

# THE INFLUENCE OF STRATEGIC KNOWLEDGE MANAGEMENT ON THE PERFORMANCE OF A MANUFACTURING FIRM: A CASE STUDY

**ZHANG JIANJUN**

Research Scholar, Lincoln University College, Malaysia.

**ABHIJIT GHOSH**

Dean, Lincoln University College, Malaysia.

## Abstract

This research paper aims to investigate the impact of strategic knowledge management on the performance of a manufacturing firm. In today's competitive business environment, firms are increasingly recognizing the importance of effectively managing their knowledge assets to gain a sustainable competitive advantage. This study focuses on examining how strategic knowledge management practices, such as knowledge creation, acquisition, dissemination, and utilization, influence the performance outcomes of a manufacturing firm. The research adopts a qualitative case study approach, selecting a manufacturing firm as the focal organization. Data will be collected through semi-structured interviews with key personnel involved in knowledge management activities within the organization, including managers, employees, and knowledge experts. Additionally, archival data, such as company documents and reports, will be analyzed to gain further insights into the knowledge management practices. The study expects to uncover several key findings regarding the impact of strategic knowledge management on firm performance. It is anticipated that effective knowledge creation and acquisition processes will positively influence innovation and product development capabilities, leading to enhanced operational performance and increased customer satisfaction. Furthermore, efficient knowledge dissemination and utilization practices are expected to enhance decision-making processes, accelerate learning, and improve overall organizational performance. The research findings will contribute to the existing literature on strategic knowledge management by providing empirical evidence of its impact on the performance of manufacturing firms. The study's findings will also offer practical implications for managers and practitioners, providing guidance on how to design and implement effective knowledge management strategies to improve firm performance.

**Keywords:** Knowledge transfer mechanisms, Performance, Manufacturing firms, Systematic, Knowledge transfer, Communities of practice, Social networks

## INTRODUCTION

Knowledge management has been more important in recent years as a means for businesses to gain an advantage in their industries. Researchers have been looking at many different aspects of knowledge management. Knowledge management strategy and the success of businesses has not been well researched as of now. Knowledge management is often linked to successful business strategies, however there is some conflicting evidence. According to research by, several forms of corporate knowledge have been shown to have a negative effect on product development performance. However, most studies examining the impact of knowledge management on business outcomes have shown positive results. It's possible that the contradictory findings might be attributed to the fact that prior studies didn't investigate the factors that can mitigate the link between knowledge management strategy and strategic success at companies.

The term "management of knowledge" is used in the world of business to refer to a group of practises that are used by leaders to assist the gathering, development, and distribution of information in order to increase productivity and profitability. Knowledge management is the process of evaluating not just the value of past investments in the organization's knowledge but also the worth of potential future investments in that knowledge. When it comes to organising and disseminating their internal body of knowledge, some companies rely on formally structured methods such as databases or software, while others prefer to teach and learn from one another.

According to description, knowledge management involves a diverse assortment of different pursuits. These involve workers educating one another, learning from one another, and disseminating the best practises. According to, one opportunity for knowledge management is to gather tacit knowledge and put it to use in the practise of an organisation. Management may accept knowledge management as an organisational concept. It is essential to manage tacit and explicit information in various ways due to the fact that these types of information are gathered, generated, transmitted, and shared in different ways. In order to preserve knowledge as an asset, it must first be acquired, then generated, then transferred, and finally shared.

A corporation that first collects and examines data, and then bases its choices on that data, is said to be operating in the knowledge age. In order for businesses to be successful in the challenging economic environment of the present day, they need to learn from their past experiences rather of repeating the errors that got them into trouble in the first place. The ability of a company's executives to monitor the most recent advancements in their industry, integrate the new information they learn, and incorporate it into the organization's already substantial body of knowledge is critical to the success of the company's attempts to increase its knowledge base. Businesses may excel at benchmarking with industry leaders; firms can depend on strategic collaborations to gather knowledge resources required for their company; and firms can acquire external knowledge by doing research on past goods and acquiring important insights about the product. Conversations with customers and vendors may provide businesses with fresh insights into the sector, complementing the findings of their own internal research efforts.

The generation and spread of new knowledge are becoming more important factors in determining the level of economic success. Information is increasingly recognised as a valuable asset, both because it is imbedded in things and because it represents the tacit knowledge of highly mobile individuals. Although it is increasingly perceived as a commodity or intellectual asset, knowledge is distinguished from other commodities by a number of conflicting features that set it different from other commodities. As pointed out, the application of knowledge does not result in its loss, and the transmission of knowledge does not result in its consumption. Makes the further observation that while there may be an abundance of information in any particular organisation, the ability to use it may be

restricted, and that the majority of the relevant information is lost when employees leave the building at the end of the day.

It is essential to the success of a business that its workers be allowed to openly debate and share knowledge with one another inside the organisation. However, employees need an incentive to share their knowledge and experience. In point of fact, not all employees will willingly offer their experience without first considering the possible rewards and downsides of doing so and making their decision based on that analysis. Some people believe that the culture of an organisation is what enables its members to develop, acquire, distribute, and regulate information. This view has been put out by a number of different authors. In addition, organisational culture contributes to the development of a competitive advantage by establishing limits that make individual interaction simpler and/or restricting the scope of information processing to that which is really beneficial. Many people in authoritative positions are aware that interdependent behaviours such as teamwork, information sharing, and mutual support are the most important factors in determining one's level of success. As a result, companies have an obligation to foster the culture that will enable them to transform, transfer, and utilise information in an efficient manner the term "strategy" has been used by knowledge management specialists to refer to an overall philosophy and organisational structure that fosters the creation of fresh ideas and data. "The systematic collection, analysis, and distribution of organization-specific, primarily tacit professional competence to relevant stakeholders and circumstances at the proper time," is one definition of knowledge management. Despite the expanding relevance of contingency factors in strategy research, the literature has paid little attention to moderating variables in the link between knowledge management and firm strategic success.

The method for creating software is very convoluted, information- and experience-intensive, and fluid. It also includes a large number of diverse people. In a similar vein, it is important to properly save this data within the firm so that it can be used again in the coming years as innovation, process models, processes, and people's interests all undergo dramatic transformation. This is because it is possible that this information will be used again in the future. In a large company, there are likely to be a large number of people working on the process of developing software across its many phases. Because of this, it may be difficult for these people to get acquainted with one another. In addition, software companies are constantly working to improve their output in terms of quantity and quality of product, as well as reduce costs and increase the speed with which they bring new products to market. This can only be accomplished by reducing rework, which can be done by remembering the lessons of the past, avoiding making mistakes, and employing the appropriate resources. Because of the numerous benefits it offers, the majority of software industries are increasingly incorporating a strategy of delivering solutions. These advantages include access to a larger pool of qualified workers, happier customers, lower development costs, and higher levels of efficiency and quality. This tendency has resulted in a number of beneficial results; but, it has also brought up a number of new challenges, including distrust, cultural differences, a breakdown in

communication, and a number of other issues. Scholars have discovered and recognised a great number of solutions to the challenges posed by GSE, including Carmel's centripetal forces, as well as other ways. The authors are of the opinion that methods related to knowledge maintenance (KM) must to be put into action regardless of whether or not Carmel is used to resolve issues. In addition, the only goal of this chapter is to offer an overview of the Knowledge Management industry. The knowledge base of a company is consistently regarded as one of the most significant resources available to that company. In addition, organizations are starting to recognize its relevance as a result of the success characteristics associated with it, such as the recycling of old data, tactics, and ideas. The activity of spreading, collecting, cataloguing, creating, maintaining, and assessing data about the rules, methods, and products of an organization among its members and other constituents is known as knowledge management (KM). In addition, as the company becomes larger, it becomes much more difficult for workers to get to know one another and to communicate their experiences and thoughts to one another. Similarly, in order to preserve and retain this most important intellectual asset, which is knowledge of the organization, an appropriate strategy is needed. This is necessary in order to produce appropriate solutions to the difficulties and conserve information for future use. It is problematic for both the employer and the employee when an experienced worker leaves their position at an organization. As a consequence of this, businesses are required to hire new workers, which results in an increased demand for training as well as more downtime.

## LITERATURE REVIEW

**McInemey, (2019)** According to the findings of the study, there are two distinct types of teams were able. The first approach pertains to "a integrated network that tends to concentrate on the dissemination and deploying expertise of the current company," while the general alternative is "the real economy that relies on addressing needs for new information." In other words, "the first approach concentrates on information exchange and distribution, while the second approach concentrates on the invention of chemistry and mechanical of each type of knowledge." In addition, knowledge may be split into two distinct categories: cognition and tacit and explicit. Both facets of expertise are essential to the functioning of the institution.

A customization approach indicates that information is intimately connected to the individual who was responsible for its development and is largely disseminated via one-on-one interactions between individuals. In the context of a tacitly centered strategy for information management or a customization tactic, the emphasis is placed on the exchange of information through interrelations. Talks that endorse the exchange of information via one ties and that materialize thru the social media vocational teams or groups are used. Firms that use this technique defend itself from being duplicated by their competitors by preserving their strategic information, such as know-how, in an implicit form. This keeps their understand secret (**Schulz, 2018**).

**Neely, (2019)** According to one author's definition, "the method of accomplish shared objectives of the events of the past through obtaining, selection, grouping, analyse inference, and distribution of adequate data" is one way to characterize a financial operation. This definition describes "the method for determining the effectiveness and success of the events of the past through the obtaining, selection, grouping, analysis meaning, according to the vast majority of the research that has been conducted in the past, the effectiveness of the company may be interpreted in a number of different ways, such as increased earnings, units sold, and sales growth. In addition, revenue, investment spending, product sales, and increasing market share are all examples of company success, and the facts relating to these areas are often discovered in research conducted by academics. In addition, performance indicators may be categorized as either physical or immaterial indicators, depending on how they are measured. Because these aspects can also be categorized as immediate and personal measures of economic and semi metrics, they will be employed in this study to evaluate production key metrics such as cash flow, ROI, retaining customers, and sales volumes. Since these sizes were postulated by investigators, they will be used in this study.

**Hitt, (2016)** in the world of business, the term "strategic orientation" refers to the overarching strategy that top-level management use to analyse and exert control over a company's internal and external surroundings in order to attain the highest possible level of success. It defines and displays how a corporation prioritizes the many stakeholders it considers in its strategic planning (customers, competitors, partners, employees). It addresses a broad variety of ideas that have an impact on the degree to which a business can compete in its industry. It makes it possible for companies to adopt a strategic attitude that the leadership of the company believes will lead to greater performance. Because of this, the culture of the firm is shaped by the way its workers and those from outside the organization should engage with one another. It is essential to a company's performance in the market because it provides workers with a feeling of "unified direction," which in turn contributes to the company's success. As a result, a strategic point of view is essential while discussing the subject of strategy formulation. In the pages that follow, I will go through the information that is already available about the market's overall trajectory.

## **METHODOLOGY**

A comprehensive cross-sectional investigation was carried out by the researcher. The cross-sectional design required only the collection of data from a single point in time, which was both efficient and cost-effective. The researcher decided to take a quantitative approach despite the constraints of the short time frame and the inadequate resources. The sample size of 1376 people was determined with the use of the Rao-soft software; 1500 questionnaires were handed out, of which 1457 were filled out and returned; and finally, 50 questionnaires were discarded since they were not fully completed. Hence, there were a total of 1407 participants from China for the study. Everyone who responded to the survey was contacted for the survey, and the sampling was done randomly. The



researcher provided participants who agreed to take part in the study with information regarding the study, and the researcher was also present to answer any questions the participants might have had while they were waiting for their shopping to be completed. When a respondent was unable to read or write, or when they were confined to a wheelchair, the survey questions and response categories were read to them by the researcher. The researcher then recorded their responses on the survey form as they were uttered. In certain locations, individuals were provided with questionnaires to fill out and post at the same time. In this part, the techniques and reasons that lie behind the research methodology used in the study are broken down in depth. It is founded on a comprehensive investigation of the ontologies, theories, and methodologies of a wide variety of research paradigms. Because of the philosophical grounds that have been presented in this article, the research subject, associated questions, and final objective of this study may each be treated from a variety of perspectives. Through the use of a powerful paradigm and the subsequent selection of a methodological approach, it is possible to differentiate routine random observations from methodical searches for information. They go to great lengths to recreate the research in the hopes that others would be able to learn from the results and add to the existing body of knowledge on the same subject. Because of this, it is particularly necessary in the field of scientific research to have a comprehensive understanding of the many different study paradigms and available methodological choices. This chapter examines these possibilities in light of the research subjects and discusses the reasoning behind the selection of a particular research methodology and method. The foundation of critical theory is composed on history realism as an ontology and objectivist or transnationalism as an epistemology, respectively. According to the tenets of the historically realist philosophy, the world they live in is not a factual cosmos. Realists are of the opinion that a virtual world will take on the traits of the civilization in which it is formed, along with its politics, culture, economics, and gender roles. Realists think that this will happen. The subjectivist epistemology maintains that it is not feasible to carry out an examination from an objective perspective. It encourages the notion that the researcher should build or justify all of their knowledge within the confines of their own conceptual framework and set of assumptions. Methods of learning such as dialogue and discourse are used by theorists the vast majority of the time. The ontological and epistemological positions taken by critical theory are diametrically opposed to those of positivism. Researchers that adopt a critical position believe that people are responsible for creating and maintaining society in its current state. They argue that people's possibilities to better their social and financial position are limited by the many forms of social, cultural, and political domination that exist in society. As a consequence of this, critical theorists have the desire to make changes to the existing system in order to eliminate the fundamental factors that contribute to separation and domination. For example, researchers have argued that they, too, should be able to have an opinion and should share part of the responsibility for bringing about the required changes in society. Research that takes a critical perspective is conducted with the intention of shedding light on and offering criticism of the restricting and isolating conditions that exist in today's society by concentrating on oppositions, conflicts, and

contradictions. The psychiatric perspective has a great amount of impact on the tactics that are used in this technique. Because of its emphasis on resolving inner discrepancies in existing theory, critical race theory has limited application in the development of new theories for initial generation such as intellectual capital.

### **Study Area**

This research was carried out in manufacturing firm like, Hindustan Unilever, Philip Morris International, Panasonic, Amway, canon and other companies in this space, the manufacturing sector.

### **Data collection**

The researcher gathered information for the study's quantitative analysis by surveying participants and conducting interviews. Following is a description of the particulars of the survey gathering procedure as well as the interview. First, respondents were given a set of control questions to answer regarding the Chinese clothing market. The purpose of these questions was to forecast the establishment of brand equity and the growth of the respondents' organizations. This resulted in the sample size being computed using Rao Soft, and the result was that the sample size was 1376. A grading system known as the Likert scale is often seen in surveys because it is useful for gauging respondents' ideas, perspectives, and attitudes. Subjects are given a particular question or statement and given the option to choose one of many potential replies to the question or statement. The options commonly include "strongly agree," "agree," "did not respond," "disagree," and "strongly disagree." Most of the time, the categories of answer are coded numerically. In this instance, the numerical values need to be specified for that research, such as 5 = "strongly agree," 4 = "agree," and so on. During the research, the investigator investigated various aspects of the respondents' demographic information. These aspects included the respondents' incomes, as well as their genders, age groups, occupations, lengths of service at their current jobs, technical knowledge, and surveillance skills. The researcher also considered the respondents' surveillance skills. That all these people are included in the demographic information.

The questions range from 1 to 20, and they are based on the Likert scale that was discussed before. This gives us information about the Chinese apparel market, which allows us to anticipate the construction of brand awareness.

### **Sample**

Data for the study was collected collection method and interview. Sample Size calculated through Rao-soft software was 1376, total 1500 questionnaires were distributed, out of which 1457 questionnaire were received back, and 50 questionnaires were rejected because they were incomplete. The final number of questionnaires used for study is 1407 with 394 females and 1013 males respectively. The member of the study surveyed were the following:

Video Analyst 234 respondents (16.6%), Network Analyst 219 respondents (15.5%), Engineer 220 respondents (15.6%), Cyber Security Analyst 267 respondents (18.9%), Business Intelligence Analyst 211 respondents (14.9%), Pvt. Employee 256 respondents (18.1%).

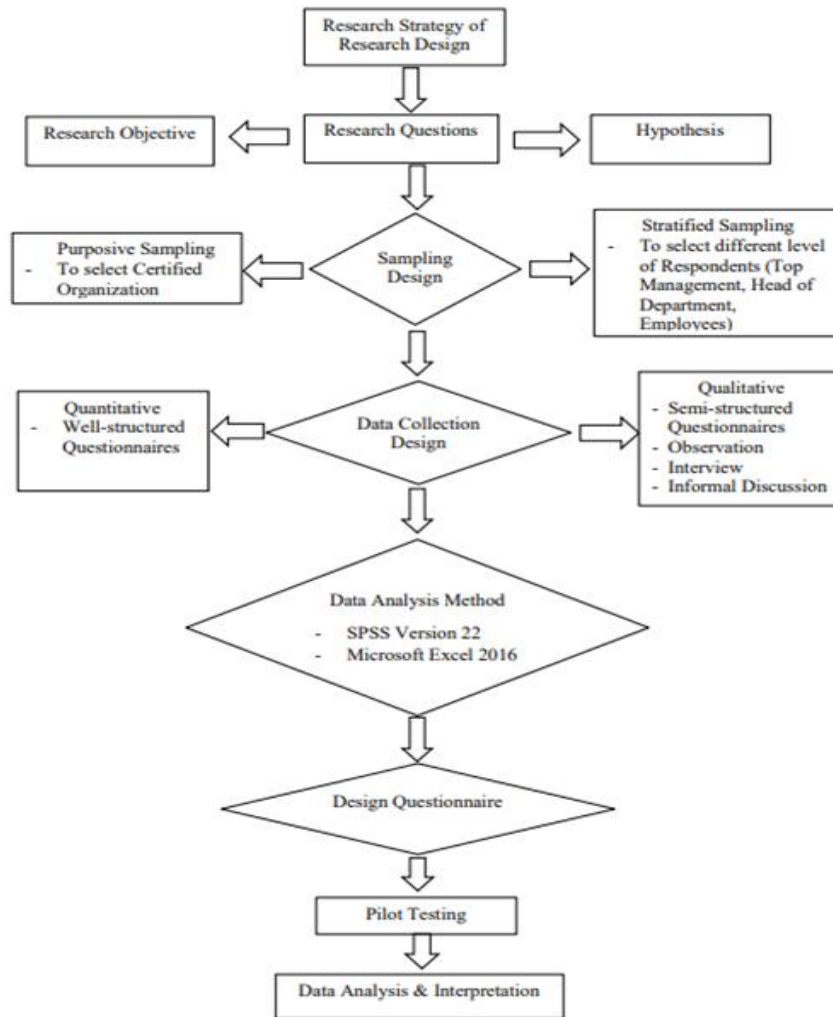


Figure 1

Source: <https://petrorisk.com/training/>

## RESULT

The Results section of a scientific research paper represents the core findings of a study derived from the methods applied to gather and analyse information. It presents these findings in a logical sequence without bias or interpretation from the author, setting up for later interpretation and evaluation in the discussion section. A major purpose of the



results section is to break down the data into sentences that show its significance to the research question(s).

The researchers classified the project proposal as a "comprehensive plan that states clearly the goals of an implementation as well as the actions which are necessary to accomplish the above targets and who are directly to blame for these operations." This was an attempt to explain the blueprint, which they defined as a "detailed plan that clearly defines the goals of a deployment." They made the observation that a plan of execution is one that is definite in character. It is widely held that the codify of an implementation plan, including both its approach and its operation, may have a beneficial effect not only on the quality of the implementation and operation but also on the effectiveness of the company. In his study of project proposal, he also pointed out that the action plan and its size, as discussed by the interview participants, is the fourth most important success factor out of the 32 factors that were researched in the field. This factor is also a substantial one that is linked to the the company's performance. However, many businesses still do not have adequate execution plans, despite the fact that their relevance is widely acknowledged. As a result of this, it should be highlighted that an implementation plan should include a comprehensive breakdown of the means and procedures that will be used to realize a strategic goal. The strategy has to be translated into the day-to-day administration of the company, and that's what the implementation plan should do. In addition, it is possible that this is a component of the overall strategic strategy. On the other hand, it might also comprise of the goals of the application, the actions and duties that are necessary to execute the approach, and the responsibility for the completion of those tasks as stated in the previous sentence. In a similar vein, the researches indicated that the material on strategic change plans has little information about the topic of having a clear planning framework.

### **Pilot Study**

When the instrument is tested on several occasions, it must consistently provide the same measurement, otherwise it isn't dependable. The researcher ran a pilot test on a worldwide scale with 10-20 responders to see whether there were any questions that were confusing or ambiguous. Reworked or eliminated questions that were too vague. Survey completion time averaged out to around 20 minutes after the questionnaire was pilot tested by a group of students. The major study did not include responders from the pilot survey, as previously stated. Measurement scale qualities and questions that made it were examined as part of a reliability study in addition to the connection between items on the scale, which was done to offer information on their internal consistency. A critical step in the instrument's validation is to calculate reliability estimates.

### **Response**

A total of 1500 questionnaires were distributed to the respondents. Out of this number 1407 sets or 93.08% of the questionnaire were returned and 1376 questionnaires were analysed using the Statistical Package for social science (SPSS version 25.0) software.

**Table 1: Survey responses**

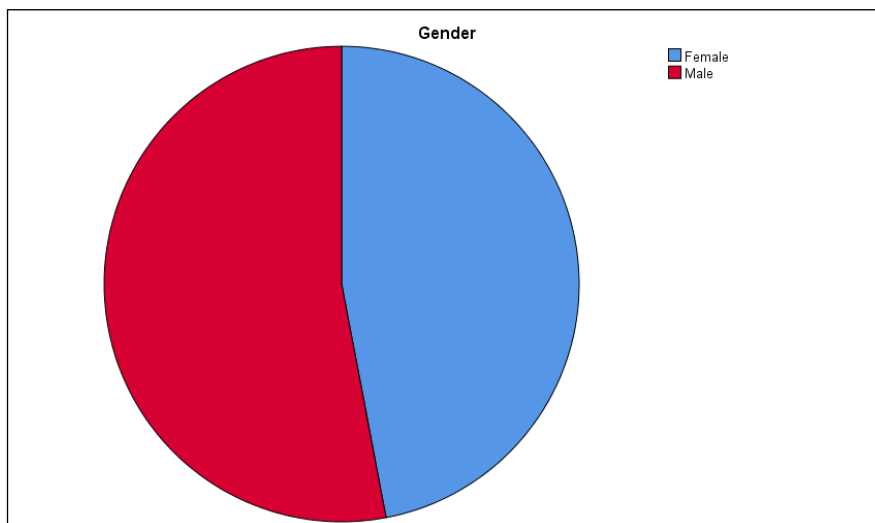
Questionnaires sent	1500
Questionnaire received	1407
Response rate	$(1407/1500) * 100 = 93.08\%$ return

### Demographic Details

Demographics are statistical data that researchers use to study groups of humans. A demographic refers to distinct characteristics of a population. Researchers use demographic analysis to analyse whole societies or just groups of people. Some examples of demographics are age, sex, education, nationality, ethnicity, or religion, to name a few. Demographic segmentation examples explain how researchers divides into smaller groups according to age, gender, family income, race and ethnicity, qualification, marital status, nature of employment, etc.

**Table 2: Gender**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Female</b>	662	47.0	47.0	47.0
	<b>Male</b>	745	53.0	53.0	100.0
	<b>Total</b>	1407	100.0	100.0	

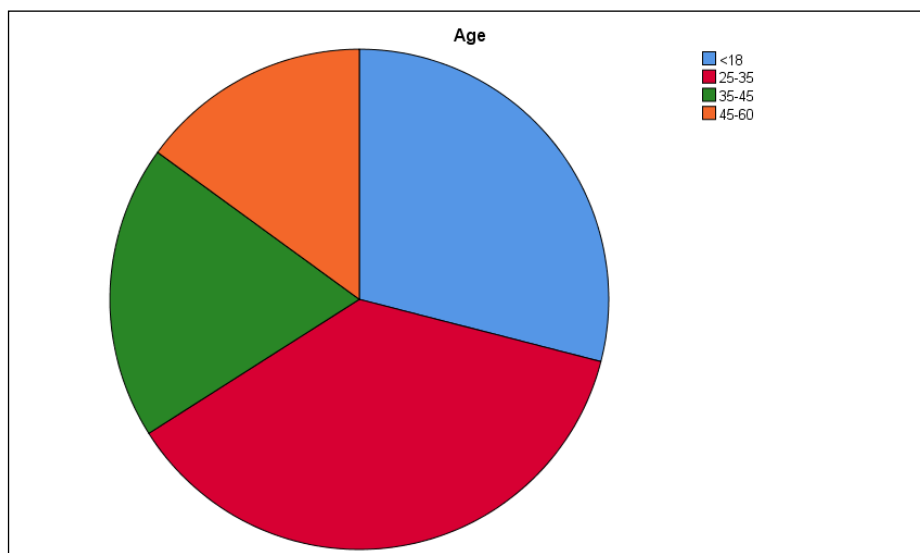


**Figure 2: Gender**

As per the table and figure 2 the demographic information of gender for the participants in the study is shown. A total of 1407 respondents included in this study, among them 53.0% (N=745) were male and 47.0% (N=662) were female. According to the illustrated table above, there was almost equal distribution of male and female which will give a more standard data.

**Table 3: Age**

<b>Age</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>18-25</b>	407	29.0	29.0	29.0
	<b>25-35</b>	522	37.0	37.0	66.0
	<b>35-45</b>	259	19.0	19.0	85.0
	<b>45-60</b>	219	15.0	15.0	100.0
	<b>Total</b>	1407	100.0	100.0	

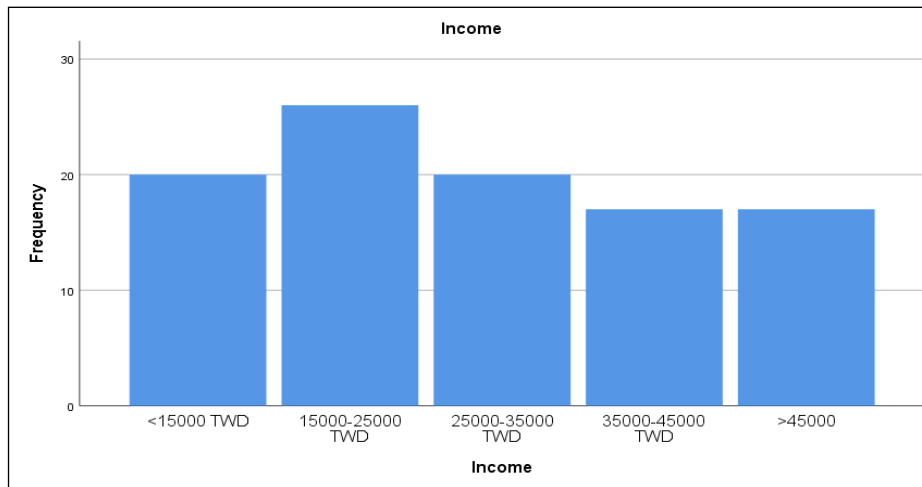


**Figure 3: Age**

Table and figure 3 showed the demographic information of the respondent's age were majority of the participants respondents in this study were within the age of <25 years with the percentage of 29.0% (N=407). The second largest number of respondents were in the category of 25-35 years with highest the percentage of 37.0% (N=522). The fourth respondents were at the age of 35-45 years reached 19.0% (N=259). The last respondents were 45-60 years reached 15% (N=219)

**Table 4: Income**

<b>Income</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>&lt;15000 TWD</b>	282	20.0	20.0	20.0
	<b>15000-25000 TWD</b>	366	26.0	26.0	46.0
	<b>25000-35000 TWD</b>	277	20.0	20.0	66.0
	<b>35000-45000 TWD</b>	242	17.0	17.0	83.0
	<b>&gt;45000</b>	240	17.0	17.0	100.0
	<b>Total</b>	1407	100.0	100.0	



**Figure 4: Income**

As per the table and figure 3 the demographic information of income for the participants in the study is shown. The highest number of respondents for the income group was of 15000-25000 26.0% (N=366) and the least income of the respondent's is >45000 17.0% (N=240).

## CONCLUSION

Information company's internal procedures are significantly impacted by business management in meaningful ways. The companies have a responsibility to foster the circumstances that will enable their workers to successfully contribute to the growth of the knowledge management system. Because of the beneficial effects that organisation culture, heritage, governance, and trust have on intellectual capital, it is possible to draw the conclusion that existing hierarchical plans do not meet current requirements, and that foundational modifications are required in the frameworks of organizations. The informal interactions between employees are a significant factor in the overall formation of the organizational structure. In knowledge-based companies, the aspects of design that are determined by causal links are the ones that are most important in making the distinction between machine and organic structures. Contact must not be restricted to teams, departments, or even organizational borders; instead, the organizational structure must be sufficiently fluid and dynamic to allow for smooth communication between workers and the environment outside of the company. To put it another way, the informal aspects of organizational structures play a crucial part in the process of developing contacts. Because of this, it is recommended that businesses evaluate the capabilities of their various components in order to outsource possible tasks to staff. This will, on the one hand, significantly raise the capacity of the staff and, on the other hand, break down the obstacles of official bureaucracy and organisation power relationships, which are barriers that hinder the advancement of talent and the fair and just information dissemination.

## Reference

1. Ying Liao, Robert S., & Norton, David P. 2019. *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*. Boston, MA: Harvard Business Press.
2. Tsang, Stuart. 2020. *The Origins of Order: Self-organization and Selection in Evolution*. New York: Oxford University Press.
3. Denisi, Stylianos, & Kovach, Jeremy. 2019 *Innovation at Cooper Lighting 2.0: Continuous Improvement of the Innovation Process?* Atlanta, GA: Working Case at Georgia Institute of Technology.
4. Virtainlahti, Barbara W, & Hitt, Michael A. 2019 A causal model of linkages among environmental dimensions, macro organizational characteristics, and performance. *Academy of Management Journal*, .
5. Hislop, Sunder, & Srinivasan, Kannan. 2017. Broader product line: a necessity to achieve success? *Management Science*.
6. Tang, Mikko, & Jokinen, Mikko. 2021. Strategy, uncertainty and the focused factory in international process manufacturing. *Journal of Operations Management*.
7. Hasan Alizar, Naveen, & Poulsen, Annette B. 2018. Managers of financially distressed firms: villains or scapegoats? *The Journal of Finance*.
8. Serrat, W Chan, Hwang, Peter, & Burgers, Willem P. 2020. Multinationals' diversification and the risk-return trade-off. *Strategic Management Journal*.
9. Ferraresi, Jean-Jacques, & Martimort, David. 2021. *The Theory of Incentives I: The Principal-Agent Model*. Princeton, NJ: Princeton University Press. Lal, Rajiv, & Srinivasan, V. 1993. Compensation Plans for Single- and Multi-product Salesforces: An Application of the Holmstrom-Milgrom Model. *Management Science*.
10. Abuabbous, Joseph, & Giachetti, Claudio. 2018. International diversification on manufacturing operations: Performance implications and moderating forces. *Journal of Operations Management*.
11. Jacson, Christoph H., & Bode-Greuel, Kerstin. 2017. Evaluating growth options as sources of value for pharmaceutical research projects. *R&D Management*.
12. Olusanva, Christoph H., & Kavadias, Stylianos. 2021. Implementing strategy through projects. Pages 225–251 of: Morris, Peter W. G., Pinto, Jeffrey K., & Soderlund, Jonas (eds), *The Oxford Handbook of Project Management*. Oxford: Oxford University.