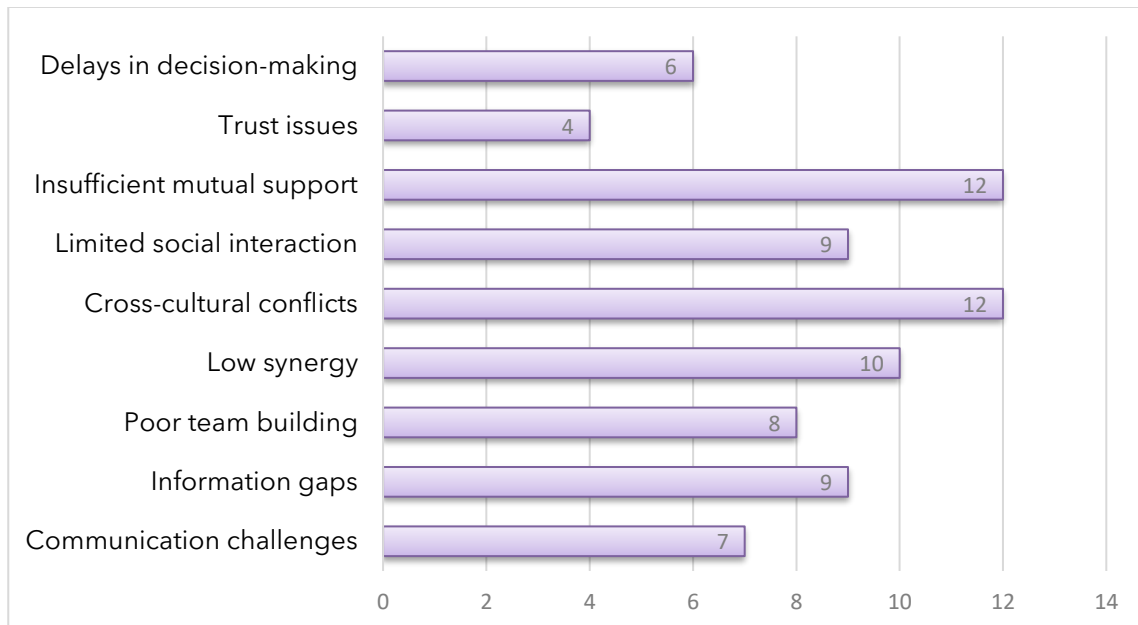
Source: author's own development

Then, we analyzed negative cultural influences on project management in the organization and the findings show that cultural diversity in project teams may cause certain negative influences. Most respondents assumed that they often face insufficient mutual support (12 participants) and cross-cultural conflicts (12 participants). Also, cultural diversity brings low synergy among team members (10 participants), limited social interaction (9 participants), and information gaps that create misunderstandings in the working environment and hinder successful implementation of a project. 8 participants stated that negative cultural influences include poor team building, 7 participants –

communication challenges and language barriers. Figure 4 demonstrates negative cultural influences on project management in the organization

Figure 4

Negative cultural influences



Source: author's own development

In general, most experts agree that effective project managements approaches applied in a team where members belong to different cultures create positive influences on project success. This means implementation of multicultural projects requires in-depth analysis of project management approaches and verification of their efficiency to elaborate the algorithm for their application in a culturally diverse team.

RQ2. Implementation of project management approaches in the context of cultural diversity

The experts were asked about the implementation of project management approaches in different structural levels. One positive answer was assessed with one point, further we calculated all the points and generated total amount for the approach implementation. The findings show that adaptive leadership style (122 points), conflict resolution (118 points), and team building (115 points) are widely used by project managers to organize culturally diverse teams. At the same time, celebrating diversity techniques (88 points) and introduction of diverse projects (74 points) are less used for global business development. Table 5 shows the implementation of project management approaches in different structural levels.

Table 5

Implementation of project management approaches in different structural levels

Project management approach	Structural levels					Totally (points)
	Organizational level	Project success	Interaction (communication and collaboration)	Quality of processes	Performance	

Cultural awareness assessment	24	18	24	12	21	99
Customized communication	23	21	27	19	23	113
Cultural liaison	19	19	26	17	20	101
Adaptive leadership styles	25	24	25	23	25	122
Inclusive decision-making	13	25	17	21	23	99
Cross-cultural training	26	19	20	17	20	102
Team building	27	21	23	23	21	115
Feedback	24	23	24	14	23	108
Conflict resolution	25	20	26	23	24	118
Celebrating diversity	19	16	18	16	19	88
Diverse project	15	12	15	15	17	74

Source: author's own development

RQ3. Verification of efficiency of project management approaches in global business development

To verify the efficiency of project management approaches in global business development the experts were asked to describe the advantages for each approach. The findings show that all the approaches have certain advantages and disadvantages. Implementation of effective project management in a culturally diverse team demands positive combination of these approaches to reach the project objectives and create successful working environment. Table 6 shows the efficiency of project management approaches on the basis of respondents' opinions.

Table 6

Efficiency of project management approaches (on the basis of respondents' opinions)

Project management approach	Advantages for culturally diverse teams
Cultural awareness assessment	High level of cultural; Presence of cultural knowledge; Positive cross-cultural attitudes; Effective communication within the team; enhanced team dynamics; formation of adaptability to cultural influences among team members.
Customized communication	Improved understandings; Enhancement of engagement between team members; Better motivation of customers; Improved customer satisfaction;

	Maximization of marketing campaign.
Cultural liaison	Promotion of positive changes in the team; Conflict resolution; Enhanced inclusivity; Support of diverse project; Prevention of cultural misunderstandings; Encouragement of cross-cultural training.
Adaptive leadership styles	Increased innovation; Improved creativity; Improvement of decision-making; Effective change management; Proactive risk management; Increased engagement of team members; Positive organizational culture.
Inclusive decision-making	Enhanced creativity; Better problem solving; Greater acceptance of decisions; Understanding of company's objectives; High level of organizational ethics; Talent retention.
Cross-cultural training	Formation of cultural competence among team members; Increased cultural sensitivity; Cultural intelligence development; Team members satisfaction; Formation of adaptability to changes.
Team building	Improved communication; Enhanced collaboration; Increased motivation to business activities; Increased creativity; Job satisfaction; Positive team dynamics.
Feedback	Enhanced performance of team; Identification of team members' needs and preferences; Team effectiveness; Increased flexibility.
Conflict resolution	Positive team dynamics; Enhanced communication; Increased trust; Personal and professional growth;

	Talent retention.
Celebrating diversity	Increased adaptability; Improved global market competence; Effective team collaboration; Promotion of social responsibility.
Diverse project	Increased innovation; Better risk management; Positive organizational culture; Improved communication; Team members engagement; Talent retention.

Source: author's own development

The survey proves the positive influences of cultural diversity on project management and states that effective project management approaches must be realized through three-graded algorithm which is oriented towards the achievement of team success and maximization of its potentials.

Discussion

Considering the literature review, we found that project management in a culturally diverse team can be introduced in three grades: (1) elementary, (2) middle, and (3) advanced (Amoah & Marimon, 2021; Bashir et al., 2021). The findings show that the grades constitute competency framework for project managers that are to implement multicultural projects and organize team members who belong to different cultures effectively.

When a project manager has grade A, it means the person is able to apply small multicultural projects since he/she possesses sufficient level of project management knowledge and is ready to work in a culturally diverse team (Bashir et al., 2021; Moradi et al., 2020). Grade B concerns that the person is able to lead a project with limited complexity and demonstrates the previous experience in the field. In addition, it means that he/she has an ability to adapt to cultural differences and apply positive communication styles among representatives of different cultures (Ahmadi Eftekhari et al., 2022; Bashir et al., 2021). Grade C is related to project manager's readiness to implement complex multicultural projects according to the company's objectives and to achieve project success (Ahmadi Eftekhari et al., 2022; Gopalkrishnan, 2019; Shepherd et al., 2019). Table 7 shows the requirements to development of three-graded algorithm of implementation of project management approaches in culturally diverse teams.

Table 7

Three-graded algorithm of implementation of project management approaches

Grades of project management approaches	Requirements
Grade A (Elementary)	Provide cultural awareness (Burkiewicz & Knap-Stefaniuk, 2022; Shepherd et al., 2019; Stahl & Maznevski, 2021); Apply effective communication styles (Szpilko et al., 2022);

	Facilitate effective information exchange (Burkiewicz & Knap-Stefaniuk, 2022; Shrivastava & Pandey, 2022); Mind language differences (Dale-Olsen & Finseraas, 2020; Lovrits, 2022); Implement inclusion and diversity policies (Feitosa et al., 2022; Morris, 2023); Adopt flexible work practices (Burkiewicz & Knap-Stefaniuk, 2022); Appoint cultural facilitator to build cultural bridges (Anwer et al., 2022; Tian, 2020); Schedule regular feedback (Baptista, 2022; Ponomareva et al., 2022).
Grade B (Middle)	Organize in-depth sessions on cultural nuances (Tian, 2020); Ensure diversity in project leadership (Cherian et al., 2020; Piwowar-Sulej, 2021); Define all the roles clearly (Battistella et al., 2023); Facilitate collaboration considering cultural differences (Denney et al., 2020; Mwamba & Malik, 2022; Szpilko et al., 2022); Promote positive team dynamics (Tian, 2020); Apply inclusive decision-making (Stahl & Maznevski, 2021); Provide translation services if necessary (Mwamba & Malik, 2022); Plan resources efficiently (Pinha & Ahluwalia, 2019); Organize post-project analysis (Battistella et al., 2023; Tian, 2020).
Grade C (Advanced)	Provide cultural competence training for all team members (Baptista, 2022); Ensure diversity in project leadership and have leaders from diverse backgrounds (Cherian et al., 2020; Piwowar-Sulej, 2021); Develop a comprehensive diversity and inclusion strategies in the organization (Feitosa et al., 2022; Morris, 2023); Implement advanced project management tools (Tereso et al., 2019); Apply customized communication (Baptista, 2022; Cizmaş et al., 2020; Mwamba & Malik, 2022); Establish a cross-cultural collaboration framework (Baptista, 2022); Involve diverse perspectives for decision-making (Stahl & Maznevski, 2021); Minimize language barriers (Mwamba & Malik, 2022); Conduct regular team building (Gabelica & Popov, 2020); Organize knowledge dissemination (Baptista, 2022).

Source: author's own development

High level of professional competence among project managers requires possession of knowledge how to implement three-graded algorithm through initiating, planning, organizing, control or multicultural projects and further development of recommendations for project management improvement in the context of cultural diversity and global business development.

Conclusions and Implications

Project management is defined as a process of planning and organizing resources to achieve a specific goal that is, as a rule, successfully concluding the implementation of projects. The use of effective project management practices leads to team productivity, greater benefit realization, optimized resources utilization, and better benefit management activities. Studies define cultural diversity refers to the differences in people's cultural backgrounds, beliefs, and behaviors within a team. Cultural diversity may bring multiple perspectives into a project team and this leads to more innovative outputs in future. At the same time, effective project management in culturally diverse team is achieved primarily through leadership. Exploring the impact of cultural diversity, we found that it is important to apply effective project management approaches in multinational teams and transform them into effective instruments for improving cooperation and organization productivity. It was found that project management in a culturally diverse team is realized at the different levels: organizational, project, communication and collaboration, quality, and performance. We stated that the structured framework of project management contributed to achievement of project objectives as well as manage the resources and risks while implementing the project.

The analysis of multicultural working environment showed that it has certain characteristics that are explained by the presence of individuals from diverse cultural backgrounds. Monocultural and multicultural working environments represent two distinct patterns which with vary in degree of diversity related to cultural backgrounds, values, and experiences. Also, these characteristics include different languages and communication styles, different working habits. Diverse decision-making styles, different collaboration strategies, flexibility, inclusion and equality, high level of cross-cultural competence among team members, and understanding of principles of global business development.

We found that culturally diverse teams, both in-person or virtual, have a number of advantages including increased innovation and creativity, enhanced decision-making, building of high level of competence and cultural awareness among team members, improved adaptability and flexibility, readiness to work in changing work environment, understanding of global market development and the implementation of best practices for global business. At the same time, the findings show that sometimes multinational teams may lead to communication challenges, mismatched expectations caused by information gaps, difficulties in team building, and lack of synergy among team members, emergence of conflicts, limited social interaction and insufficient mutual support, trust issues, and delays in decision-making.

The efficiency of culturally diverse team depends on project management approaches selected in the organization which bring innovative ideas and contribute to creative problem solving. A project manager should effectively work and affect a multicultural framework of project team positively through effective strategies and techniques. Management of culturally diverse teams requires introduction of specific approaches to ensure effective communication, collaboration, and project success. We found that there are 11 project management approaches in global business development that are applied in the context of cultural diversity and are oriented towards maximize cultural differences within the team. They are the following: cultural awareness assessment, customized communication, cultural liaison, adaptive leadership styles, inclusive decision-making, cross-cultural training, team building, use of feedback, conflict resolution, recognizing cultural differences, implementation of diverse projects. Implementation of these approaches makes project management creative, inclusive and culturally sensitive. Also, they foster collaboration within a culturally diverse team and maximize its potentials. In addition, we came to the conclusion that

project management in a culturally diverse team can be introduced in three grades: elementary, middle, and advanced. The grades constitute competency framework for project managers that are to implement multicultural projects and organize team members who belong to different cultures effectively.

The findings can be used for formation of effective culturally diverse teams and management of teams where the members differ in beliefs, behaviours, languages, practices, background, and experiences. The survey results is valuable for project managers who start working in the culturally diverse teams and want to improve their professional competence.

Suggestions for Future Research

The investigation proves that cultural differences influence on project management approaches significantly resulting in creating advantages and disadvantages for team projects. Critical evaluation of project management approaches shows that they are applied in different levels of project management structure such as organizational, project success, interactions (communication and collaboration), quality of processes, and performance levels. At the same time, detailed analysis of project management components may contribute to enhancement its efficiency in the culturally diverse team since implementation of projects will be oriented directly towards project success. Other limitations include the necessity to differentiate experts who participated in survey into their involvement in multicultural activities and identification their role in small, medium, and large-sized projects. It may contribute the verification of three-grade algorithm of implementation of project management approaches in culturally diverse teams and to orient them towards maximization of cultural diversity advantages.

The investigation conclusively demonstrates that cultural disparities exert a substantial influence on project management methodologies, generating both advantages and drawbacks for team projects. A meticulous examination of project management strategies reveals their application across various tiers of project management structures, encompassing organizational aspects, project success metrics, interactions (emphasizing communication and collaboration), process quality, and performance levels. Simultaneously, a granular analysis of project management constituents holds the potential to enhance efficiency within culturally diverse teams, aligning project implementations directly with success goals. Recognizing limitations, it becomes imperative to distinguish experts based on their involvement in multicultural activities and discern their roles in small, medium, and large-scale projects. This differentiation is crucial for validating a three-grade algorithm for implementing project management approaches in culturally diverse teams, guiding them toward maximizing the advantages of cultural diversity.

Further it is necessary to develop local framework of professional competence of project managers who are responsible for multicultural project and organize culturally diverse teams. It will help to improve the practices for global business and enhance global marketing campaign since team members with high level of competence and cultural awareness are able to bring innovative ideas, build creative problem solving, improve communication styles, and enhance team building. We are convinced that special attention must be paid towards the detailed research of adaptive leadership styles that showed high level of efficiency during the survey. Future research could delve into the nuanced impact of cultural dimensions such as individualism and collectivism on the selection of project management approaches in global business development. A promising avenue for exploration involves assessing how cultural diversity within project teams shapes communication patterns and decision-making processes, offering insights for fostering effective cross-cultural collaboration.

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