1. **Introduction**

   Internationalization has empowered many businesses and companies to invest in the project in foreign countries. It turns out that these projects in the multinational context seem to grant the companies, firms, and enterprises many chances to generate huge profits and attract more talented project team members to deliver the project effectively. In relevance to the previous assignment, it seems that many aspects challenge the delivery of the projects in the multinational context. However, the aim of this assignment is to critically review and evaluate a specific issue threatening the fulfillment and delivery of the project in the international business context. In particular, this business report intends to measure, demonstrate and highlight the subject area of effective communication, which contributes to the success of project delivery in the multinational context.

2. **Assessment of the effective communication to achieve the successful project delivery in the multinational context**

   According to Barnard et al. (2016), communication plays an essential role in all aspects of life. In particular, it is believed that effective communication is a key role to determine the success of project delivery in the multinational context. Based on the findings of Gale (2007), it shows that communication is defined to be an essential tool in project management, which highlights its role to help the project to transfer and exchange the information within the project members. Besides, communication is considered an art of project management to support the project leader and member to identify the issues and problems more effectively. Cagáňová et al. (2014) confirmed that communication is a vital element that significantly drives and shapes the outcomes of the project. Besides, with the development of technology, communication also has an important position to leverage project delivery in the complicating context of the international business environment. In essence, communication is a supportive method that the project managers intend to approach to improve the outcomes of the project and deliver the best quality of the project. Canonico & Soederlund (2010) concerned that in the multinational context, the majority of the project managers are stressed to figure out the methods and ways to enhance communication to meet the expectations and raise the project performance. The issue of communication to the success of project delivery is gaining

importance daily, which requires the managers to pay high attention to. It is considered that the success of project delivery is mainly dependent on the efficiency and effectiveness of the communication network. Communication is determined to begin from the early stage of the project foundation to the end of the project delivery, which implies that communication enables the project managers to update the process of the project regularly to avoid any mistakes or failures (Currall & Judge, 1995).

First and foremost, communication is a spine bone to enhance the quality and delivery of the project in the multinational context. It appears that in the multinational context, a specific project seems to attract different stakeholders with different backgrounds, cultures, nations, religions, and languages. It turns out that the cultural differences are invisible barriers that prevent the cooperation and collaboration of these stakeholders to deliver the projects effectively. In this case, Crossman & Lee-Kelley (2004) supposed that effective communication is a powerful glue to stick the cultural differences between the employees, clients, customers, investors, and so on toward a common direction of project delivery. Gale (2007) noted that effective communication in the project allows the stakeholders to exchange information, ideas, requirements, and other relevant data in an efficient way to support the delivery of the project in the multinational context. Through effective communication, the different stakeholders are involved to transfer their data to gain the outcomes and deliver the appropriate information needed for the project delivery (Gnadt, 2009).

Furthermore, communication is known to be a two-way process of sending and receiving content and information. It is believed that communication is a required process of a project to make sure that it enables the project's stakeholders from different parts of the world are well-informed to meet the expectation of these stakeholders toward the project delivery. From the viewpoint of Argenti (2003), it is emphasized that communication in the multinational context has become an urgent topic to maintain the success of the project management and delivery. In other words, without the appearance of communication, the project failed to be fulfilled and delivered to meet the requirements and expectations of the involved parties. In general, communication is a magnetic needle to guide and lead the project to success. In reality, communication plays a role to reshape the information between the different stakeholders in the multinational

context to construct the insights of the project, which significantly influences the roots of the project delivery (Nielsen, 2009).

The reasons why communication links to the success of project delivery are the involvement of in the process of sending messages and encoding the messages to construct the parts of the project (Perkins, 2014). Generally, the project is handled and fulfilled to solve specific problems that the organizations or team might face. It appears that in the multinational context, it is more essential for the project manager to highlight the role of communication to discuss the problems more effectively. Through effective communication, information related to the projects is conveyed and informed effectively from the customers who require the project to the clients and investors who distribute the significant data to the project delivery and the project team members who are in charge of fulfilling and developing the project to meet the demand and satisfy the customers and investors (Relich, 2010). Without exchanging information in the diverse cultural context, the stakeholders failed to find a common voice to debate and contribute to the project delivery.

Moreover, communication is considered to directly reduce the time and costs of project management and enhance the outcomes of the project delivery. In general, effective communication is determined to be an invisible bridge to connect the different parts of the project to stick and cooperate (Relich, 2012). It turns out that in a multinational project, it contains different stakeholders from different countries with different perspectives, languages, religions, norms, and beliefs. Thus, these cultural differences seem to create a diverse and huge gap between the project's individuals affecting the productivity and performance of the project outcomes. In reality, the introduction of effective communication is a miracle power to help these individuals in a multinational project to deepen an understanding between each other through communication. Brinsfield (2010) supposed that through communication, people are likely to exchange their ideas more effectively with constructive feedback and reviews, to improve the ability to listen and sympathizing to put themselves in other people's positions. Furthermore, effective communication is noted to be a soft power that the project managers intend to approach the deliver the expectations, desires, and

requirements of the projects in the multinational context more efficiently (Ramsing, 2009).

Generally, based on the findings of Bordia (1997), effective communication consists of four different types of communication, which refers to verbal, non-verbal written, and visual communication. It turns out that in the multinational context of a specific project, all these four types of communication supports the performance of project delivery. Paying attention to the first type of communication, Bordia (1997) stressed that verbal communication is the approach of using sounds and words to express ideas, to communicate with other people through sentences or words. It turns out that verbal communication in the multinational project is significantly important because the stakeholders mainly use this form of communication to talk, discuss, and communicate with other people. In addition, it appears that verbal communication known to be an easy way to help the project team to express their thoughts, ideas, and information to deliver to the project managers or the customers in an effective way (Hall, 2012). Through speaking and communicating with the different stakeholders in the multinational content with different cultures, Blindenbach-Driessen & Van Den Ende, (2010) believed that it gains the understanding between the stakeholders to develop a higher outcome of the project and deliver the project promptly. It is an important element in the diamond to encourage the information, idea, and thought to be transferred within the project and secure the project's secret from competitors effectively.

On the other hand, verbal communication sometimes causes the misunderstanding between the stakeholders due to the differences in languages used in the multinational context of the project (Braglia & Frosolini, 2014). It turns out that non-verbal communication appears to support the verbal communication method to remove the barriers of language differences. In particular, non-verbal communication is referred to gestures and body language signals to communicate with the other people when verbal communication fails to express the ideas, thoughts and information (Kerzner, 2006). It is likely that non-verbal communication activates the ability of exchanging information and expressing the perspectives through using the gestures or body signals. In the multinational context, it is addressed that non-verbal communication intends to help the stakeholders from different cultures to deliver their ideas and expectations to fulfill the

project delivery (Hoegl & Gemuenden, 2001). Furthermore, through non-verbal communication, project managers are determined to inspire and support the different project members when verbal communication fails to approach the team effectively. Moreover, since non-verbal communication involves the transmission of the signals and messages through body language, use of eye-contact, voice and facial expression, the distance between the communicators and the gestures, it reflects to improve the communication between the stakeholders of the project. In reality, many scholars believed that people are likely to trust the non-verbal communication because the body language, eye-contact and gestures are easily controlled by the communicators in comparison with verbal communication (Kerzner, 2006). Thus, the usage of non-verbal communication is identified to be an effective method to improve project delivery in the multinational context.

Besides, in the multinational project, it is essential to have a consistent report system, thus, written communication is born to help the project fulfill the report system to review, evaluate and check the mistake and outcomes of the project. It supposes that through written communication, the top management, clients, and the investors as well as the customers who are unable to communicate directly with the project seem to have a detailed understanding and follow up with the process of the project (Jonas, 2010). Moreover, through written communication, it allows the stakeholders of the project to identify the failure, mistakes, or achievements by using effective written communication methods. Furthermore, written communication through emails, messages, reports, memos intends to support to document the process of the project for review and revision, which leverages the project delivery and management (Kerzner, 2009).

Finally, visual communication refers to the transmission of information and thoughts through images and symbols. Lievens & Moenaert (2000) believed that visual communication is best used in the project because it allows the project's stakeholders to approach and find the common voice of project identification. In particular, visual communication seems to include signs, graphic designs, films, typography, and countless, which supports the project' stakeholders and managers to construct a demo of the projects, to measure the risks and identify the possible solutions to achieve the project and overcome the challenges effectively (Meredith & Mantel, 2011). Visual

communication is also helpful in the multinational project because it removes the barriers of language differences or cultural difficulties (Martinsuo & Lehtonen, 2007). Image is seeable, hence, different people find it easy to gain the information and exchange the ideas through simple images or symbols and boost the process of project delivery.

3. Conclusion

To sum up, this assignment has identified a specific element that significantly drives and contributes to the success of project delivery. With the assistance of academic sources, this assignment has highlighted the role and essence of effective communication in application of the project in the multinational context. It addresses that effective communication leverages the information exchange and ideas expression in the project and remove the cultural differences in the multinational context of the project. Furthermore, this essay also concentrates on the role of communication to improve the performance of the stakeholders in the projects. With an analysis of four communication methods, it demonstrates importance of the visual, non-verbal, verbal and written communication to the success of the project delivery.

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