

## Cultural Risk in the Execution of Megaprojects

**Access to new resource related to megaprojects added to PMWL**



Resource provided by [Victor Dantas](#)

07 April 2022 – São Paulo, Brazil – Access to a new resource has been added to the PM World Library (PMWL) related to megaprojects. The new resource titled “**The Underestimation of Cultural Risk in the Execution of Megaprojects**”, is a paper by Alan Walsh, Peter Walker and Michael Ellis published in the International Journal of Civil and Environmental Engineering in 2021.

This paper sheds light on how cultural risks in most megaprojects nowadays affect the right and timely execution of such endeavors. Megaprojects now have multiple multicultural actors across the globe and the differences between them (the research coins the term “cultural difference”) can lead to a category of risk experts don’t give much attention to: cultural risks.

As for the methodology, the research represents a global collaboration of findings. A GCC (*Gulf Cooperation Council*, formed by Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates) case study explores the causes and impacts of cultural dissonance between Arab and Western actors, while a European case study (Montenegro), helps understand some of the cultural tensions between Chinese and Western actors.

Key findings of the study - authors found that cultural risks are lessened by considering the other point of view, acting responsively, and focusing on developing and strengthening key relationships.

To access this new resource, go to the Applications and Hot Topics section of the library, at <https://pmworldlibrary.net/applications-and-topics/>, scroll down to Basic P/PM Topics and click on “Risk Management”, scroll down to resource. Must be a registered member and logged-in to access. If not yet registered, please consider the FREE Trial Membership.

*This new resource provided through the PMWL university research internship program; [to learn more, click here](#)*

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### For PMWL Post

Walker, P., Walsh, A.J., Ellis, M. (2021). **The underestimation of cultural risk in the execution of megaprojects**. International Journal of Civil and Environmental Engineering, 15 (1), pp. 34-40. <http://usir.salford.ac.uk/id/eprint/59382/> (Dantas)

Where to post in the library: <https://pmworldlibrary.net/applications-and-industries/risk-management/>