The complexity of the multiple, fragmented subcultures at work in megaprojects is yet not well understood (Clegg et al., 2002; Van Marrewijk et al., 2008). Large-scale global projects are potentially conflict-ridden contexts for project partners, because they involve many different stakeholders, geographically dispersed and with often conflicting interests, working across ‘institutional differences’ between project partners – i.e., differences in regulations, political systems and culture. (Scott et al., 2011). Project managers who come from diverse national and organizational cultures develop cultural practices to govern the agreed contracts (Clegg et al., 2002). Under such circumstances, project partners may be motivated to overcome differences and to establish firm informal relationships across institutional divides. Indeed, Orr and Scott (2008) show how project partners resolve differences by creating relational contracts. However, relational contracts are robust to volatility but not to ambiguity (Carson et al., 2006). Ambiguity causes project managers to differ in their perceptions of the same context and in their cultural practices (Carson et al., 2006). Therefore, explicit attention needs to be given to cultural practices in order for us to fully understand the complexity of governing megaprojects.

**Research Projects**

**Title:** Inter-project learning, City of Rotterdam  
Prof.dr. Hermans (TU Delft), Thijs Willems, prof.dr. Alfons van Marrewijk  
**Period:** May-Nov 2016

**Title:** Inter-organizational collaboration at the ProRail OCCD  
Prof.dr. Joop Koppenjan (EUR), Thijs Willems, Marcel Veenswijk, Alfons van Marrewijk (VUA)  
**Period:** 2013-2017

**Title:** Change and resistances in Inter-organizational Projects  
Prof.dr. Alfons van Marrewijk  
**Period:** 2013-2017

**Title:** Transformative rituals in Megaprojects  
Prof.dr.ing. Alfons van Marrewijk, Leonore van den Ende  
**Period:** 2011-2014

**Title:** Cultural Interfaces in the Panama Canal Project  
Prof.dr. Alfons van Marrewijk / prof dr. Marcel Veenswijk Karin Smits  
**Period:** 2008-2012

**Publications**


**Topics of study**

Governance practices in megaprojects

Inter-organizational collaboration

Organizational change in projects

Space and materiality in (mega)projects

Temporary organizations