Within cultures, values play an important role in how people behave in daily life. In cross cultural settings, differences in values can be a serious issue in management, turnover, organizational commitment, and conflict.

If cultural differences are mismanaged, the consequences are potentially disastrous, and previously effective managers and organizations can become ineffective and frustrated with overseas and multinational ventures.

On the other hand, the successful management of cultural differences can create a competitive advantage, innovative business practices, and organizational learning.

Main problem

The last decades state the fact that the UAE has the largest construction industry. This also brings the fact that it is a very fragmented industry. Besides the UAE the Egyptian construction sector has been a major contribution to Egyptian economy with an annually growth of 22 percent.

Cross-cultural collaboration is a fact for all of projects, including construction projects. This kind of collaboration calls for additional skills for the project participant, particularly the construction/project manager. The complexity for this type of organization is likely to come from the cultural diversity.

Hence the question:

*To what extent could cultural diversity be managed in cross-cultural collaborations in Arabic construction projects, in order to avoid conflicts, claims, and delays?*

This question is answered by designing a four perspective definition of culture’ Matrix. This is applied during several case studies in Egypt.

Conclusions

Concerning the first perspective **time orientation** the following conclusion is made:

Dutch engineers shape time sequentially. They strongly have a preference for planning and maintain to plans once they are made. Time commitment is taken greasily. To stay on schedule is a must in order to guarantee the achievement of a deadline.

Concerning the second perspective **concept of negotiation** the following conclusion is made:

Arab engineers are more likely to use an appeal on emotion as their persuasion tactic, to use subjective feelings to argue against arguments, and to use concessions frequently as a bargaining tactic.

Concerning the third perspective **hierarchies & protocols** the following conclusion is made:

In the Arabic hierarchy there is a strong sense of traditional authority present. Managers operate in very hierarchical organizations that have centralized decision-making, have strong leadership, and are considered family-type organizations.

Concerning the fourth perspective **conflict approach** the following conclusion is made:

Arab engineers may hesitate to openly communicate and exchange information if they believe that the other person holds dissimilar views to them. They also prefer avoiding conflict by compromising.

They clearly show that, with the consideration of the cultural values, some core managerial decision or intervention can be made.

As a hired expat or project manager from another country, it implies that the hosting company or organization is in need of specialists which are not hand in their own country.

Thus, one, working overseas, should not hesitate to exploit the professional or managerial tools derived from his specialties, or pushing through his methods in order to successfully accomplish the projects scope.