

# BUCHAREST UNIVERSITY OF ECONOMIC STUDIES

Doctoral School of Business Administration II



## DOCTORAL THESIS

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Research on globalization and process optimization within a multinational company. aligning processes at the global level and knowledge transfer between subsidiaries during the COVID-19 pandemic and post-pandemic

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## SUMMARY

The main objective of this scientific endeavor is to identify the ways of conducting, as well as improving, the knowledge transfer process in the context of globalization, as well as the risks generated by the COVID-19 pandemic and the post-pandemic period, within multinational companies.

Through this paper, I have investigated the issue of knowledge transfer in the context of globalization during the pandemic, as well as the post-COVID-19 period. The lack of annotated examples presents a major challenge for the development of a learning model. For these reasons, it is an extremely valuable area for research attention. While anecdotes abound regarding various knowledge management initiatives undertaken by different organizations under normal conditions, there is a lack of systematic study on knowledge transfer within organizations during a pandemic, as well as in the post-pandemic period. This is especially true for knowledge transfer in different cultural contexts.

The rapid spread of the new virus in China and worldwide during 2019-2020 had a significant impact on the economy and social development. The economic implications of the outbreak are generally referred to as "corononomics."

The purpose of this study is to investigate knowledge transfers that occur between different entities within multinational companies during the pandemic and in the post-pandemic period. In order to exploit the organization's knowledge stock and streamline processes by aligning them globally, multinational company subsidiaries need to share knowledge between organizational entities.

Starting from the need to understand the processes of knowledge transfer management and the risks generated by globalization within multinational companies, which recognizes the impact, relevance, and importance of the technology and digitalization era we are in, research on its impact in a global context can bring benefits not only from a theoretical standpoint but also within the business environment, which could be materialized in the form of a best practices guide

### **Keywords:**

globalization, outsourcing, knowledge transfer, operational efficiency, multinational companies, sustainability, COVID-19 pandemic

### **Synthesis:**

This thesis explores the effects of globalization on business processes, focusing on outsourcing and knowledge transfer in multinational corporations. It examines how companies adapted to the COVID-19 pandemic by aligning global processes and ensuring operational continuity. The research proposes a best practices framework for enhancing global process efficiency through strategic outsourcing and inter-branch knowledge exchange. The study combines theoretical foundations with applied research, including case studies, surveys, and quantitative methods.

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