



Institute of
Translation
and Interpreting

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Course:

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Abstract

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Abstract

This dissertation examines Translation Project Management (TPM), a modern discipline that has grown in response to the demands of a globalised world. The study critically analyses existing knowledge on project management methodologies, tools, and best practices within this field. A systematic literature review (SLR) was used to synthesise findings and identify

challenges, success factors, and academic gaps. The review found that while there is limited formal literature on specific TPM methodologies, several key themes consistently emerged. These themes highlight the importance of effective communication, technology use, and specific translation project manager competencies. The research concludes that a structured methodological approach is crucial for TPM. This study provides a foundational synthesis of current knowledge, offering practical recommendations for practitioners and suggesting areas for future research to further develop the field.



Chapter 1 Introduction

1.1 Introduction

The contemporary business landscape is defined by globalisation and extraordinary interconnectedness, which have fundamentally reshaped the demand for language services. This has led to a significant and rapid expansion of the translation and language industry since the early 2000s (Fuentes-Perez, 2023), necessitating sophisticated project management approaches to facilitate seamless communication across diverse, multilingual teams and to access multicultural markets (Dunne & Dunne, 2011; Zouncourides-Lull, 2011). While the broader field of translation has existed for centuries, the formal discipline of Translation Project Management (TPM) is a more modern development, evolving to address these new complexities and the increasing volume of language-related projects. The increasing volume and complexity of translation projects have made a structured management approach critical. The discipline of TPM has emerged as a direct response to these demands, evolving from the broader, long-standing field of translation to address modern complexities.

The foundational knowledge for this discipline is consolidated in a limited but highly influential body of work. Of note are two important textbooks that have been instrumental in professionalising the field. The first, 'Translation and Localization Project Management' by Dunne & Dunne (2011), provided a comprehensive early framework, establishing many of the core principles and processes that remain relevant today. More recently, Walker's (2023) 'Translation Project Management' has built upon this foundation, offering an updated perspective that incorporates contemporary project management methodologies that offers a comprehensive overview of the processes, principles, and constraints of managing translation projects. It provides a structured guide to the entire project lifecycle, from initial pre-production steps to post-production and project closure. These texts serve as critical reference points, synthesising decades of professional experience and academic research into structured guides for practitioners and students alike.

This dissertation seeks to critically analyse the existing body of knowledge on project management methodologies, tools, and best practices within this dynamic field of translation and languages. It is motivated by a recognised deficiency of formal literature on the specific methodological approaches to achieving project success in Translation Project Management TPM (as identified in Chapter 4). Therefore, this study aims to systematically review and synthesise the available evidence to understand the current state of the field, its key challenges, and emerging trends.

1.2 Research Aim and Objectives

This dissertation's comprehensive aim and specific objectives are as follows:

Research Aim: To critically analyse the existing body of knowledge on project management methodologies, tools, and best practices within the field of translation and languages.

Research Objectives:

1. To examine the challenges facing the field of translation and languages to understand the necessity of project management methodologies in the translation industry.
2. To identify and collect key project management literature relevant to translation projects.
3. To examine methodological approaches and technological tools in Translation Project Management (TPM).
4. To analyse critical success factors, challenges, and emerging trends in Translation Project Management (TPM).
5. To synthesise the findings from the systematic literature review and formulate recommendations for both practitioners and future researchers in the field of Translation Project Management (TPM), highlighting potential areas for improvement and further investigation.

1.3 Research Questions

Based on the research aim and objectives, this study seeks to answer the following questions:

- What are the primary challenges within the translation industry that necessitate the application of dedicated project management methodologies?
- What methodological approaches and technological tools are currently discussed in the literature regarding Translation Project Management (TPM)?
- What are the critical success factors, key challenges, and emerging trends in the field of Translation Project Management (TPM)?
- What recommendations can be formulated for practitioners and future researchers based on a synthesis of the existing literature?

1.4 Background to Research

The contemporary global landscape is characterised by unprecedented interconnectedness, a phenomenon that has profoundly reshaped the demands for language services. The continuous expansion of international trade, cultural exchange, and digital communication has led to an escalating need for efficient and effective translation (Nimdzi, 2025). This surge in demand has propelled the translation and language industry into a period of rapid growth since the early 2000s (Perez, 2002), necessitating sophisticated project management approaches to facilitate seamless communication across diverse multilingual teams and to access multicultural markets.

While translation as a practice has historical roots, the formal discipline of Translation Project Management (TPM) is a relatively modern development. The increasing volume and complexity of language-related projects, including various services such as written translation, audiovisual translation, interpreting, and machine translation, have necessitated a structured and methodological approach. As Zounourides-Lull (2011, p. 71) asserts, the globalisation of the workforce means “project teams are increasingly multilingual, multicultural and virtual, and project management skills are becoming essential.” This underscores the critical need for specialised project management methodologies within the translation sector to manage intricate workflows, diverse teams, and stringent deadlines. The field of translation encompasses a wide array of services including written translation, audiovisual translation, interpreting, machine translation, terminology management, and multilingual content management (Walker, 2023).

A central pillar of successful Translation Project Management (TPM) is the cultivation and maintenance of robust relationships among all stakeholders: the translation Project Manager (PM), translators, and clients. Trust emerges as a vital, yet often overlooked, component. Olohan & Davitti (2017) conceptualise trust in the translation PM as a series of “leaps of faith and balancing acts,” emphasising the inherent vulnerabilities and calculated risks that underpin effective collaboration and project progression. This perspective is further enriched by Abdallah (2007), who positions trust not merely as an interpersonal dynamic but as a fundamental systemic element within the broader, interconnected network economy that defines modern translation work. The integrity of these relationships directly impacts translation project fluidity and outcome quality. Conversely, the digital management of translation projects, while offering efficiencies, can also inadvertently introduce challenges such as conflict, opacity, and mistrust, particularly within virtual team environments (Alonso, 2016). This highlights the ongoing need for nuanced project management strategies that foster positive relationships despite technological mediation.

Closely intertwined with relationships is the paramount importance of effective communication. It is consistently identified as a core factor for success in translation projects. Given the multilingual and often geographically dispersed nature of translation teams, clear, concise, and culturally sensitive communication is indispensable for conveying project requirements, managing expectations, resolving issues, and ensuring the timely delivery of high-quality translations. Miscommunication can lead to errors, delays, and a breakdown of trust, thereby compromising project success. The challenges identified in TPM, such as those related to effective communication, highlight the necessity for formal project management methodologies that provide frameworks for structured interaction and information flow.

Despite the growing importance of TPM, there remains a recognised lack of formal literature specifically detailing methodological approaches to achieving project success. The dissertation’s systematic literature review addresses this gap by investigating the methodological approaches and technological tools utilised in TPM, as well as analysing critical success factors, challenges, and emerging trends. The primary objectives of this research include examining challenges within the field, identifying key TPM literature, exploring methodological and technological tools, analysing success factors and challenges, and ultimately synthesising findings to offer recommendations for practitioners and future researchers.

1.5 Type of Dissertation

This dissertation is a deductive systematic literature review, chosen for its ability to comprehensively map existing literature, synthesise findings, and identify research gaps (Bell et al., 2022; Clarke & Braun, 2006) within the dynamic fields of translation industry and Translation Projects Management (TPM). This approach ensures a rigorous and transparent method, minimising bias and increasing transparency by appraising all published evidence to answer specific research questions.

1.6 Dissertation Structure

This dissertation is organised into five chapters, each building upon the previous one to address the research aim and objectives.

- **Chapter 1: Introduction** This chapter provides the background and rationale for the study, establishing the research aim, objectives, and questions. It also outlines the structure of the dissertation.
- **Chapter 2: Literature Review** This chapter systematically reviews existing literature on Translation Project Management (TPM), focusing on the challenges and the necessity of applying project management methodologies. It addresses objectives 1 and 2 by defining the scope of TPM and identifying key academic and industry sources.
- **Chapter 3: Methodology** This chapter details the research methodology employed for this dissertation. It justifies the use of a deductive systematic literature review (SLR) as a rigorous and transparent method to achieve the research objectives.
- **Chapter 4: Data Analysis and Discussion** This chapter presents the key findings from the systematic literature review. It discusses the emergent themes, including collaboration and relationships, communication, technological use, and project manager competencies. It addresses objectives 3 and 4 by analysing the methodological approaches, technological tools, critical success factors, and challenges identified in the literature.
- **Chapter 5: Conclusions and Recommendations** This final chapter synthesises the findings to draw a comprehensive conclusion, linking them back to the original research aim and objectives. It provides a summary of the contributions, offers practical recommendations for practitioners, and suggests avenues for future research, thereby addressing objective 5. □

Chapter 2 Literature Review

2.1 Introduction

The Nimdzi 100 report for 2025 highlights a significant surge in the demand for language services, encompassing translation, localisation, interpreting and language technology (Nimdzi 100, 2025). This comprehensive annual report provides in depth market research and analysis, including a ranking of the top 100 largest Language Service Providers (LSPs). The ever growing digitalised modern world has fueled a surge in demand for translation and language services (Zouncourides-Lull, 2011). This trend is so significant that Zouncourides-Lull (2011, p. 71) argues that “as a consequence of globalisation of the labour force, project teams are increasingly multilingual, multicultural and virtual, and project management skills are becoming essential.” This means that within companies, there’s a specific and growing demand for translation and interpretation services to facilitate communication among diverse, multi-language teams especially in projects. Furthermore, as businesses become more globalised, they need to reach multi-language and multi-cultural markets, making these services even more critical.

The field of translation encompasses a wide array of services, including written translation, audiovisual translation, interpreting, machine translation, terminology management, and multilingual content management (Walker, 2023). And since the escalating demand for language services will necessitates the robust application of project management methodologies (Dunne & Dunne, 2011; Perez, 2002; Zouncourides-Lull, 2011), therefore, industry experiences considerable growth, strategic project management becomes paramount to ensure the consistent quality of services delivered and to maintain clear and effective communication throughout all stages of projects in general and translation projects in particular. Without a structured approach, the increasing complexity and volume of work could compromise efficiency and the high standards client expect. Therefore, the continued expansion of the language services market underscores the critical role of well-defined project management practices in guaranteeing successful outcomes and client satisfaction.

This extensive literature review chapter is specifically dedicated to addressing the first two objectives of this dissertation:

1. To examine the challenges facing the field of translation and languages to understand the necessity of project management methodologies in the translation industry.
2. To identify and collect key project management literature relevant to translation projects.

2.2 Define Translationa Project Management Scope

The increasing demand for global communication has raised the importance of translation among diverse international businesses and global projects. Almashhadani & Almashhadani (2023) emphasise that the rapidly growing translation industry requires strong project management. This is crucial for successfully handling the difficult linguistic and cultural challenges that arise in this sector. However, over-reliance on English translations, as suggested by Almashhadani & Almashhadani (2023), oversimplifies global communication. While valuable, emphasising English may overlook crucial cultural nuances, exclude non-English speaking talent, and obstruct true translation of cultures. Increased global demand calls for project management that embraces diverse linguistic and cultural contexts, moving beyond a single language to ensure genuinely inclusive and effective multilingual communication.

Thus, defining Translation Project Management (TPM), is crucial for laying the groundwork of this dissertation, allowing for a clear understanding of the methodologies and practices employed within the language industry. By precisely delineating these terms, we can then proceed to examine the specific challenges faced by the field and identify related project management literature, directly addressing the first two objectives of this research. The Translation Project Management (TPM) encompasses the planning, execution, monitoring, and controlling of translation projects to achieve specific goals, often involving multiple stakeholders, technologies, and tight deadlines (Matis, 2014; Walker, 2023). In addition, the importance of project success in Translation Project Management (TPM) is multi-faceted, often extending beyond timely delivery and budget adherence to include client satisfaction, quality of translation, and effective cross-cultural communication (Jugdev & Muller, 2005; Almashhadani & Almashhadani, 2023).

Therefore, the aim is to explore the multifaceted nature of Translation Project Management (TPM), with a particular focus on the challenges encountered, especially communication challenges, and how addressing these challenges contributes to overall project success.

2.3 The Landscape of Translation and Localisation Project Management

Through the definition of Translation Project Management (TPM), it is essential to highlight the key responsibilities that involve managing various aspects of a translation project. These responsibilities, as outlined by Motiejuniene & Kasperaviciene (2019), include coordinating all human resources, such as translators and editors, as well as Desktop Publishing (DTP) specialists, who are responsible for ensuring that the translated text is correctly laid out and formatted within its original design. In addition, they stress that translation Project Managers (PMs) are tasked with devising and monitoring project schedules, ensuring compliance with deadlines, and managing financial aspects, including budgeting and invoicing. They also stress that quality assurance is a critical component, involving checks of files, managing feedback, and verifying compliance of the target language content with client specifications. Effective client relationship management, encompassing the identification of requirements, communication, and addressing queries, is equally essential.

The field has evolved significantly with technological advancements and globalisation, moving from simple translation tasks to complex localisation projects that include cultural adaptation of products and services. Traditionally, according to Perez (2002), translators worked in isolation; however, the profession has transformed into an industry focused on producing specific products and managing intricate processes. This shift has been driven by larger translation volumes, faster delivery times, stricter customisation demands, and the rise of global production teams. Perez (2002) stresses that project management has emerged as a key element, integrating various factors to facilitate planning, monitoring, and control of large amounts of data, alongside problem-solving and decision-making.

The emergence of standards like EN 15038:2006 (now ISO 17100) has professionalised the industry, emphasising quality processes and trained personnel (Motiejuniene & Kasperaviciene, 2019). These standards stipulate that translation Project Managers (PMs) must possess competence in documentation to deliver high-quality translation services. Motiejuniene & Kasperaviciene (2019) highlight that Translation Project Management (TPM) is now considered an ultimate skill for translators, given the rapid advancements in the translation field and its related technologies. Moreover, Motiejuniene & Kasperaviciene (2019) stress that translation Project Managers (PMs) are seen as crucial for translation

project success, requiring high communicative skills and adaptability to ambiguity. In addition, the ability of translation Project Managers (PM) to manage projects, from pre-production requirements and resource selection to monitoring budgets and delivering services, demands a diverse skill set that is increasingly essential in the modern translation landscape.

2.4 Core Components of Translation and Localisation Project Management

Translation Project Management (TPM) revolves around several core components. Firstly, planning and scoping are fundamental, involving the precise definition of translation project objectives, scope, and deliverables, alongside strategic resource allocation (Matis, 2014). This initial phase sets the roadmap for the entire project. Secondly, translation team management is crucial for assembling and overseeing diverse teams, which are often virtual and globally distributed. Effective collaboration among translators, revisers, and Desktop Publishing specialists is essential for translation project success (Stoeller, 2011; Dunne, 2011). Moreover, technology integration leverages tools like Computer-Aided Translation (CAT), Translation Memory (TM), and Machine Translation (MT). These technologies are vital for enhancing efficiency, maintaining consistency across projects, and streamlining workflows (Erwen & Wenming, 2013). Finally, quality assurance underpins the entire process, requiring rigorous quality control measures to guarantee linguistic accuracy, cultural appropriateness, and strict adherence to client specifications throughout all project stages (Matis, 2014).

These core components collectively ensure the successful execution of translation projects. From meticulous planning and effective team collaboration to leveraging advanced technologies and rigorous quality assurance, each element is vital. Together, they streamline complex linguistic and cultural adaptation processes, delivering high-quality, consistent, and client-centric outcomes in a rapidly evolving globalised market.

2.5 Challenges in Translation Project Management

2.5.1 Technological Challenges

The translation industry deals with significant challenges rooted in technological evolution. A primary concern is the integration and compatibility of diverse CAT tools (Computer-Aided Translation tools), platforms, and client systems, which often leads to fragmented workflows (Sakamoto, 2019). While beneficial, Machine Translation (MT) introduces inherent limitations, frequently generating errors and missing subtle nuances, necessitating extensive post-editing that adds complexity to projects (Yasuoka & Bjorn, 2011). This need for human intervention echoes challenges faced by professional interpreters adapting to technology (Huang, Shi, & Wen, 2023). Ultimately, the rapid pace of technological change demands continuous learning and adaptation from all professionals in the translation sector to remain competitive and effective (Sakamoto, 2019).

2.5.2 Managing Trust and Conflict

Effective management of trust and conflict is paramount in the translation industry, especially given its networked and often geographically dispersed nature. Abdallah (2007) highlights trust's critical role in this network economy, where multiple stakeholders collaborate. However, digital management, while facilitating processes, can paradoxically foster opacity and mistrust regarding workflow and quality in professional translation projects (Alonso, 2016). Building and maintaining trust, therefore, involves 'leaps of faith and balancing acts,' demanding active cultivation from project managers who cannot assume its implicit presence (Olohan & Davitti, 2017). This highlights the crucial interpersonal dimension within a technologically driven industry.

2.5.3 Ambiguity and Project Success

In Translation Project Management (TPM), navigating ambiguity and uncertainty is crucial for success. Gray & Ulbrich (2017) emphasise that the ability to accept ambiguity is a significant translation skill and a vital trait for translation Project Managers (PMs), enabling them to effectively handle incomplete information or evolving requirements. Translation projects inherently involve unforeseen circumstances, which frequently manifest as ambiguities in instructions or source texts. Therefore, effective Translation Project Management (TPM) necessitates the capacity to anticipate, mitigate, and adapt to these uncertainties. Gray & Ulbrich's (2017) research indicates that both ambiguity acceptance and strong 'translation skills' – the ability to understand and effectively convey stakeholder needs into clear project specifications – are fundamental dimensions for Project Manager (PM) success. This highlights the importance of both cognitive flexibility and clear communication in achieving successful translation project outcomes despite inherent translation project complexities.

2.5.4 Communication Challenges: A Central Obstacle to Translation Project Success

Communication challenges stand as a central obstacle to translation project success within the translation industry, affecting both internal team dynamics and external client

relationships. Internally, virtual translation teams face barriers in effective communication, with potential for misunderstandings due to a lack of non-verbal cues from clients and time zone differences (Stoeller, 2011; Tsvetkov & Tsvetkov, 2011). Ambiguous instructions from translation Project Managers (PMs) to translators often lead to errors and rework (Clavijo & Marin, 2013), while establishing clear and constructive feedback loops among proofreaders, editors, and translators remains a persistent difficulty. Furthermore, clear role definition, particularly for translation Project Managers (PMs), is essential for seamless internal communication (Sikes, 2011).

Externally, managing client expectations regarding timelines, costs, and quality is paramount to prevent dissatisfaction in translation projects (Perez, 2002). Effectively clarifying ambiguities within source texts and integrating client feedback, especially when subjective, demands skillful negotiation. Thus, cross-cultural communication with clients presents another significant challenge, as cultural differences can lead to misunderstandings that severely impact project success, particularly in English translations within project management (Almashhadani & Almashhadani, 2023).

The impact of these communication breakdowns on translation project success is profound. Poor communication directly results in delays, cost overruns, misinterpretations, and rework (Tsvetkov & Tsvetkov, 2011). Thus, Tsvetkov & Tsvetkov (2011) assert that communication breakdowns can compromise translation quality, leading to linguistically or culturally inappropriate outputs, client dissatisfaction, and reputational damage. Furthermore, persistent communication issues also negatively affect team morale, decreasing motivation and productivity. Crucially, as emphasised by Abdallah (2007) and Olohan & Davitti (2017), communication breakdowns can significantly erode trust among all translation project stakeholders, complicating future collaborations.

2.6 Strategies to Mitigate Communication Challenges and Promote Project Success

Industry experts generally concur that effective communication is paramount for project success in the translation industry. Implementing strategic approaches to mitigate common communication challenges is crucial, and these strategies are often categorised into enhancing internal communication, improving external communication, and leveraging technology.

Many specialists emphasise that enhancing internal communication within translation teams is vital for seamless operations and quality outcomes. They highlight standardising workflows and utilising robust Translation Project Management (TPM) software as a fundamental steps to streamline communication and ensure efficient information sharing across the translation project team. Regular, even brief, team meetings are considered effective in maintaining alignment on translation project goals, proactively addressing emerging issues, and fostering a sense of shared purpose (Tsvetkov & Tsvetkov, 2011). Furthermore, significant emphasis is placed on investing in training and professional development for both translation Project Managers (PMs), and translators. This training should focus on sharpening effective communication strategies, enhancing conflict resolution skills, and cultivating cultural awareness, which are all critical for a cohesive and productive team (Clavijo & Marin, 2013). Some researchers also advocate for viewing each project as a learning environment, suggesting that 'scaffolding team learning' can significantly improve internal communication and collaboration, fostering continuous improvement within the team (Dunne, 2011).

Improving external communication with clients is widely regarded as equally critical for managing expectations and ensuring client satisfaction. Establishing clear communication protocols, including preferred methods and expected response times, is seen as essential for setting boundaries and ensuring clients know how and when to reach the translation project team. Proactive communication is a key strategy with regular updates on translation project progress, preemptively addressing potential issues, and proposing solutions demonstrates professionalism and transparency. Given the global nature of translation, equipping translation Project Managers (PMs) with cultural sensitivity training is indispensable for effective interaction with international clients. As highlighted by some studies, effective cross-cultural communication is vital for enhancing project success, particularly in English translations within project management contexts, as it minimises misunderstandings stemming from diverse cultural backgrounds (Almashhadani & Almashhadani, 2023). Additionally, providing clients with comprehensive translation project briefs, detailed style guides, and robust glossaries is believed to ensure clarity and consistency throughout the translation process, reducing the likelihood of misinterpretations and rework.

Finally, leveraging technology for better communication offers powerful tools to overcome many of the aforementioned challenges. Collaborative platforms, such as cloud-based Translation Project Management (TPM) and communication tools, are widely recognised for enabling real-time collaboration, instant messaging, and seamless document sharing, thereby

bridging geographical divides and time zone differences. Integrated CAT (Computer-Assisted Translation) tools, with their built-in communication features, facilitate direct queries and feedback within the translation environment itself, allowing for immediate clarification on linguistic or contextual ambiguities (Erwen & Wenming, 2013). Moreover, establishing centralised knowledge management systems provides a single, accessible repository for translation project-related information, FAQs, and best practices. This reduces communication overhead by allowing team members and clients to independently access crucial information, fostering efficiency and ensuring consistency across projects. By strategically employing these communication and technological approaches, translation projects can significantly enhance their chances of success, leading to higher quality outcomes, greater client satisfaction, and improved team morale.

2.7 Conclusion

This literature review has consistently highlighted the critical role of effective project management methodologies within the dynamic and technologically evolving translation industry projects (Dunne & Dunne, 2011; Fuentes-Perez, 2023). It has illuminated the multifaceted nature of Translation Project Management (TPM), with particular attention to the frequent challenges, especially those related to effective communication and the complex relationships amongst clients, translation Project Managers (PMs), and translators. Communication has emerged as a central and impactful obstacle, affecting both internal team dynamics and external client relationships (Tsvetkov & Tsvetkov, 2011). This underscores a significant need to actively seek and implement strategies for communication success within Translation Project Management (TPM). Despite undeniable advancements in technology, the human element, particularly effective communication, remains the cornerstone upon which successful projects are built. Without robust communicative practices, even sophisticated tools and talented individuals can fail to deliver desired outcomes, leading to negative consequences such as delays, cost overruns, and diminished team morale. Crucially, communication breakdowns also significantly erode trust amongst all translation project stakeholders, complicating future collaborations (Abdallah, 2007; Olohan & Davitti, 2017).

Our synthesis of findings has illuminated several key areas that profoundly influence Translation Project Management (TPM) efficiency. Technological innovations, whilst offering unprecedented efficiencies, have also introduced complexities such as integrating diverse CAT tools and platforms and coping with the inherent limitations of Machine Translation (MT). The latter, despite its benefits, often requires extensive post-editing to address errors and nuances, adding a layer of complexity to workflows. Furthermore, the review highlighted the critical importance of promoting trust within the networked and often geographically dispersed translation team. Digital management, whilst facilitating processes, can paradoxically foster opacity and mistrust regarding translation workflow transparency and quality assurance. Alongside this, the necessity for Project Managers (PMs) to possess and actively apply ‘ambiguity acceptance’ skills are paramount, enabling them to navigate incomplete information, evolving requirements, and inherent translation project uncertainties with confidence and adaptability. Ultimately, the direct and undeniable link between effective communication—across all translation project aspects—and overall project success is evident. Breakdowns in this crucial area invariably lead to tangible negative consequences, including delays, cost overruns, compromised translation quality, diminished team morale, and a significant loss of trust amongst all project stakeholders, making future collaborations inherently more difficult.

Whilst this review has identified various strategies to mitigate communication challenges and promote translation project success, a deeper and more systematic exploration is needed to understand the specific efficacy and applicability of these strategies in diverse translation project contexts. For practitioners within the translation sector, these insights provide a clear understanding of the challenges, yet there remains a need for concrete, evidence-based guidance for proactive intervention and strategic enhancement. For instance, whilst standardising workflows and utilising project management software are recognised for streamlining information exchange, further research is needed on the specific impact of different software functionalities on communication effectiveness in varied team structures. Similarly, the importance of training in communication and conflict resolution is highlighted, but the precise pedagogical approaches that yield the most significant improvements in communication outcomes for translation professionals warrant further investigation. The benefits of cultural sensitivity training are acknowledged, yet detailed studies on its long-term impact on cross-cultural communication in global translation projects are still needed.

Therefore, this chapter establishes the critical understanding that communication challenges are a central impediment to project success in translation projects, and that existing literature points to various potential mitigation strategies. However, to move beyond general recommendations, the subsequent methodology chapter will employ a systematic literature review to rigorously analyse and synthesise existing research on how specific communication

strategies and technological tools can be effectively applied to overcome these identified challenges and definitively promote success in Translation Project Management (TPM). This focused approach aims to identify concrete, evidence-based best practices and evaluate the efficacy of current technological solutions in fostering transparent, efficient, and trust-based communication environments throughout the translation project lifecycle, thus filling current gaps in the detailed application of communication theory to Translation Project Management (TPM).

□

Chapter 3 Methodology

3.1 Introduction

This dissertation critically analysed project management methodologies, tools, and best practices within translation projects, with a particular focus on communication challenges and the complex relationships among clients, translation Project Managers (PMs), and translators. A deductive systematic literature review (SLR) was chosen as the methodology due to its ability to systematically and comprehensively map existing literature, synthesise findings, and identify research gaps (Bell et al., 2022; Braun & Clarke, 2006; Saunders, Lewis, & Thornhill, 2023). This approach was particularly suitable given the dynamic and often fragmented nature of the translation field.

Research methodology referred to the theory of how research should be undertaken, encompassing aspects like collecting primary or secondary, quantitative or qualitative data for analysis (Saunders, Lewis, & Thornhill, 2023). Systematic literature reviews and evidence syntheses are crucial for scientific advancement, building upon existing knowledge to identify gaps and inform practice (Lame, 2019). An SLR offered a robust methodology for understanding the landscape of a research area.

According to Xiao & Watson (2019) and Pare et al. (2015) systematic literature review is defined as a rigorous process that involves comprehensively summarising, analysing, and integrating a group of related literature. They highlighted the primary purposes of an SLR: to grasp the breadth and depth of existing work, identify gaps for further exploration, test specific hypotheses, develop new theories, and evaluate the validity and quality of current data. Essentially, SLR provides a structured approach to mapping the current knowledge frontier, enabling researchers to build upon established work, address unanswered questions, and advance their respective fields.

A systematic review is defined as a “replicable, scientific and transparent process, in other words a detailed technology, that aims to minimize bias through exhaustive literature searches of published and unpublished studies by providing an audit trail of the reviewers’ decisions, procedures and conclusions” (Tranfield et al., 2003, cited in Tranfield et al., 2009). Systematic reviews can lead to quantitative meta-analysis or qualitative meta-ethnography.

In applied fields like business, there has been a growing movement towards evidence-based decision-making. Managerial decision-making is based on the explicit, systematic use of research evidence (Wright et al., 2016). Evidence-based management involves “the systematic use of the best available evidence to improve management practice” (Reay et al., 2009). This includes drawing from four sources of information: practitioner expertise and judgement, evidence from the local context, and the perspectives of those who may be affected by a particular decision (Briner et al., 2009, p. 19).

3.2 Justifications for a Systematic Literature Review (SLR)

A Systematic Literature Review (SLR) provides a transparent, reproducible, and rigorous method, minimising bias and increasing transparency by including and appraising all published evidence to answer specific research questions (Tranfield, 2003). This dissertation’s aim to critically analyse the existing body of knowledge on project management methodologies, tools, and best practices within translation- and its research objectives were well-aligned with the capabilities of a Systematic Literature Review (SLR).

The dynamic and often fragmented fields of translation projects benefited from this approach as it ensured comprehensive coverage of a broad and potentially disparate body of knowledge, offering a holistic understanding that traditional reviews might overlook. The inherent rigorous, predefined methodology of an SLR minimise bias in literature selection, leading to more objective and reliable findings (Moher, et al., 2009). This systematic approach was crucial for identifying trends, persistent gaps, and crucial themes across diverse studies, even those spanning different sub-domains within translation projects.

Ultimately, an SLR established a strong, evidence-based foundation for synthesising disparate findings, allowing for the formulation of robust recommendations and the development of new theoretical insights relevant to partitioners and researchers alike.

3.3 Literature Search and Data Collection

As a library-based research method, a systematic literature review (SLR) requires the use of already published secondary data and involved defining clear parameters for its inclusion and exclusion. Frameworks like PRISMA (Preferred Reporting Items for Systematics Reviews and Meta-Analyses) were utilised to guide the selection process. Adopting PRISMA 2020, the latest iteration, ensured a robust, reproducible methodology that minimised bias, enhancing the credibility of the findings (Page et al., 2021). The PRISMA guidelines provide a detailed checklist and flow diagram, systematically guiding literature search, study selection, and data extraction (Agrawal et al., 2024; Sarkis et al., 2021).

The PRISMA-S extension is crucial for reporting comprehensive search strategies (Rethlefsen et al., 2021). Adhering to PRISMA streamlined research and allows readers to critically appraise the methodology (Agrawal et al., 2024) which strengthens conclusions on communication challenges in Translation Project Management (TPM).

The literature search focused on objectives, search mechanisms (e.g., academic databases, industry reports, professional publications), keywords, and search boundaries. This aligned with a systematic and rigorous search using keywords related to “translation,” “project management,” “methodologies,” “tools,” “communication challenges,” “success factors,” and “best practices.” The process involved critical examination and evaluation of published studies, ensuring a structured discussion with logical lines of argument rather than a mere descriptive list. The integration of grey literature, such as conference proceedings and white papers, enriched the comprehensiveness of the review.

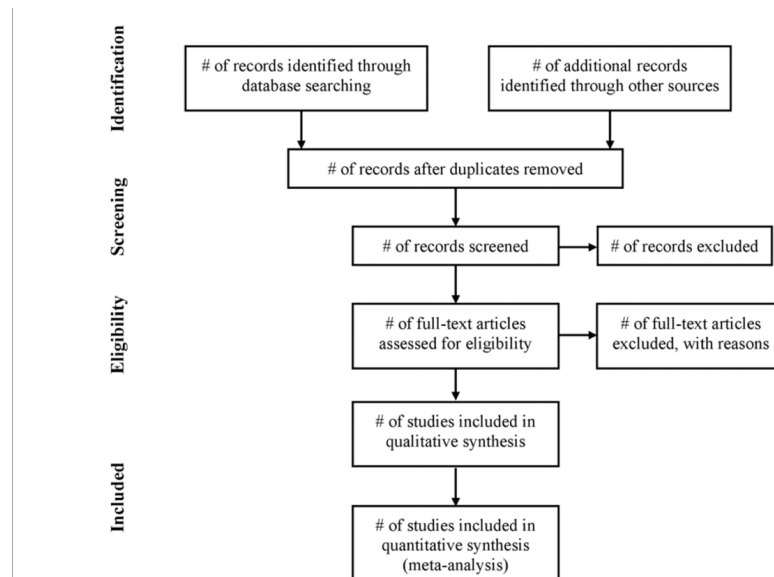


Figure 1 Flow of information through the different phases of a systematic literature review. Source: Moher et al. (2009)

The PRISMA framework guided the key stages of data collection for the dissertation’s systematic literature review:

Table 1 PRISMA’s Key stages of the data collections. Source: Moher et al. (2009)

Identification	This phase involved a systematic and rigorous search across academic databases (e.g., Scopus, Google Scholar, University Library Online Search) and potentially "grey literature" sources through the used comprehensive keywords related to "translation project management," "methodologies," "tools," "communication," "challenges," and "success factors."
Screening	Titles and abstracts of identified records were reviewed. Inclusion Criteria: Papers were included if they directly discussed project management in translation and localisation, addressed relevant methodologies, tools, best practices, challenges, or success factors. Exclusion Criteria: Papers were excluded if they were not peer-reviewed (unless specified for grey literature), outside the defined timeframe, irrelevant to translation/localisation, or did not focus on project management.
Eligibility	Full-text articles were retrieved and assessed against more detailed inclusion and exclusion criteria. This ensured only highly relevant and high-quality studies were selected.
Included	The final set of studies formed the basis for the comprehensive synthesis and

analysis.

3.4 Summary of Literature Review

The literature review chapter findings indicated that the language services industry experienced a notable increase in demand, which highlighted the need for robust Translation Project Management (TPM) methodologies to ensure quality, communication, and efficiency (NIMDZI, 2025; Zouncourides-Lull, 2011). Translation Project Management (TPM) involves a structured approach that encompasses planning, executing, monitoring, and controlling translation projects. Success is primarily measured by client satisfaction, the quality of translations, and effective cross-cultural communication (Jugdev & Muller, 2005; Matis, 2014; Walker, 2023). Key responsibilities identified within translation Project Manager (PM) included coordinating human resources, managing schedules and finances, implementing quality assurance measures, and promoted client relationships (Motiejuniene & Kasperaviciene, 2019).

As the translation industry evolved towards more complex projects, driven by increased volumes and stringent customisation demands, the critical role of project management in data control, problem-solving, and decision-making became evident (Perez, 2002). Furthermore, professional standards like ISO 17100 professionalised the sector, emphasising quality and highlighting the necessity of essential skills for translation Project Managers (PMs), such as strong communicative abilities and adaptability to ambiguity (Motiejuniene & Kasperaviciene, 2019). The core methodological components of translation Project Managers (PMs) were found to include meticulous planning and scoping, effective management of diverse virtual teams, strategic integration of technologies (such as CAT, TM, and MT), and rigorous quality assurance processes to ensure accuracy and client adherence (Dunne, 2011; Erwen & Wenming, 2013; Matis, 2014; Stoeller, 2011).

Despite these advancements, Translation Project Management (TPM) faced several significant methodological challenges listed in the table below:

Table 2 Translation Project Management methodologies and challenges

Challenges	Description	Key Researchers/Sources
Technological Hurdles	Difficulties in integrating diverse tools led to fragmented workflows. Additionally, limitations of Machine Translation (MT) required extensive post-editing.	Sakamoto (2019); Yasuoka & Bjorn (2011).
Trust and Conflict Management	Digital workflows could foster mistrust, requiring translation Project Managers (PMs) to actively cultivate trust. The inherent ambiguity of projects also required PMs to accept evolving requirements.	Abdallah (2007); Alonso (2016); Olohan & Davitti (2017); Gray & Ulbrich (2017).
Communication Challenges	Internal: Lack of non-verbal cues and time zone differences within virtual teams led to ambiguous instructions and difficult feedback loops. External: Managing client expectations, clarifying ambiguities in source texts, and integrating subjective feedback in cross-cultural contexts presented significant obstacles.	Clavijo & Marin (2013); Stoeller (2011); Tsvetkov & Tsvetkov (2011); Perez (2002); Almashhadani & Almashhadani (2023).

These breakdowns often resulted in translation project delays, cost overruns, compromised quality, and eroded stakeholder trust (Abdallah, 2007; Tsvetkov & Tsvetkov, 2011). Findings suggested that mitigation strategies involved enhancing internal communication through standardised workflows, translation project management software, and training. There was a need to improve external communication, leveraging technology through collaborative platforms and integrated tools also facilitated information flow and feedback in translation projects, and ultimately highlight that effective communication remained critical for successful project outcomes.

3.5 Primary Data vs Secondary Data Collection

Since systematic literature review collects secondary data, which is data originally collected

for other purposes (Saunders & Lewis, 2018), it was essential to differentiate between primary and secondary data.

Table 3 Primary and Secondary Data Definition. Source: Saunders & Lewis (2018, p. 85)

Type of data collected	Definition
Primary Data	Data collected Specifically for the research project being undertaken.
Secondary Data	Data used for a research project that were originally collected for some other purposes.

The expansion and the widely use of the internet significantly increased the accessibility of secondary data, including both numerical and non-numerical information from various sources (Saunders & Lewis, 2018). Utilising secondary data offered numerous benefits, such as cost and time savings due to access to larger datasets, ready availability of data in public domains and compatible formats, and its nature as an unobtrusive research method (Saunders & Lewis, 2018).

Additionally, secondary data sets can be easily combined, are subject to public scrutiny, often provide high-quality information, and offer valuable contextual background, according to Saunders & Lewis (2018). However, they highlight potential drawbacks including the possibility that the data might only partially address research needs, might not always be value-neutral, and the exact methods of data collection might be unclear to the researcher. Saunders & Lewis (2018) stress that acquiring some secondary data can also be expensive.

3.6 Research Instrument Design

Applying the Research Onion framework to the SLR on communication challenges in Translation Project Management (TPM) consolidated the essence of methodological alignment. The Research Onion served as an invaluable architectural blueprint, ensuring that every facet of the SLR, from its foundational philosophical underpinnings to the granular detail of data extraction, was meticulously structured and purposefully integrated. This decision to embrace pragmatism as a research philosophy was insightful, as it allowed for the synthesise of both quantitative and qualitative insights found within existing literature, prioritising practical understanding over a singular, definitive truth. This pragmatic stance directly informs the design of the primary “instrument”—the data extraction form—which had to be robust enough to capture diverse data types, ranging from frequency counts of reported challenges to nuanced textual descriptions of communication breakdowns and proposed solutions.

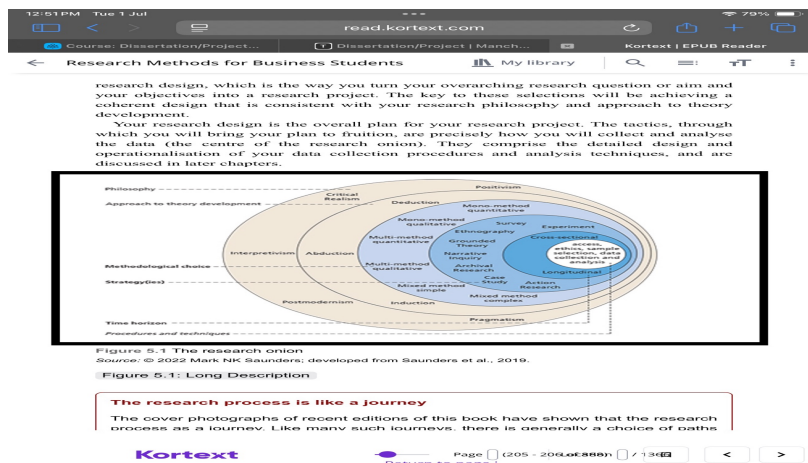


Figure 2 The Research Onion. Source: Saunders & Lewis (2018)

The dual nature of the research approach, blending deductive reasoning for initial categorisation and inductive exploration for emergent themes, necessitated a data extraction form that was simultaneously structured and flexible. The form began with predefined categories for communication challenges, allowing for systematic data entry, but it also accommodated new, unforeseen themes that surfaced as the research delved deeper into the literature. While the overarching strategy was a systematic literature review, inherently dictating the use of a data extraction instrument, the underlying qualitative emphasis of investigating “challenges” meant the form primarily focused on rich, descriptive textual data,

capturing what, how, and why these communication issues arose.

This careful alignment across all layers of the Research Onion ensured that the data extraction form was a sophisticated tool designed to systematically gather, organise, and prepare the diverse information needed to comprehensively address the research questions and illuminate the complex landscape of communication in translation and localisation project management.

3.7 Data Analysis

For a systematic literature review on Translation Project Management (TPM) and communication challenges, qualitative data analysis was likely the most appropriate primary approach. This was because challenges in Translation Project Management (TPM) and communication were often nuanced, context-dependent, and involved human experiences and interpretations. To extract qualitative data from the reviewed studies, such as reported obstacles, perception of team members, communication breakdowns, and successful strategies, the data analysis involved the following stages based on the guidelines by Braun & Clarke (2006), a widely recognised method for thematic analysis:

Table 4 Braun and Clarke (2006) stages of data analysis

Stage	Description
Familiarisation with data	Immersion in the data by reading and re-reading the selected articles to gain a deep understanding of their content.
Initial coding	Identification of key themes, concepts, and categories related to challenges, management practices, and communication patterns. This involved systematically highlighting relevant phrases and ideas across the studies.
Searching for themes	Grouping of initial codes into broader, overarching themes that emerged across the literature. This helped to identify recurring issues and underlying causes.
Reviewing themes	Refinement and validation of the themes against the entire dataset to ensure they accurately represent the findings and are coherent.
Defining and Naming themes	Development of clear definitions and names for each theme, detailing what each theme represents and its significance to the research questions.
Producing the report	Presentation of the final analysis in a coherent narrative, highlighting patterns, discrepancies, and gaps in the existing research.

While the primary focus was qualitative data, if some studies reported quantitative data (e.g. frequency of certain issues, project success rates), a mixed-methods approach could have been used to triangulate findings and provide a more comprehensive understanding. The decision to use a qualitative, quantitative, or mixed approach was part of formulating the overall research design, which is the “overall plan of your research project” (Saunders, Lewis & Thornhill, 2023, p. 207)

3.8 Ethics and Summary

When conducting a Systematic Literature Review (SLR), ethical considerations centre on transparency, rigor, and responsible knowledge representation, rather than direct human interaction (Moher et al., 2009). According to Moher et al. (2009) an ethical SLR demands transparency in its methodology, including search strategies and inclusion/exclusion criteria, enabling scrutiny and replication, this transparency ensures readers understand how conclusions were drawn.

Minimising bias is a core ethical duty. Research systematically include and appraise all relevant published evidence, avoiding selective choices that support a particular viewpoint. Unlike traditional reviews, which could introduce bias by allowing authors to choose inclusions without clear tracking, SLRs aim for objectivity. The PRISMA statement aids in transparent reporting to reduce bias (Page et al., 2021). It is also recognised that studies with negative results are less often published, which is a limitation to consider.

Accurate and fair representation of findings is crucial. Research faithfully synthesises information without misrepresenting or distorting original works. This includes acknowledging limitations of both reviewed studies and the SLR itself. Finally, proper attribution and avoiding plagiarism were fundamental; all sources were correctly cited, giving credit to original authors.

In summary, the methodology employed a Systematic Literature Review (SLR) to critically analyse project management methodologies in translation projects. An SLR offered a transparent, reproducible, and rigorous approach, minimises bias by systematically mapping existing literature and synthesising findings. The research utilised secondary data, chosen for its cost-effectiveness and accessibility. The PRISMA framework guided the SLR process, ensuring a robust and unbiased selection of relevant studies. Qualitative data analysis, specifically thematic analysis based on Braun and Clarke's (2006) guidelines, was used to explore nuanced communication challenges. Ethical considerations for the SLR emphasised transparency, minimising bias by including all relevant evidence, accurate representation of findings, and proper attribution to avoid plagiarism.

□

Chapter 4 Data Analysis and Discussion

4.1 Introduction

A systematic literature review is a structured method for collecting and analysing existing research on a specific topic. The process for this study involved a two-phase approach to ensure thoroughness. First, a broad search was conducted using Google Scholar, Scopus data base, and the Manchester Metropolitan University online library data to identify relevant publications on Translation Project Management (TPM) from the year 2000 onwards. Second, a snowballing technique was used, where the reference lists of the most relevant articles were meticulously examined to find additional, related literature. The synthesised findings (Appendix A) from this systematic review were then organised into key themes through a process of thematic analysis by Braun and Clarke (2006), a widely used method for identifying, analysing, and reporting patterns within data.

4.2 Results

This chapter presents the data analysis and discussion of the findings (See Appendix A) from the systematic literature review. It is structured to first present a synthesis of the key results, categorised according to the research questions, and then to provide a detailed discussion of the emergent themes. This two-part approach ensures a comprehensive and coherent flow, moving from the foundational evidence to a deeper, more analytical exploration of its implications for the field of Translation Project Management (TPM). The analysis directly addresses the research objectives outlined in Chapter 1, aiming to critically analyse the existing body of knowledge on TPM methodologies, tools, and best practices. The main themes that emerged were:

- **Theme 1: Effective Communication, Collaboration, and Relationships.**
- **Theme 2: Technology use in Translation Projects.**
- **Theme 3: Translation Project Manager (PM) Competencies.**
- **Theme 4: TPM in Education.**

4.2.1 Overview of Results

The systematic literature review of publications on Translation Project Management (TPM) from 2000 to the present yielded a robust body of evidence. The search and subsequent snowballing process uncovered a rich array of research, including academic articles, book chapters, and industry reports. This literature confirms a growing recognition of TPM as a distinct and critical discipline, necessitated by the increasing volume, complexity, and digital nature of the modern translation industry. The findings can be broadly categorised into four key areas: the necessity and evolving role of TPM, the technological and methodological tools used, the essential competencies of a translation Project Manager (PM), and the critical success factors and recurrent challenges. The literature demonstrates a clear shift from viewing translation as a purely linguistic task to a complex, multi-faceted project requiring sophisticated management skills.

4.2.2 Initial Analysis

A preliminary analysis of the collected literature reveals several interconnected themes. Firstly, there is a clear consensus that the globalisation of business and the rise of virtual teams have made TPM not just beneficial, but essential. Secondly, technology, particularly the use of Computer-Assisted Translation (CAT) tools and specialised project management software, is a central focus of the literature. It is widely acknowledged as a key enabler of efficiency, yet also a source of challenges related to integration and training. Thirdly, the role of the translation Project Manager (PM) is consistently identified as crucial. The analysis shows a strong emphasis on the soft skills—such as leadership, communication, and cultural awareness—that are required to navigate complex stakeholder relationships and diverse teams in translation projects. Finally, the literature points to a set of recurring challenges and success factors, with communication and collaboration emerging as fundamental determinants of translation project success. The synthesis of these findings forms the basis for the more detailed thematic discussion that follows.

4.3 Discussion

This section provides an in-depth discussion of the findings, moving from a broad overview to a focused, thematic analysis. It explores the interrelationships between the identified themes and discusses their implications for both theory and practice in Translation Project Management (TPM).

4.3.1 Overall Discussion

The synthesised findings from the systematic literature review paint a comprehensive picture of the modern Translation Project Management (TPM) landscape. The research confirms the initial premise of this dissertation: that the expansion of the translation industry has created a critical need for structured project management. The literature, from seminal works like Dunne & Dunne (2011) to more recent publications by Walker (2023), consistently highlights a shift from a simple client-translator relationship to a complex ecosystem involving multiple stakeholders, sophisticated technologies, and demanding deadlines.

The overarching insight is that the successful of translation Project Manager (PM) hinges on a delicate balance between technical proficiency and human-centric skills. While technological tools are indispensable for managing workflows and increasing efficiency, they are not the only solution. The literature demonstrates that human factors, such as effective communication, trust, and leadership, remain the ultimate determinants of translation project success. This finding is particularly significant in an era of increasing automation, suggesting that the role of the translation PM is evolving from a process administrator to a strategic relationship manager and team leader.

The discussions also highlights a notable gap in formal academic training for translation Project Managers (PMs). The literature suggests that many translation project professionals learn essential skills on the job, leading to inconsistencies in practice and a reliance on fragmented knowledge. This underscores the need for a more formalised and integrated approach to TPM education, which is discussed further in the thematic analysis.

4.3.2 Thematic Analysis

This section delves into a detailed discussion of the key themes that emerged from the systematic literature review.

4.3.2.1 Theme 1 Effective Communication, Collaborations, and Relationships

The modern translation industry is highly industrialised, characterised by extensive outsourcing virtual teams and freelancers across the globe, driven by globalisation (Rodrigues-Castro, 2013). In this dynamic environment, effective project management methodology is paramount, with the intricate relationships and collaboration among translation Project Managers (PMs), clients, and translators forming the bedrock of successful multilingual projects (Al-Tarawneh and Al-Badawi, 2025).

The success of translation projects relies on the clearly defined yet interdependent roles of its primary stakeholders. The translation Project Manager (PM) acts as an indispensable mediator, coordinating between translators, Language Service Providers (LSPs), and end clients (Rodrigues-Castro, 2013). Their responsibilities include project planning, resource allocation, and ensuring timely delivery, often serving as the central hub for communication and problem resolution (Chen & Guo, 2024). Clients initiate projects, defining expectations for service, timelines, and quality. Their prior experiences can influence their engagement, sometimes leading to heightened involvement in quality control (Risku, Pein-Weber & Milosevic, 2016). Translators, often freelancers, are responsible for linguistic accuracy and adherence to project specifications. They are increasingly expected to possess project management competencies beyond their linguistic expertise (Al-Tarawneh & Al-Badawi, 2025). This triple relationship is inherently interdependent: translation Project Managers (PMs) rely on client clarity and translator performance; clients depend on translators' competence and PMs' Organisational skills; and translators rely on PMs for clear instructions and support, and on clients for comprehensive source materials (Risku, Pein-Weber & Milosevic, 2016; Rodrigues-Castro, 2013).

Effective collaboration is primarily enabled by clear and transparent communication. Misunderstandings, often rooted in language barriers and cultural differences, are significant contributors to translation project failure (Al-Tarawneh & Al-Badawi, 2025; Obaid & Habil, 2025). Translation PMs are crucial in establishing communication workflows, a task made complex by the distributed nature of virtual teams across different time zones (Rodrigues-Castro, 2013). Managing expectations is equally vital, as differing preconceptions between clients and translators regarding technicality, terminology, and deadlines are common sources of friction (Risku, Pein-Weber & Milosevic, 2016). However, proactive communication and mutual adjustment can transform these into successful collaborations (Al-Tarawneh, 2025). Mutual trust and loyalty are fundamental for a seamless flow of information, although

building trust can be challenging in large production networks where direct client-translator contact is mediated (Risku, Pein-Weber & Milosevic, 2016).

Technological tools and adaptive methodologies significantly enhance collaboration. Translation Management Systems (TMS) facilitate automated processes, real-time co-editing, and centralised terminology management, improving efficiency and quality control (Chen & Guo, 2024). Methodologies like Agile and Scrum offer flexible frameworks that adapt to evolving linguistic needs and foster rapid adaptation through iterative processes and teamwork (Al-Tarawneh & Al-Badawi, 2025). Furthermore, navigating cultural nuances extends translation beyond mere linguistic accuracy, requiring translators to engage deeply with the cultural context and translation PMs to adapt their leadership styles accordingly (Al-Tarawneh & Al-Badawi, 2025; Obaid & Habil, 2025).

To optimise collaborative practices, establishing clear communication channels with agreed-upon modes and frequencies, providing regular updates, and maintaining professionalism are essential (Al-Tarawneh, 2025). Setting realistic expectations from the outset, particularly concerning project scope and technological capabilities, can prevent misunderstandings (Al-Tarawneh, 2025). Implementing continuous feedback loops, where all participants receive regular insights into performance, is critical for ongoing improvement and relationship building (Risku, Pein-Weber & Milosevic, 2016). Proactive quality control, including rigorous editing standards and terminology management, further strengthens trust and ensures translation project success (Chen & Guo, 2024; Obaid & Habil, 2025).

The symbiotic relationship between translation practices and project management, driven by effective collaboration and communication, is indispensable for navigating the complexities of multilingual environments. By prioritising clear roles, managing expectations, fostering trust, and leveraging technology, translation PMs, clients, and translators can collectively achieve efficient, high-quality project outcomes and sustained success in the globalised language industry.

Effective communication serves as the bedrock of successful project execution; a principle amplified within the complexities of Translation Project Management (TPM) and the dynamics of international and global teams. Insufficient communication and a lack of stakeholder integration are frequently cited as primary drivers for uncontrolled change impacts and project failures (Zhao et al., 2010; Ochieng & Price, 2010, cited in Mikhieieva & Waidmann, 2017). This highlights that “Communication has been identified as one of the single biggest reasons for project success or failure” (PMBOK 5, 2013, cited in Mikhieieva & Waidmann, 2017). Therefore, Good communication is structured to prevent misunderstandings, avoid delays, and effectively manage issues. In international projects, where diverse cultures and often virtually connected teams are prevalent, communication challenges are significantly magnified, directly impacting project outcomes (Mikhieieva & Waidmann, 2017).

Intercultural differences profoundly influence how team members interact with project stakeholders. Intercultural communication, defined as the interaction between individuals from diverse cultural backgrounds with distinct communication patterns, preferences, and styles, necessitates greater effort to achieve shared goals and values among stakeholders (Zakaria, 2016, cited in Mikhieieva & Waidmann, 2017). Standard communication models, encompassing a sender, receiver, medium, and noise, identify linguistic, cultural, and psychological factors as key sources of potential issues (PMBOK 5, 2013, cited in Mikhieieva & Waidmann, 2017). Therefore, project management standards emphasise the need for communication and stakeholder management to be analysed from an intercultural viewpoint (Mikhieieva & Waidmann, 2017). Furthermore, the IPMA “Individual Competence Baseline” (ICB 4) underscores the importance of culture and language for modern project managers, emphasizing the need to navigate multiple cultural and value norms (ICB 4, 2015, cited in Mikhieieva & Waidmann, 2017).

Within Translation Project Management (TPM), communication is particularly critical across the client, translation Project Manager (PM), and translator relationship. Effective communication is the “lifeblood of international business expansion” (Samotoshenko, 2025), and this is acutely true for translation services that bridge linguistic and cultural divides. The growth of international business has necessitated a common language, with English often serving this role (Samotoshenko, 2025). However, proficiency in a common language alone is insufficient; understanding the cultural nuances associated with languages and the ability to communicate effectively in multilingual and multicultural environments are paramount (Samotoshenko, 2025). This parallels challenges observed in other fields where linguistic diversity is a reality, leading to “language discordance” when parties lack proficiency in the same language (Bigger et al., 2025).

The ability to convey precise requirements from the client to the translation Project Manager (PM), and subsequently to the translator, is fundamental. Any ambiguity or

miscommunication at these junctures can result in inaccurate translations, missed deadlines, or client dissatisfaction. For example, in healthcare, language barriers contribute to poor outcomes, highlighting the need for professional interpreters to act as cultural brokers and interpret not just language but also meaning (Bigger et al., 2025). This concept is directly transferable to translation projects, where translators are not merely converting words but also adapting cultural context. Project managers must therefore establish robust communication plans that account for linguistic and cultural differences, fostering an environment where clients feel understood, translation Project Managers (PMs) can effectively coordinate, and translators have the clarity needed to deliver high-quality work.

4.3.2.2 Theme 2 Technology Use in Translation

Technology has become an undeniable force in revolutionising Translation Project Management (TPM), profoundly enhancing communication and fostering greater translation project success. The integration of artificial intelligence (AI) and specialised communication tools streamlines workflows, improves efficiency, and minimises common pitfalls associated with multilingual projects.

One of the primary benefits stems from AI-driven Machine Translation (MT) and post-editing (PE). These technologies significantly boost productivity, enabling the handling of “large-scale projects within tight deadlines” (Plaza-Lara, 2020). By automating the translation of technical terminology, AI increases accuracy and speed, reduces costs, and critically, improves terminology consistency (Lysychenko, 2024). This consistency directly benefits communication by ensuring that all stakeholders—clients, translation PMs, and translators—are working with a unified and accurate lexicon, thereby reducing misunderstandings and revision cycles. Furthermore, the integration of AI into Translation Project Management (TPM) systems can “optimise communication in multilingual teams” (Lysychenko, 2024), fostering clearer exchanges by overcoming linguistic barriers.

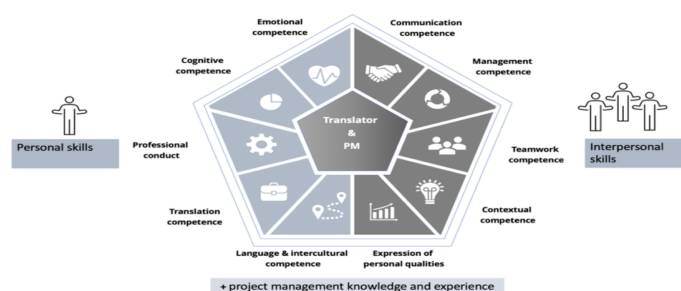
Beyond core translation processes, dedicated communication tools and online platforms have transformed how project stakeholders interact. The very notion of conducting translation projects without modern communication tools like “translators’ forums, social media, blog, online interface portals” (Sakamoto, 2019) highlights their indispensable positive impact. These platforms facilitate real-time collaboration, instant feedback, and organised information sharing among geographically dispersed teams and clients. This enhanced connectivity enables translation Project Managers (PMs) to swiftly disseminate instructions, translators to clarify queries, and clients to provide timely input, all contributing to a more agile and responsive project environment.

Moreover, the enhancement of translator competencies through AI technology and translation integration, as seen in project-based learning contexts (Ngoc, 2025), indirectly contributes to better communication. As translators become more proficient in leveraging these tools, the quality of their output improves, and their ability to handle technical and specialised content becomes more robust. This improved output leads to fewer questions and less rework, ultimately streamlining communication flows and directly contributing to overall project success by delivering high-quality translations efficiently. Thus, technology acts as a catalyst, fostering transparent, efficient, and accurate communication, which is paramount for the successful delivery of translation projects in a globalised landscape.

4.3.2.3 Theme 3 Project Manager Competencies

The evolving landscape of the language services industry has amplified the strategic importance of the translation Project Manager (PM). This role, once less defined, has now emerged as a crucial alternative to traditional translation career paths (Fuentes-Perez, 2023). Translation project success in this dynamic environment hinges significantly on a translation PM's diverse set of competencies, with communication ability standing out as paramount.

Figure 1
TPM Competency Framework



Source: Ana Masiliūnienė, 2023

Figure 3 Translation Project Manager Competencies Framework. Source: Masiliuniene (2023)

Competencies of a translation PM extend beyond mere linguistic proficiency to encompass a blend of managerial, technical, interpersonal, and intercultural skills. Academic frameworks, such as those analysed in European Master in Translation (EMT) programmes, highlight the necessity of “Business and project management skills,” “Professional and interpersonal skills,” “Technical competence,” and “Intercultural competence” (Plaza-Lara, 2022). These categories underscore that managing a translation project is akin to managing any other complex project, requiring meticulous planning, resource allocation, risk management, and quality control. However, the unique intercultural and multilingual nature of translation adds layers of complexity, demanding specialised competencies (Motiejuniene & Kasperaviciene, 2019).

Despite the recognised importance of these competencies, research indicates a prevailing challenge in their formal definition and integration into academic curricula. Plaza-Lara (2022) notes that “the lack of definition regarding the competences of translation project managers makes it difficult for trainers to incorporate these contents into their classrooms.” Similarly, Motiejuniene & Kasperaviciene (2019) observe that “the existing standards in the translation market rather vaguely define translation project manager’s competences and how they can be interpreted, acquired and developed.” This gap between industry demand and academic provision suggests that many translation PMs acquire crucial skills through on-the-job experience rather than structured training. The European Master’s in Translation Competence Framework (2022) focuses on developing the knowledge and skills of translators but omits project management methodologies, thereby not equipping graduates for Translation Project Management (TPM) roles.

the EMT Competence Framework (2022) “focus on new demands, including those stemming from technological changes in the translation industry, artificial intelligence, and social media” (Eraković and Radić Bojanić 2023, 126):

Figure 3. EMT Competence Framework (2022, 4)



Figure 4 European Master's in Translation Competence Framework (2022)

Data from studies on translation PM competencies consistently highlight communication as a vital attribute directly linked to project success. In a survey presented by Motiejuniene & Kasperaviciene (2019), “Effective communication” was explicitly listed as a benefit of using Translation Project Management (TPM) software, underscoring its perceived value by professionals. This aligns with broader project management literature which identifies communication as a leading factor in project success or failure (Mikhieieva & Waidmann, 2017).

The stress on a PM’s communication ability in translation is multifaceted. Translation PMs serve as critical conduits of information, liaising between clients, translators, revisers, and other stakeholders. Effective communication ensures clear articulation of client requirements, accurate dissemination of instructions to translators, timely feedback loops, and proactive conflict resolution. In decentralised networks of translators, where many professionals operate virtually, “technology savviness and the ability to manage challenging projects” become imperative (Masiliuniene, 2023), making robust digital communication skills non-negotiable.

Poor communication, conversely, can lead to misinterpretations, quality issues, missed deadlines, scope creep, and ultimately, client dissatisfaction—all indicators of project failure. The ability to manage expectations, negotiate scope changes, and provide constructive feedback, all dependent on superior communication, directly impacts project profitability and reputation. Therefore, while a broad spectrum of competencies contributes to project success, a translation PM’s exceptional communication ability acts as the adhesive, binding all project elements and stakeholders together towards a successful outcome.

4.3.2.4 Theme 4 Translation Project Management in Educational Training

The evolving landscape of the language services industry has profoundly transformed the role

of the translation Project Manager (PM), creating a pressing demand for specialised education and training. The insights from Berthaud's (2021) on Project Managers' views on technology in England and Ireland, coupled with Fuentes-Perez's (2023) comprehensive study on translation Project Managers (PMs) competencies and training in Spain, collectively underscore this imperative.

A central argument for formalised translation PM training stems from the recognised disconnects between academic preparation and the dynamic demands of the professional market. Fuentes-Perez (2023) critically examines this gap, questioning whether current university curricula adequately prepare T&I (Translation and Interpreting) graduates for the complexities of Translation Project Management (TPM). Her research, focusing on Spain, highlights that while the translation PM role has emerged as an appealing career path, graduates often find themselves underequipped to handle its multifaceted responsibilities upon entering the workforce (Fuentes-Perez, 2023, p. 36). This suggests a systemic deficiency where essential project management competencies are primarily acquired through informal, on-the-job experience rather than structured academic programs.

Berthaud's (2021) study on PMs' views in England and Ireland further illuminates the practical realities that necessitate dedicated training. Her findings reveal that while LSPs extensively use digital tools like Translation Memories (TMs) and Machine Translation (MT), there's a lack of standardised training for translation PMs in their application and management. Berthaud (2021) notes that "PMs are trained in-house 'because project management practice is highly company-specific and training materials available in the public domain are often not suitable enough for the company's needs'" (Berthaud, 2021, p. 121). This on-the-job training, while practical, often lacks the theoretical depth and comprehensive coverage that a formal academic program could provide, potentially leading to inconsistencies in practice and a reliance on reactive problem-solving rather than proactive strategic planning.

The duties of a modern translation PM have expanded considerably due to globalisation and the rapid introduction of new technologies. Fuentes-Perez (2023, p. 41) outlines a comprehensive list of translation PM duties based on the ISO 17100 standard, including identifying project specifications, supervising production, assigning competent translators and revisers, disseminating information, monitoring schedules, managing feedback, and ensuring compliance. Berthaud's (2021, p. 113) research corroborates the increasing tasks of translation PMs with the advent of new technologies, noting that translation PMs are "entrusted with tasks vital for the survival of the company such as negotiating prices, recruiting translation and interpreting staff, allocating projects, and ensuring the completion and quality of projects." Furthermore, translation PMs often need to "educate clients about translation as clients may sometimes think that translation happens very fast, simply at the touch of a button" (Berthaud, 2021, p. 113). These responsibilities demand a blend of business acumen, technical proficiency, and strong interpersonal skills, which are not consistently addressed in current T&I curricula.

Fuentes-Perez's (2023) observational study of Spanish universities curricula provides concrete data on this educational gap. Out of 28 Bachelor's Degree programs in T&I in Spain, only 9 (32.1%) include specific TPM courses in their curricula (Fuentes-Perez, 2023, p. 51). Even among these, there's no uniform naming convention or consistent approach to course content. While some universities cover instrumental sub-competencies like the use of CAT tools and translation memories, critical aspects such as commercial skills, administrative tasks, and certain soft skills like multitasking or the ability to work under pressure are often missing (Fuentes-Perez, 2023, p. 55-57). This data starkly illustrates that a significant portion of T&I graduates are entering the industry without formal exposure to project management principles, despite it being a highly demanded skill (Fuentes-Perez, 2023, p. 42).

Finally, the combined insights from Berthaud (2021) and Fuentes-Perez (2023) highlight an undeniable and urgent need for enhanced and formalised TPM training within translation studies. The current reliance on informal, in-house training, coupled with the documented gaps in academic curricula, means that many T&I graduates are not adequately prepared for the complex, technologically driven, and client-facing realities of the TPM role. By integrating comprehensive project management modules that address both theoretical frameworks and practical skills—including technological proficiency, business acumen, and advanced communication strategies—universities can better equip future translation Project Managers (PMs) to navigate the challenges and contribute effectively to the dynamic global language services industry. □

Chapter 5 Conclusions and Recommendations

5.1 Introduction

This dissertation aimed to critically analyse the existing body of knowledge on project

management methodologies, tools, and best practices within the dynamic field of translation projects. Through a systematic literature review (SLR), the study sought to synthesise findings and identify key challenges, success factors, and gaps in the academic discourse. This final chapter draws a comprehensive conclusion by linking the initial research objectives to the findings presented in the literature review and data analysis. It provides a summary of the dissertation's contributions, offers a series of practical recommendations for practitioners, and identifies specific avenues for future research.

5.2 Summary of Key Findings

The systematic literature review revealed a significant insight: while the field of Translation Project Management (TPM) has experienced rapid growth since the 2000s (Fuentes-Perez, 2023; Zouncourides-Lull, 2011), there remains a notable lack of formal academic literature dedicated specifically to its methodological approaches for ensuring translation project success. The review confirmed the dissertation's central premise, as highlighted in Chapter 4 on Data Analysis, that TPM is a relatively modern and often fragmented discipline.

Despite this fragmentation, the analysis of the literature successfully identified several key themes that consistently emerged as central challenges and critical success factors within the industry. These themes, which form the core of the dissertation's findings, are:

- **Collaborations and Relationships:** The intricate and often complex relationships between the translation Project Manager (PM), the translator, and the client are the bedrock of multilingual projects. These dynamics, as noted by Al-Tarawneh & Al-Badawi (2025), are a significant hurdle that requires careful management.
- **Effective Communication:** Effective communication was found to be the most critical element for success in translation projects (Mikhieieva & Waidmann, 2017). This encompasses clear and consistent information flow among all stakeholders.
- **Technological Use in Translation:** The effective integration and use of technology, from Computer-Assisted Translation (CAT) tools to sophisticated project management software, is both a major opportunity and a significant challenge for the translation industry (Plaza-Lara, 2020). These technologies streamline workflows, enhance consistency, and improve efficiency, but they also require continuous learning and adaptation from professionals.
- **Translation Project Manager (PM) Competencies:** Beyond technical expertise, the skills and abilities of a translation PM are a critical area of focus. Research by Masiliuniene (2023) and Fuentes-Perez (2023) highlights that soft skills, such as leadership, cultural awareness, and conflict resolution, are just as essential as technical knowledge. These interpersonal abilities are crucial for effectively navigating the complex and often-dispersed project environment of the translation industry.
- **Translation Project Management in Education:** Research has identified a significant gap in the formal education of Translation Project Management (TPM). Case studies in various countries, as highlighted by Berthaud (2021) and Fuentes-Perez (2023), point to a recognised need for dedicated project management education to be integrated into university translation studies departments. This integration is seen as crucial for equipping future professionals with the necessary skills to navigate the complexities of the modern translation industry.

5.3 Review of Research Objectives

The findings from the systematic literature review allow for a comprehensive review of the dissertation's research objectives.

5.3.1 Objective 1

To examine the challenges facing the field of translation to understand the necessity of project management methodologies in the translation industry.

The review of the literature, particularly in Chapter 2, established the need for a structured project management approach in the translation industry. The literature review revealed that the increasing interconnectedness of the world has led to a significant surge in demand for language services, as a trend (Nimdzi, 2025). This expansion, coupled with the globalisation of the labour force, has resulted in increasingly multilingual, multicultural, and virtual project teams (Zouncourides-Lull, 2011). These dynamics have introduced complexities in managing projects, from coordinating virtual teams to navigating technological and cultural barriers. The dissertation successfully met this objective by demonstrating that without robust project management methodologies, the sheer volume and complexity of work could compromise translation project efficiency, quality, and client satisfaction (Zouncourides-Lull, 2011).

5.3.2 Objective 2

To identify and collect key project management literature relevant to translation

industry.

This objective was met through the application of the systematic literature review methodology detailed in Chapter 3. The process, which involved a rigorous and transparent search, synthesis, and analysis of existing literature, successfully identified a body of knowledge relevant to TPM. While the review confirmed a scarcity of formal literature on specific methodological frameworks (Chapter 4), it was successful in mapping a fragmented but insightful collection of scholarly works. The literature collected highlighted the central themes discussed—collaborations, communication, technology, and competencies—and served as the basis for the data analysis. This approach, as a result, provided a structured overview of a field that is still in the process of defining itself academically.

5.3.3 Objectives 3 and 4

To investigate the methodological approaches and technological tools used in Translation Project Management (TPM) and to analyse critical success factors, challenges, and emerging trends within this field.

This combined objective was directly addressed in the data analysis and discussion presented in Chapter 4. The investigation into methodological approaches revealed that while formal, universally-accepted methodologies are not widely documented, a number of key challenges act as genuine drivers for TPM practices. The analysis of the literature identified critical success factors and challenges, confirming that translation project success is intrinsically linked to effective communication, robust PM-client-translator relationships, and the strategic use of technology. Emerging trends, such as the increasing role of technology and the growing need for specialised translation PM competencies, were also identified. The dissertation, therefore, successfully met these objectives by providing a detailed analysis of these themes, highlighting the interconnectedness of human factors (relationships and competencies) and technical factors (technology) in achieving project success.

5.4 Recommendations

Based on the literature review and the conclusions of this systematic review, this dissertation offers the following recommendations for translation Project Managers (PMs), language service providers (LSPs), translators, and educators.

1. Formalise Communication and Collaboration Channels

Given that communication is a core element of translation project success and that collaboration is often a hurdle, translation agencies should formalise their communication and collaboration channels. This could involve the mandatory use of integrated **Translation Project Management (TPM) platforms**. These platforms can serve as a central hub for all project-related information, documents, and communication. This approach minimises miscommunication, provides a single source of truth, and enhances transparency for all stakeholders.

2. Invest in PM Professional Development

Organisations should recognise that the competencies of a translation **Project Manager (PM)** are crucial for successfully navigating a complex translation environment. It's essential to invest in continuous professional development for PMs, ensuring that training goes beyond technical skills. This development should specifically focus on soft skills critical to translation projects, such as conflict resolution, stakeholder management, leadership, and intercultural communication. This approach will properly equip translation PMs to manage the intricate relationships and cultural nuances inherent in modern multilingual, multicultural, and virtual teams.

3. Develop a Strategic Approach to Technology Adoption

To address the major challenges of integrating technology into translation projects, translation agencies should move away from ad-hoc adoption and instead develop a strategic, long-term plan. This plan should focus on carefully evaluating new tools based on their ability to improve translation workflows, enhance communication, and foster collaboration among PMs, clients, and translators. A crucial part of any new technology implementation is providing comprehensive training for all users. This ensures effective utilisation and helps mitigate potential resistance or unintended consequences.

4. Redefine the PM-Translator Relationship

The traditional **PM-translator relationship** can be a source of challenges. Organisations should work to foster a more collaborative and equitable partnership. This can be achieved by recognising the translator not merely as a resource, but as a valuable expert. Encouraging open dialogue and providing a clear feedback loop can build trust and improve the overall quality of the translation.

5.5 Suggestions for Further Research

The findings of this systematic literature review have not only addressed the research objectives but have also highlighted significant gaps in the existing academic discourse, paving the way for future research.

1. **Empirical Studies on TPM Methodologies:** The most prominent gap identified is the scarcity of literature on specific, successful TPM methodologies. Future research should focus on conducting in-depth empirical studies, such as case studies or qualitative interviews, with leading Language Service Providers (LSPs) and in-house translation teams. This would provide rich, practical insights into the methodological approaches, tools, and best practices that are being used successfully in the industry, but are not yet formally documented in academic literature.
2. **Quantifying the Impact of PM Competencies:** While the literature acknowledges the importance of translation Project Manager (PM) competencies, there is a lack of quantitative research on their direct impact on translation project outcomes. Future studies could employ quantitative methodologies to measure the correlation between specific translation PM skills (e.g., leadership, communication proficiency) and key project success indicators (e.g., on-time delivery, budget adherence, client satisfaction).
3. **The Impact of AI and Machine Translation:** The role of technology in translation is rapidly evolving, particularly with the rise of artificial intelligence (AI) and advanced Machine Translation (MT). Future research should critically analyse the long-term impact of these technologies on the translation PM-translator relationship, translation project workflows, and the competencies required of the translation Project Managers (PMs). A longitudinal study could track how these technological shifts reshape the translation and language industry over time.
4. **Comparative Analysis of TPM Education:** The need for TPM education was identified as a key theme. A comparative study of TPM curricula in university translation studies departments globally would be valuable. This research could identify best practices, assess the effectiveness of current teaching methods, and provide a framework for developing a standardised curriculum to better prepare the next generation of translation professionals.

5.6 Conclusion

In conclusion, this dissertation has successfully navigated the fragmented landscape of Translation Project Management (TPM) literature through a systematic literature review. By addressing its core objectives, the study has confirmed that while TPM is a modern and rapidly evolving discipline, a structured, methodological approach is not merely desirable but essential for navigating the complexities of global projects. The findings underscore the paramount importance of interpersonal dynamics, effective communication, strategic technology adoption, and a highly competent translation PM. This research serves as a foundational step, synthesising the current state of knowledge and providing a clear framework for future studies. The recommendations presented offer practical guidance for the industry, while the suggestions for future research lay the groundwork for addressing the critical gaps in the academic discourse, ensuring that the field of TPM continues to mature and evolve in line with the demands of the globalised world.

□

Personal Reflection

My journey through this dissertation has been an insightful exercise in self-discovery and academic growth. From the very beginning, the topic of applying project management methodologies to translation projects felt like a natural fit, bridging my professional experience with my academic pursuit in project management. Despite not having a background in business in general and project management specifically, this project was a passion I had carried with me from the moment I applied for the MSc programme.

While selecting the topic was straightforward, the real challenge lay in the execution. Navigating the complexities of a literature review, considering an empirical study, and the daunting tasks of data collection, analysis, and writing seemed challenging at first. Looking back, I now see the benefit in the decision to conduct a systematic literature review. My initial hesitation about collecting my own data stemmed from a lack of foundational knowledge, and this methodical approach allowed me to build that base, making it the most logical and effective choice for this stage of my research.

The guidance I received was invaluable, transforming a potentially overwhelming process into a manageable one. The structured approach of writing each chapter in sequence, with the introduction and conclusion reserved for the end, proved to be an excellent organisational

strategy. Each step felt less like a chore and more like an intellectual adventure. I enjoyed diving into the literature, discovering new insights—some expected, others surprisingly fascinating—and felt a sense of pride in the knowledge I was citing. The regular meetings and discussions helped maintain momentum, breaking the large, intimidating project into smaller, achievable parts. This well-timed and well-organized plan made the entire process flow smoothly, even during moments of writer's block.

Reflecting on my experience, I have learned that the most significant obstacle was the anxiety I carried before even starting. The pressure I put on myself was far greater than the actual difficulty of the tasks. If I could do it all over again, I would tell my past self to worry less. The process of research is inherently enjoyable when you are passionate about the subject and curious about what you'll discover. With each step, the seemingly “hard parts” became more manageable, revealing that learning itself is the primary objective.

This dissertation is not an endpoint but a stepping stone. It has solidified my desire to pursue empirical research on the same topic, potentially as a PhD. The systematic review has laid a solid foundation, and I now feel more prepared to design and execute a study to collect primary data. The fear of the unknown has been replaced by a sense of curiosity and excitement. I've realised that as long as I remain open to learning, reading, and exploring, the path forward becomes clearer and more direct. The process has taught me that true learning is a continuous and rewarding journey. □

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Appendix A

Authors	Year	Title	Main Theme
Al-Tarawneh, A.	2025	'Risk Management in Freelance Translation: Mitigating Uncertainty in Client Relationships'	Risk management and client relationships in freelance translation
Al-Tarawneh, A. and Al-Badawi, M.	2025	'Exploring the Synergy Between Translation Project Management in Multilingual Project Environments'	Synergy of translation project management in multilingual environments and collaboration in projects
Angelone, E., and Garcia, A.	2017	'Expertise acquisition through deliberate practice: Gauging perceptions and behaviors of translators and project managers'	Perceptions and behaviors of translators and project managers regarding expertise acquisition
Berthaud, S.	2021	'Project Managers' views on the use of technologies in translation and interpreting markets in England and Ireland'	Views of project managers on technology use in the translation and interpreting markets
Bigger, S., Obregon, D., Keinath, C., and Doyon, K.	2025	'Language Justice as Health Equity in Palliative Care: A Scoping Review'	Language barriers and the need for professional interpreters in healthcare, which is transferable to translation projects
Chen, R., and Guo, B.	2024	'Human-computer Collaborative Translation Work Model Based on the Use of Translation Management System'	The use of Translation Management Systems (TMS) in human-computer collaborative translation work
Cristina Plaza-Lara	2021	'Competences of translation project managers from the academic perspective: analysis of EMT programmes'	The competencies of translation project managers from an academic perspective, analysing European Master in Translation (EMT) programs
Lysychenko, O.	2024	'Artificial intelligence to automate: Translation of technical terms in project management'	The use of AI to automate the translation of technical terms in project management, improving efficiency and consistency
Masiliuniene, A.	2023	'Combining the Roles of Translator and Project Manager in Decentralised Network: A Competency Framework'	A competency framework for combining the roles of translator and project manager in a decentralised network The importance of

Mikhieieva, O. and Waidmann, M.	2017	'Communication Management Tools for Managing Projects in an Intercultural Environment'	communication management in intercultural project environments, highlighting communication as a key factor in success or failure
Motiejuniene, J. and Kasperaviciene, R.	2019	'Translation project management – an ultimate skill for translators?'	The importance of translation project management as a skill for translators and the lack of formal definitions for TPM competencies
Ngoc, N.T.N.	2025	'Enhancing Competencies through AI Technology and Translation Integration in the Bilingual Wall Newspaper Project'	The enhancement of translator competencies through the integration of AI technology and translation in a project-based learning context
Obaid, A. and Habil, H.	2025	'The Impact of Translation on Risk Management in OIL and Gas Projects in Iraq'	The impact of translation on risk management, particularly in the context of oil and gas projects
Ochieng, E.G. and Price, A.	2010	'Managing cross-cultural communication in multicultural construction project teams. The case of Kenya and UK'	Cross-cultural communication management in multicultural project teams
Perez, C.	2002	'Translation and Project Management'	Early perspectives on translation and project management
Fuentes-Perez, I.	2023	'Translation Project Management: Duties, Competencies and Training. What is the Scenario Like in Spain?'	The scenario of translation project management duties, competencies, and training in Spain
Plaza-Lara, C.	2018	'Project Management: Defining Competences for Translator Training'	Defining project management competencies for translator training
Plaza-Lara, C.	2020	'How does machine translation and post-editing affect project management? An interdisciplinary approach'	The effect of machine translation and post-editing on project management from an interdisciplinary perspective
Plaza-Lara, C.	2022	'Competences of translation project managers from the academic perspective: analysis of EMT programmes'	A follow-up analysis of translation project manager competencies from an academic perspective
Risku, H, Pien-Weber, C., and Milosevic, J.	2016	'The Task of the Translator: Comparing the Views of the Client and the Translator'	A comparison of client and translator views on the role of the translator
Rodriguez-Castro, M.	2013	'The Project Manager and Virtual Translation Teams: Critical Factors'	Critical factors for project managers working with virtual translation teams
Sakamoto, A.	2019	'Unintended consequences of translation technologies: from project managers' perspectives'	The unintended consequences of translation technologies from the perspective of project managers
Samotoshenko, A.	2025	'The Role of Language and Communication in International Business'	The role of language and communication in international business
Sherqul, O., and Ilhom, S.	2021	'The Use of English in Specialized Hydro melioration Projects: Opportunities for International Cooperation'	The use of English in specialised projects, with an emphasis on international cooperation
Suthaaharan, J.	2025	'A Qualitative Analysis of Language Barriers Impact on End-of-Life Care (EOLC) Consultations and the Current Strategies General Practitioners (GPS) Use to Address These Challenges'	The impact of language barriers in healthcare consultations and strategies to address them

Zakaria, N.	2016	'Emergent Patterns of Switching Behaviors and Intercultural Communication Styles of Global Virtual Teams During Distributed Decision Making'	Intercultural communication styles and behaviors in global virtual teams
Zhao, Z.Y., Lv, Q.L., Zuo, J. and Zillante, G.	2010	'Prediction System for Change Management in Construction Project'	A prediction system for change management in construction projects