

01-039

ANALYSIS OF THE INFLUENCE OF CULTURAL FACTORS IN THE MANAGEMENT OF ARCHITECTURAL PROJECTS

Rubio Bañuls, Lara Isabel ⁽¹⁾; Capuz Rizo, Salvador ⁽¹⁾

⁽¹⁾ Universitat Politècnica de València

In this time when many projects are developed far away from the site where they are built, where collaboration between international companies is very widespread, and where offshored equipment is increasingly common; the influence of multiculturalism has a key role in project management.

Based on own professional experience and knowledge in Project Management, this article discusses how the cultural environment of different Stakeholders influence the projects.

Understanding the influence of cultural differences can help to identify possible aspects of coincidence or conflict between the parties involved and might assess the differences in terms of perceived project success by the different agents involved.

For the elaboration of this article, a first approach has been made through the analysis of cultural models through deep review of the literature, as a result it is chosen for its completeness the 6 dimensions model from Geert Hofstede.

After that, a real case study has been analyzed from the perspective of these 6 cultural dimensions, in order to obtain a series of conclusions and lessons learned applicable to future projects.

Keywords: cultural factors; Geert Hofstede; stakeholders; architecture projects

ANÁLISIS DE LA INFLUENCIA DE LOS FACTORES CULTURALES EN LA GESTIÓN DE LOS PROYECTOS DE ARQUITECTURA

En un momento en el que muchos proyectos se desarrollan a muchísima distancia del lugar donde se construyen, donde la colaboración entre empresas internacionales está a la orden del día y donde los equipos deslocalizados son cada vez más comunes; la influencia de la multiculturalidad tiene un papel clave en la dirección de proyectos.

Partiendo de la experiencia profesional propia y de la formación adquirida en Dirección y Gestión de proyectos, en este artículo se discute cómo el entorno cultural de las diferentes partes interesadas (Stakeholders) influye en los proyectos.

Comprender la influencia de las diferencias culturales puede servir para detectar posibles aspectos de coincidencia o de conflicto entre las partes implicadas y evaluar las diferencias en cuanto a la percepción del éxito de los proyectos.

Para la elaboración de este artículo se ha realizado una primera aproximación mediante el análisis de modelos culturales en la revisión de la bibliografía, del que elige por su completitud el de las 6 dimensiones culturales de Geert Hofstede. A continuación, se ha estudiado un caso real desde la perspectiva de estas 6 dimensiones culturales, con el fin de obtener una serie de conclusiones y lecciones aprendidas aplicables a proyectos futuros.

Palabras clave: factores culturales; Geert Hofstede; partes interesadas; proyectos de arquitectura

Correspondencia: Lara Isabel Rubio Bañuls laraisabel.rubio@gmail.com



©2020 by the authors. Licensee AEIPRO, Spain. This article is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

1. Introduction and study purpose.

International projects are spread across all sectors, especially in the AEC sector (architecture, construction, and engineering). This situation implies that more and more project managers need to be aware of the cultural diversity of their teams and to work with great physical distances. Though, there is a professional cooperation among Project managers world-wide, it is important to evaluate the relationship of project management practice with the effects of globalization (like, cultural difference among project teams, socio-economic factors & volatility of political situations of local country, infrastructure and technological dissimilarities) observed during project implementation. (Dasgupta, 2018)

Moreover, it is important to consider that it can be a key factor in achieving success in projects. It is possible to identify cultural difference as one of the areas causing project failure, although there are still managers who discourage the relationship of the cultural dimension with successful and unsuccessful projects. The study of this relationship can provide more evidence of the causes of project failure; for this, it is important to have data that prove this assumption. (Taherdoost & Keshavarzsaleh, 2016)

Understanding the concept of the global Project Manager, as the one who carries out his profession in an international environment, which deals with different types of projects and multicultural teams, we can affirm that multicultural training can be a great asset for the successful performance of their work. As an example we could consider a project manager who wants to set up a completely individualistic reward mechanism if is working with a team whose culture is collectivist, it will be very difficult for such a system to work. (Buchtik, 2005)

The appropriate management of interculturality is one of the challenges facing today's project management. A multicultural team that works effectively depends mostly on a good communication system between client, Project Manager, and project team. On the other hand, multiculturalism brings great benefits, especially in terms of bringing new ideas, problem solving and finding innovative solutions to potential problems that may appear. The challenge for project managers is thereby to learn to understand cultural diversity and be able to make the most of it. (Ochieng & Price, 2010)

The purpose of this study is to analyze a international project from the perspective of multiculturalism, with the dual objective of understanding the interaction of our own culture with the rest of the world and at the same time identifying possible critical or common points resulting from this multicultural condition.

2. Culture Definition.

It is not easy to find a definition of the word culture that encompasses all the possible meanings of such a complex concept. One of the first definitions of culture and which deals with the origins of the term; "Culture meant in the Latin "cultivation" or "care", and Catón used the term in reference to the field ("agro-culture")". (Gómez Pellón, 2014)

Culture is often defined as a "shared meaning" or a common interpretation of the reality within a group. A shared meaning is hardly conceivable in pluralistic and complex societies. Even in a homogeneous group, individuals have their own perception of the reality. (Bony, 2010)

The philosopher Jesús Mosterín (1993) explains: "Culture is information transmitted by social learning, that is, by emulating other members of the group or social models, by teaching or education in the family and at school or by receiving information communicated through artificial supports such as books, records, newspapers and other means of social communication".

For Geerd Hofstede (1991); "Culture is the collective programming of the mind that differentiates the members of a group or category of people from others". The software of the mind.

3. Cultural models.

By analyzing the cultural theories that can be found in the bibliography, we find several proposals that have emerged over the years, from the most extensive with general concepts of cultures, to the most specific ones that define country by country. These cultural models are an interesting way of approximation to multiculturalism, they allow us to understand the cultures we work with in international projects and at the same time to recognize characteristics of our own that we might not necessarily have noticed before.

As a way of understanding what multiculturalism really means, some of the most widespread models in the literature have been studied to obtain a general idea of what these models can contribute to the profession of the Project Manager.

One of the first models analyzed is that of Edward T. Hall. "It is classic to discern between 'low-context cultures' and 'high-context cultures'. The former is those in which the messages are transmitted verbally, clearly and directly, in other words, what is meant is said. In contrast, in high-context cultures the environment and non-verbal messages are more important than what is said; ambiguity and uncertainty predominate. Germans, Dutch or Americans are examples of low context, while Chinese, Japanese or Arabs make up high context cultures". (Llamazares García-Lomas, 2011)

Table 1: Characteristics of high and low context cultures.

High Context Cultures	Low-context cultures
Relationships are long-lasting and close	Relationships between individuals are relatively short. Close personal relationships are not highly valued.
Communication is fast, efficient and economical as a huge amount of information is communicated on a routine basis.	The messages must be explicit, assuming a lower capacity to extract meaning from the context of the communication.
A wide range of expressions are used.	Authority is more diluted, and it is more difficult to assign responsibility.
People in authority situations are personally responsible for the actions of subordinates. Loyalty is highly valued.	The agreements are set out in rigid written contracts. The legal system is trusted to resolve disputes.
Many agreements are oral and subject to further amendment.	The differences between close members and strangers are minor. It is relatively easy to establish contacts.
There is a great difference between the members of the group and those who are not part of it.	The large, bureaucratic-style corporation is the most characteristic type of economic organization and provides the largest number of jobs.
The family or clan-type company is the dominant business structure. Solidly established and rigid cultural patterns.	Certain cultural patterns can change over a short period of time.

Note: Own elaboration from T.Hall theory.

Besides, Edward T. Hall proposes a model of organizational culture that he calls the "Iceberg model" (1976). In this model the internal culture would comprise the behavior, ideals and values of our own culture, since our "cultural behavior" would be more determined by our feelings and ideas, while the external culture is the one that takes action and has a conflict with our own culture and can be obtained through observation and learning by becoming easy to learn and change". (Dominguez González, 2008)

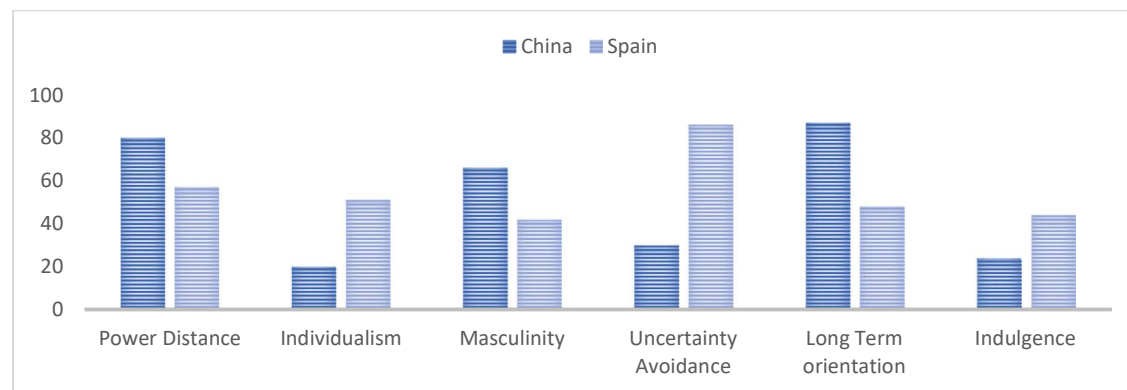
Table 2: Internal and external aspects of culture. Iceberg Model

Internal	External
Implicitly learned	Explicitly learned
Unconscious	Aware
Hard to change	Easy to change
Subjective knowledge	Objective knowledge

Note: Own elaboration from T.Hall theory.

Towards the 1980s, a new theory appears, from the Dutch psychologist Geert Hofstede, which proposes a 6-dimensional model. "Culture is how you were raised. It developed while you were growing up. With a computer metaphor, culture is the software of our minds. We need shared software to communicate. So, culture is about what we share with the people around us. In the social action, culture is the unwritten rules of the social game." (Hofstede, 1991) For Hofstede; Culture is the collective programming of the mind that distinguishes the members of a group or category of people from others. The software of the mind. Hofstede propose a model based on cultural dimensions.

Figure 1: Comparative values between countries for the 6-dimensional model.



Note: Own elaboration from the tool "Compare Countries" from www.hofstede-insights.com

Hofstede explains that these scores for different countries are relative, because although the study showed that national and regional cultural groups affect the behavior of societies and organizations, we are all human and that makes us all unique. For this reason, the evaluation and benchmarking between countries in terms of the 6 dimensions, is a tool that helps as a guide or working framework when evaluating a specific culture and it can be very useful when it comes to comprehend others, communicate and even take decisions. Nevertheless, it is important to remember that there are many other circumstances that influence people's behavior, and these should also be taken into consideration.

Schuster and Copeland have developed a cultural classification model related to the business sector divided into six areas. For each of them, they analyze in depth how their executives behave in the different phases of an international sales process: networking, business relationships, personal relationships, orientation, interests, influence and persuasion, concessions and commitments, agreements and maintenance of relationships. (Llamazares García-Lomas, 2011)

Also strongly linked to the international business scene are the writings of Jeswald Salacuse, also an American author. It analyses the influence of culture on the way international executives negotiate. It basically distinguishes between those executives who in the negotiation seek the common benefit for both parties (win-win approach) versus those who seek their own benefit (win-lose). The first ones understand that if a final agreement is reached, both parties must obtain a benefit, while the second ones understand that in a negotiation what one wins is lost by the other one. (Llamazares García-Lomas, 2011)

Some authors did not believe in generalization; "Determining national characteristics is to walk into a minefield of misjudgments and surprising exceptions," wrote Lewis. In 2006, Richard Lewis, based on the cultural concepts of Edward T. Hall, developed his own theory by bringing together various cultural dimensions and contextualizing them to generate three new categories.

Linear actives: those who plan, program, organize, follow action chains, do things one by one. Germans and Swiss are in this group.

Multi-active: those happy, talkative people who do many things at once, plan their priorities considering not a time schedule, but a relative emotion. Italians, Latin Americans and Arabs are members of this group.

Reactive: those cultures that prioritize courtesy and respect, listening calmly and quietly to their speakers and reacting cautiously to the proposals of the other party. This group includes Chinese, Japanese and Finns.

Table 3: Definition of cultures characteristics (Lewis, 2006)

	Lineal-actives	Multiactives	Reactive
Focused on	Results	Relations	Harmony
They speak	Intermediate	Majority	Low
Tasks	Sequential	Parallel	Socially Sensitive
They Plan	Step by step	Schematic	According to principle
Courtesy	Majority	Sometimes	Always
Challenges	Logical	Emotional	Indirect
Emotions	Ignore	Expressive	Suppressive
Communication	Written	Verbal	Face to face
Body language	Moderate	Without restrictions	Subtle

4. Detailed analysis of the 6 dimensions of Hofstede's culture.

Each one of the models analyzed proposes different approaches and perspectives when it comes to approaching multiculturalism in projects. A general knowledge of all of them can provide an idea of what we face as Project Managers when we are dealing with a multicultural Project. From all of them there are some very interesting ideas that might be further explored for specific cases.

However, for the proposed case study, we propose to go deeper into the Hofstede 6-dimensional model, this model as others have had detractors over the years, however Despite the fact that Hofstede's cultural dimensions have been criticized, it has been hypothesized that these dimensions are one of the best-studied and recognized frameworks in the culture field. Moreover, many researches show that these dimensions have not lost their validity (Rabeb & Henchiri, 2020) Moreover, the fact that it is quantitative allows for comparison between countries, what is very useful when trying to understand the environment around us, and to understand the representative characteristics of our own culture. To implement it in a more practical level, we propose a more in-depth analysis of each of these dimensions.

Power distance.

This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. Consequently, in countries with high power-distance scores, there is a dependency among subordinates on their superiors, and they also accept this situation.

An example that shows this difference is the one we find in general in the cooperation between Western and Asian countries. "When the teams were asked to say without embellishment what the problem was in working with the partners, the European and American partners responded. Our Indian colleagues seek approval from their management for everything we ask of them. It's bizarre, when we meet with the Indian team to discuss progress, only one of them talks to us. The other members of the Indian team just sit, listen and nod approvingly." (Hussein, 2014 p.83)

In China, the sense of patriarchal authority is the standard for official authority. The government takes all kinds of measures, from formal laws to rewards to reinforce patriarchal authority. The Chinese tend to be very sensitive and sympathetic to all kinds of authority. (Amat Royo, 2016)

Individualism.

It refers to the degree of interdependence that society maintains between its members. A culture with a low score in individualism is defined as a fundamentally collectivist culture, with a great sense of group belonging.

Spanish managers, with an individualistic background, confront problems directly and present discrepancies and conflict situations in a clear manner. When incidents or problems arise with others, they are unwilling to invest the time and effort needed to get help from others. In contrast, Chinese managers, due to their strong collective orientation and low level of avoidance of uncertainty, use indirect forms of influence that involve the help of a third party, i.e., they introduce the figure of the mediator or intermediary to facilitate conflict resolution. (Hofstede G. , 2003)

The high individualism of the team members will affect the definition of objectives, because each one can work for their own instead of looking for the common objectives, and the capacity to adapt to new situations, because each one defends their way of doing things.

Masculinity. Initially "Work goals"

This dimension refers to the personal motivations of a society, being competitive and standing out (Culture of High Masculinity) or doing what one really likes and does well and having quality of life (Culture of High Femininity)

The high masculinity score, (competitiveness) directly affects the availability of resources, the investment and the effort to distinguish oneself, by trying to be the first and obtain good results. The best teams will be sought, those with previous experience and able to use new technologies and, in general, everything that guarantees good results.

Uncertain avoidance.

Uncertainty avoidance indicates how the members of a certain culture face unstructured, unforeseen, unknown and different from usual situations.

The Uncertainty Avoidance dimension expresses the degree which the members of a society feel uncomfortable with uncertainty. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas. Weak uncertain avoidance societies maintain a more relaxed attitude in which practice counts more than principles. (Hofstede G. , 2019)

Cultures with low marks in this dimension do not need to know the future, they do not require strict rules, contracts are not necessarily written, verbal agreements and favors count more.

Some authors with a real experience in Asian cultures, have written about Chinese business environment; the ambiguities and lack of celerity are acceptable, and issues are resolved from the perspective of balance and equilibrium instead of absoluteness of right or wrong. A practical example, it can be observed that in most instances, a Chinese Project team member or business associate will never provide a definite answer to a question, preferring to leave some room for ambiguity. (Khor & NanPhin, 2009)

Long term orientation.

This dimension describes how cultures maintain their own traditions while facing the challenges of the present and future.

In pragmatically oriented societies, people believe that the truth depends very much on the situation, context and time. They show an ability to adapt traditions easily to changed conditions, a strong propensity to save and invest, the capacity to save and the perseverance to achieve results.

China is characterized by this dimension, where persistence and perseverance are attributes that are highly valued. It promotes virtues that are geared towards achieving future rewards, including savings. The long-term orientation in China indicates the "time horizon" of Chinese society and the importance attached to the future, which is characterized by slow processes and the establishment of relationships, seeking knowledge and experience with companies and partners. (Amat Royo, 2016)

Indulgence.

This dimension measures the degree to which people try to control their desires and impulses, based on the way they were raised. Relatively weak control is called "Indulgence" and relatively strong control is called "Restraint".

Cultures with low scores in this dimension tend to cynicism and pessimism. Moreover, in contrast to indulgent societies, restricted societies do not place much emphasis on leisure and control the satisfaction of their desires. People with this orientation have the perception of their actions being restricted by social norms and feel that indulging themselves is wrong.

5. Application of cultural models in case studies.

The project selected for the implementation of this study is an international architectural project developed between France, China and Spain; the choice of this example is motivated by the cultural diversity of the agents involved, and the apparent complexity that Chinese culture shows us, from a Western perspective.

Western countries often struggle with international collaborations of this nature, so a more in-depth knowledge of cultural features is very helpful. I argue that current Chinese customs and behavioral norms have been shaped by ancient philosophical beliefs and because Chinese historical routes are opposed to those of the Western society, customs that are acceptable in China may appear atypical to the Western manager. Although Chinese culture is used as a general cultural attribute of Chinese people in the literature, it must be noted that they are only generally visible attributes in cosmopolitan citizens, however with deeply rooted unidentifiable attributes present in the traditional Chinese environment, such as the rural areas (Techo, 2017)

5.1. Project background and scope definition.

The project selected was a design and build project with direct assignment from the client. The organization undertaken the project has headquarters in Paris (France) and representative offices in (China) and Valencia (Spain).

The project consists of a maritime station located in southern China, the new maritime station should comply with the functional requirements of the existing station besides expanding the program to be able to receive large cruises. It has free access areas, shops, restaurants, and other related uses. Some data about it; the area is 120,000 m², the budget approximately 200 million euros, and about the usage, it can receive an average of 1 cruise every 3 days and 6,500,000 passengers a year. The building is already operative, it was inaugurated in November 2018.

Table 4: Project Stakeholders' Background

Government agencies.	Chinese Government. Local Party representatives.
Other departments.	Harbor authorities, local governments in the region.
Administrative management.	Architecture studio. Headquarters in Paris, France
Technicians.	Team of 4 architects in Valencia, Spain
Investors.	Public investor, China.
Professionals.	Multiple construction teams. China
Project Manager.	Project Manager, Spain.
Client / Developer.	Private investor, China.
Final users.	Station users, Ferris to Hong Kong and large cruise ships.
Other representative groups.	Ferry and cruise ship companies.

5.2. Challenges.

The program for this kind of building is very complex as well as the construction, especially because quality principles were undertaken from European standards. The architecture tries to be spectacular but also sustainable, so many studies were developed, and international suppliers were contacted to work in China following European guidelines. Different professional teams of 3 different nationalities worked together from the design phases to the completion of the construction.

5.3. The 6 cultural dimensions defined by Hofstede to be considered.

The high-power distance in China generates very strong structures with inaccessible upper ranges, creating complicated communication networks. In the communication processes many intermediaries appear with the consequent information loss.

On the other hand, the highly hierarchical structure establishes clear and fixed objectives, which are difficult to modify during the project process, and defines the distribution of responsibilities, which makes the structure clear. Everyone is responsible for one part of the project and this is unalterable.

In a culture that is predominantly collectivist (as is the case in Chinese culture), employees tend to change themselves to adapt to the different situations or scenarios in which they must perform their tasks. They will try to maintain harmonious relationships with the group, even if it involves personal sacrifices, and will prefer cooperative approaches such as negotiation, mediation and consensus in resolving conflicts. (Triguero-Sanchez & Peña Vences, 2013)

China has a high score in Masculinity, which indicates that it is a culture motivated mainly by competitiveness, the accomplishment of objectives and success.

China is an example of a country with low uncertainty avoidance. They don't need strict written contracts, and they feel free to change their mind in terms of Project requirements. Chinese business ethics are built based on "Guanxi", which places relationships above other considerations; sometimes including an employer's code of conduct and even the law. (Khor & NanPhin, 2009)

Most agreements in China are made verbally and are susceptible to multiple modifications. This is never welcomed by the project team because of the changes that it implies in the workflow, but it is even more difficult to assimilate by workers whose cultures have a high value in avoiding uncertainty such as Spain or France and they are more used to contracts being written and must always be complied with.

In terms of long-term orientation, China scores highly, they pose their challenges by looking to the long term future. On the other hand, some European countries, such as Spain and France, scoreless in this dimension. This implies quick decision making and the search for immediate results, and there is more day-to-day living and little awareness of the future.

There is also a relationship in the case of China that must be taken into account and it is that which links high masculinity and low indulgence; which is translated into a culture where people have clear objectives, they are very competitive and look for successful results while making few concessions to themselves, to the state of well-being and not paying much attention to leisure and free time.

5.4. Which conflicts were motivated by the fact that multiculturalism was not considered?

The coordination of the project played a key role in the parties' understanding; nevertheless, a lot of time was invested in the communication processes, as the information flowed through several people. Questions on the design carried out in Valencia, were discussed with the headquarters in France, then with the Chinese department and the same way for the information to be returned.

The definition of objectives was quite clear, although we worked in too isolated a way, and some differences were only detected in very advanced phases of the project. In this respect the Spanish technical team had problems accepting significant changes that were made in the design, in particularly aspects such as the facade of the building that was modified without the approval of the design team. This was also caused by the absence of rigor in following written contracts or rules.

The program requirements were constantly changing, the client decided many things on the fly, involving major changes to the project, the team lost entire workdays because of the time difference. Even so, this aspect was alleviated by the fact that the maritime station itself had a very strict requirements program that had to be fulfilled.

The contractor was managed entirely from China, critical aspects of the project were modified without the agreement of the design team, but the technical team was nevertheless called in to solve technical and structural problems. In overall the execution was acceptable, although it was noted that the quality requirements are very different in different countries.

5.5. What lessons learned from this project are applicable to future projects?

When it comes to international projects where different cultures work together, the factor of multiculturalism has a great influence on project development. However, this is not always obvious, these influences and their consequences on the successful project development may go unnoticed or be understood as usual project issues.

Not only the Project Manager must be aware about the cultural background of people working on a project; An introduction on this matter could be part of the introductory information that is generated for the team work, such as the distribution of roles and responsibilities or others, actions that often are implemented in the early stages of the project. If, for example, the Spanish team of architects who designed the project carried out a previous study to find out the details and location of the area where the project would be built, in that same way, they could have explored some general features about the way the people who would take part in the project would understand it.

Good management of cultural dimensions can be very useful for strategic decision making and the forecast of possible conflicts. Clearly, cultural dimensions are general but knowledge of the fact that in China, for example, written contracts and verbal agreements have a similar importance when carrying out projects, could have helped European teams to understand the constant changes and modifications and therefore to measure the efforts or provide more information in order to avoid wasting time and work.

On the other hand, the relevance of the different cultural dimensions is variable and can change according to the culture. For this reason, comparative tools such as the one of the 6 dimensions of Geerd Hofstede, are very useful, because it allows to focus on the aspects that require more attention in a simple and very graphic way. For example, collectivism or the low avoidance of uncertainty, are very important features of Chinese culture, in general terms.

Knowledge in many areas of project management is widespread at the international level, however, the influence of each person's cultural environment should not be underestimated when it comes to working together, in any of the modalities that require it.

6. References

- Amat Royo, J. (2016). La distancia de la cultura empresarial con China, Una aproximación para el empresario español. *Revista cuatrimestral de las Facultades de Derecho y Ciencias Económicas y Empresariales. Universidad Pompeu Fabra*, 221-238.
- Bony, J. D. (2010). Project management and national culture: A Dutch-French case study. *International Journal of Project Management*, 28, 173-182.

- Buchtik, L. (2005). From theory to practice: ethics, cultura, international busines and leadership. *Paper presented at PMI Global Congres-Latin America* (p. 7). Panamá City, Panamá: Project Management Institute.
- Chevrier, S. (2003). Cross-cultral management in multinational project groups. *Journal of World Business* 38, 141-149.
- Dasgupta, S. (2018). The effect of globalization in Project Management. *Swinburne University of Technology*, 7.
- Dominguez González, J. V. (2008). Capítulo 1. ¿Qué es la cultura? . In J. V. Dominguez González, *Tesis Licenciatura. Universidad de las Américas*. . Puebla, México.
- Gómez Pellón, E. (2014). Introducción a la antropología social y cultural. In G. Pellón, & E., *Introducción a la antropología social y cultural* (p. Tema 2. El concepto de cultura). Universidad de Cantabria.
- Hofstede, G. (2003). *Cultures and Organizations. Intercultural cooperation and its importance for survival. Software of the mid*. London: Profile books LTD.
- Hofstede, G. (2019, 08 14). *Hofstede Insights*. Retrieved from <https://www.hofstede-insights.com/>
- Hussein, W. (2014). Different worlds, different ways? *Outsource magazine*, outsourcemagazine.co.uk.
- Khor, S., & NanPhin, L. (2009). East meets west; project stakeholder and conflict management in action: "delivering successful projects in China". *PMI global congress 2009*. Kuala Lumpur.
- Llamazares García-Lomas, O. (2011). La influencia de la cultura en los negocios internacionales. *Boletín económico del ICE N°3011 Mayo*, 47-52.
- Mosterin, J. (1993). Filosofía de la cultura. In *Filosofía de la cultura*.
- Ochieng, E., & Price, A. (2010). Managing cross-cultural communication in multicultural construction project teams: The case of Kenya and UK. *International Journal of Project Management* 28, 449-460.
- Rabeb, R. S., & Henchiri, J. (2020). Measuring cultural dimensions for cross-cultural management: Corporate governance outlook. *Corporate Ownership and Control*. 17. , 157-164.
- Taherdoost, H., & Keshavarzsaleh, A. (2016). Critical Factors that lead to Projects Succes/Failure in Global Marketplace. *Procedia Technology*, 22, 1066-1075.
- Techo, V. (2017). The Chinese Cultural Dimension. *DBA661: Multicultural Management* (pp. 1-9). Paris: Horizons University.
- Triguero-Sanchez, R., & Peña Vines, J. C. (2013). La cultura colectivista como determinante del desempeño organizativo mediante las prácticas de recursos humanos. *Investigaciones Europeas de Dirección y economía de la empresa*, 158-168.

Communication aligned with the Sustainable Development Objectives

