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KUMASI

COLLEGE OF ARTS AND BUILT ENVIRONMENT

DEPARTMENT OF BUILDING TECHNOLOGY

STAKEHOLDER MANAGEMENT PRACTICES OF CONSTRUCTION

MANAGERS IN GHANA

A CASE STUDY OF ZOY CONSULT

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF

REQUIREMENTS FOR THE AWARD OF MSC CONSTRUCTION

MANAGEMENT

BY

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DECLARATION

I hereby declare that I personally undertook this project under the supervision of DR. KOFI AGYEKUM, of the Department of Building Technology, College of Architecture and Planning, Kwame Nkrumah University of Science and Technology (KNUST). Other people works cited have been duly acknowledged.

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(Head of Department)   Signature   Date

DEDICATION

This work is dedicated to my Father in Heaven, God Almighty. I also dedicate this work to my family especially my wife Mrs. Eunice Naana Hagan and my lovely daughter Maame Aba Takyiwa Hagan.

ACKNOWLEDGEMENT

"Then Samuel took a stone, and set it up in between Mizpah and Shen , and called the name of it Ebenezer, saying thus far has the LORD helped us" (1 Samuel 7:12 NKJV)".

Indeed this is how far the LORD has brought me and so to Him is all glory and honour forevermore Amen.

I am first and foremost grateful to the Almighty God whose abundant and unconditional love and grace has brought me this far.

I am very grateful to all members of my family for all the support, love and care they showed me throughout to the end of this course of study in this institution especially my wife Mrs. Eunice Naana Hagan.

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To my father Nana Yamoakwa VI the Odikro of Ekumfi Abuakwa and the entire family Hagan family for their diverse support and services they rendered to me during the course of this study, God richly bless you all.

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ABSTRACT

Good management of stakeholders throughout a project should ensure they view the project in a positive light, regardless of the actual outcome. Good stakeholder management will not only clear the path of potential obstructions, it will actively support swift progress and ultimately improve the quality of the results your deliver. It's not simply a case of keeping stakeholders happy - it's also about using their time, expertise and influence to help you reach your goals. The aim of the research was to establish the critical role stakeholders play in the effective execution of projects. Stakeholder management is an important aspect of any project. In order to achieve the objectives, research questions were formulated in line with the objectives. Extensive literature was reviewed from authors in line with the objectives for the study. The study adopted the qualitative research design, using the descriptive and exploratory methods. Telephone interview was used in acquiring the primary data for the study. A case study of Zoy Consult was used. The data captured was analysed with the help of SPSS (Version 21). Findings from the study indicates that the validity and reliability to the effect that stakeholder management plays a critical role in ensuring that project performance and delivery by Project Managers proceeds with fewer challenges. The study recommends that the variables such as (Identifying stakeholders, Ensuring effective communication, Assessing stakeholders behaviour, Predicting stakeholder influence and Promoting good relationship) are relevant strategic elements in managing stakeholders expectations and must be considered by project managers when taking stakeholders decisions towards project implementation.

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CHAPTER ONE

INTRODUCTION

1.0 Background to the study

The importance of stakeholders in projects cannot be overstressed; an example that readily comes to mind to illustrate stakeholder importance and power is the Brent Spar debacle in 1995, where Greenpeace and the general population kept Shell from dumping the Brent Spar into the North Sea. The activities of these groups went a long way in determining the on shore transfer of oil amenities that is appropriate today in the oil business. An important question to consider is could the outcome have been different if Shell had involved representative members of these stakeholders from the very beginning of the project? On the off chance that delegated individuals from these gatherings had been equipment with the realities before Greenpeace pursued its campaign with exaggerated figures of oil stores yet to be attended to on the oil facility, could Shell have avoided the harm to their organisational image and the money related misfortunes incurred? This incident highlights the importance of an effective stakeholder management system for projects and even organisations. Corporate social responsibility adopted by many organisations today is a form of stakeholder management (Freeman 1984), as organisations are always making efforts to be more successful it can be argued that the adoption of corporate social responsibility by organisations lends credence to the notion that effective stakeholder management contributes in no little way to successfully managing the running of an organisations business.

To successfully oversee stakeholders there is the requirement for a comprehension of the term stakeholders. Hamilton (1997) characterizes stakeholders as those people and associations who are included in the task, or whose intrigues may be influenced by it. He went further to express that there are various classifications of stakeholders, all or some of whom may be effectively occupied with the project. Turner (1993) sorted stakeholders into three classifications as indicated by their position in connection to the task being referred to. These three classifications utilized by Turner are: essential/centre, auxiliary and tertiary stakeholders. Essential or centre stakeholders are specifically occupied with the task and typically made up of the supporter, the proprietor, project group and project manager, and the client. Optional gathering of stakeholders are typically outside builders, suppliers to the project, and other comparable gatherings, while the tertiary gathering speak to the remaining stakeholders made up the general public everywhere, nearby powers, the media, weight bunches, and so forth. Arranging stakeholders in this way makes it less demanding to distinguish stakeholders and their needs as stakeholder gatherings are assorted relying upon the project being referred to.

Distinguishing stakeholders and the part they play in projects is an imperative task action, as it decides the most ideal route forward in managing or overseeing stakeholders keeping in mind the end goal to accomplish the project targets.

1.1 Statement of the Problem

The construction industry has a poor record of stakeholder management (Yang, 2010). As indicated by Cleland (1999) and Karlsen (2002) dealing with different

stakeholders and keeping up an adequate harmony between their hobbies are pivotal to fruitful project conveyance.

Olander and Landin (2005) opined that a negative mentality to constructing projects by stakeholders can seriously discourage its usage. The creators (Olander and Landin, 2005) considered that project managers ought to obviously recognize a wide range of stakeholders and oblige their contentions and needs.

On the other hand, despite the fact that numerous activities inside of the stakeholder group have gained critical ground to enhance the procedure, a formal building has yet to be completely produced for the construction segment. One purpose behind this could be the variety of projects and gatherings included in a construction project Laryea et al. (2010).

In Ghana, as in many developing economies, the construction industry is in an evolving stage and faces similar challenges with stakeholder management as pertains in advanced countries. In most cases there are complaints by some interested groups of non-involvement in the stakeholder consultation processes of construction managers. Part of the reason for this state of affairs is contained in a report on the Ghanaian road sector which mentioned, among other things, serious management gaps owing to the drift of young engineers to other organisations (Government of Ghana, 2000).

1.2 Purpose of Study

This study examines the scant attention given to stakeholder management practices in the construction sector in Ghana and highlights the critical role stakeholders play in the effective and efficient execution projects.

1.3 Objectives of the Study

1.3.1 Main Objective

The aim of the research is to establish the critical role stakeholders play in the effective execution of projects.

1.3.2 Specific Objectives

- To identify stakeholder management processes in construction and methods used in the processes.

- To assess the challenges of stakeholder management in the Ghanaian construction context

- To examine critical success factors for stakeholder management in construction

- To assess the critical role of stakeholder management in project implementation /project lifecycle?

1.4 Research Questions

- What stakeholder management processes and methods are used in the construction sector ?

- What are the challenges of stakeholder management in the Ghanaian construction sector?

- What are the Critical Success Factors (CSFs) of stakeholder management in the construction sector in Ghana?

- What important role does stakeholder management play in effective project implementation /project lifecycle?

1.5 Justification of the Study

Frequent complaints especially by project end users group about the failure by construction managers to properly engage them in prior to the procurement of road, water, educational and other basic facilities for the community has called for the finding out of the challenges and the relevant success factors necessary for delivery of successful project.

This presupposes that a need exist for effectively managing the stakeholder engagement processes and a systematic framework to serve as a general template for construction managers in Ghana. According to Bert k (2005) and cited by K. Osei-Afoakwa (2012), all stakeholders affected by public procurement decisions, has the right, and require to have unhindered access to all information regarding the laws, procedures, regulations and the existence of procurement opportunities as well as the facts, figures, mechanisms and processes relating to procurement activities they have interest in.

1.6 Significance of the Study

The significance of the stakeholders cannot be over emphasized as they can delay the implementation of a project; increase the cost as well as risk the entire project of achieving target objectives if relevant determinants are not assessed (Parvinen et al.,

2005). Finally it is expected that the findings from the study would enable various stakeholders improve upon their performance whiles considering how to balance all interests and power at stake. The overall objective of this thesis is to gain an exploratory understanding of stakeholder management processes, underscore its critical importance in the project lifecycle and construct a framework for the management of stakeholders in the construction sector.

1.7 Scope of the Study

The study focuses on the case of Zoy Consult, a Ghanaian-based architectural and civil construction contracted by Real Estate Delta Ltd (the Client) to build 15 blocks of high-rise luxury service flats located in East Legon, Accra. Consequently the study examined the stakeholder management processes employed by Zoy Consult, the challenges encountered, and the relevant success factors that determined successful project implementation. The aim was to underscore the important role of effective stakeholder management to successful project execution.

1.8 Study Outline

The thesis is made up of five major chapters; with chapter one comprising of the background of the study, statement of the problem, the objectives of the study, research questions, scope and delimitations of study and the significance of the study.

Chapter two is devoted to literature review with a look at conceptual and theoretical aspect of stakeholders' management in project delivery. Furthermore, the research methodology is tackled in chapter three, in which the data collection and presentation procedures are examined. Chapter four is made up of analysis of the various data

gathered based on the responses from the respondents. The data captured from the respondents are analysed using Statistical Package for Social Science (SPSS) applications in which One Tail Test was used based on the research questions and other simple statistical analysis were used for interpretations. Finally, summary of major findings, recommendations and conclusions formed chapter five respectively.

The case study project was called "Project Beta", company and client will be referred to as Zoy Consult and Real Estate Delta Ltd respectively throughout the report.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature pertinent to stakeholder management when all is said in done and in addition that significant to the construction field is looked into in this section. Starting with a clarification of stakeholder ideas, the advancement of stakeholder management hypothesis and significant stakeholder management models are inspected. This is trailed by a review of existing writing applicable to stakeholder management in the construction segment (in Ghana).

Through the writing audit, crevices in the extent of existing exploration on stakeholder management in construction are distinguished and proposed for further examination.

Overseeing stakeholders is an imperative part of fruitful project administration from the project's origin through execution to culmination (Pinto 1998). Not taking supply of project stakeholders and overseeing them in like manner as a rule prompts challenges at later stages in the project regularly bringing about exorbitant measures when endeavours are then being made to determine these troubles. A typical example is an Enron power project in India in 1993. Enron had embarked on a power project after reaching an agreement with the ruling government to operate a mega power unit in India. Enron had not taking full stock of the stakeholder community to involve a number of political elements. There was a campaign against foreign investment championed by opposition parties considering Enron had not stakeholder with a local company and there were accusations that the bidding for the project had not been

transparent. A successful lawsuit by an Indian based consumer group forcing Enron to disclose the circumstances surrounding this project agreement forced Enron to renegotiate (Williams 1995). In this scenario Enron's stakeholder management was poor to say the least. History has a lot of examples where stakeholders have had a defining effect in determining the fate of several projects.

Stakeholder administration is critical to project accomplishment as the diverse stakeholder gatherings will have differing points of view of the project. Occurrences that generally achieve contrasting viewpoints or clashes in tasks range from long haul versus fleeting goals, cost proficiency versus employments, quality versus amount and control versus freedom (Newcombe 2003). These diverse desires must be overseen in like manner to keep up stakeholder backing or positive inclusion for the sole purpose of meeting effectively settled project goals. As indicated by Morris (1994) "it is essential that the project's destinations network with its stakeholders, and that they keep on fitting stakeholders' hobbies." As the task advances and develops changing conditions and interdependencies of keys buildings, for the most part prompt an adjustment in stakeholder goals. There is the need for a system or process that will continuously monitor the project stakeholders as the project progresses, this is usually achieved by stakeholder analysis or mapping, which informs or serves as the guide for the necessary forms of communication or actions as the project progresses as it helps in examining the reasonable intrigues and activities of stakeholders in the project.

"power is a system through which stakeholders impact the course and choices for a task. This force can be utilized to hold the present state of affairs or to uphold crucial

change" (Newcombe 2003). Having an understanding of the power of the constituent project stakeholders and the extent and likelihood of which this power can be enforced to achieve their objectives is the basis for stakeholder analysis.

Stakeholder mapping takes various forms depending on the organisation, the most commonly used being the power/interest matrix. Another matrix which can be used is the power/ predictability matrix. These two matrices are illustrated using the diagrams below.

Predictability

Low

A	B

Power

High

C	D
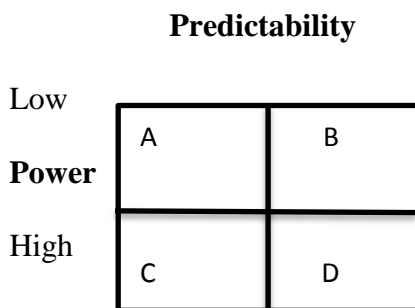
Figure 1.1: Power / Predictability Matrax

Level of Interest

Low

A	B

Power

High

C	D
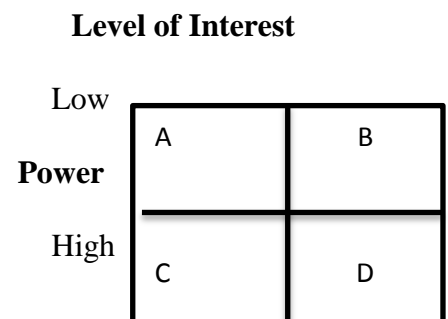
Figure 1.2: Power / Interest Matrax

In figure 2 the power/interest matrix; stakeholders are classified in relation to the powers they possess and their level of interest in the project. The type of relationship what's more, correspondence needed to be set up and kept up with the different stakeholders in the course of the project is depicted in each quadrant. For instance in figure 2, stakeholders having little interest in the project and with almost no energy to impact the project activities will require insignificant exertion as far as correspondence and relationship necessities, these group of stakeholder occupy the "A" quadrant. Whereas in the case of a set of stakeholders with high power and of interest level in project activities, the mode of communication will differ, they make up the group of stakeholders that could be referred to as the key players as a result,

there is need to keep them informed as often as possible on the project exercises and keep up a decent relationship so that their backing for the project does not disappear, these group of stakeholders make up quadrant "D". Other power/interest ratios are illustrated in the diagrams and make up the quadrants "B" and "C" group of stakeholders.

In summary the positioning of stakeholders within the four quadrants will determine the kind of relationship and communication that is adopted by the project manager or organisation.

The power, interest and consistency of any stakeholder may rise and melt away as the project advances (Newcombe 2003). The fact that stakeholders have been positioned in the framework in a specific quadrant does not mean they will keep up that same position all through the project's lifecycle. As said before as the project advances, it is additionally joined by changes to the associated project flow which thusly influence stakeholder connections and their comparing targets along these lines bringing on their position to change inside of the grid as the task advances, as an aftereffect of this the stakeholder mapping ought to be consistent all through the project lifecycle.

In figure 1, the power/ predictability matrix, stakeholders are classified on the power they possess and their level of predictability with respect to their action they might take to influence the project. In quadrant "A", stakeholder that is very predictable and accompanied with a low power base can be managed with relative ease when compared to a stakeholder in quadrant "D" who is highly unpredictable with a high power base, these group of the stakeholders are very difficult to manage.

As per Newcombe (2003) distributing the stakeholders to their relating zones gives the project chief a thought of the issues he may need to battle with when connecting with the different project stakeholders.

2.2 Stakeholder Concept

Donald and Preston (1995) noted a dozen books and more than 100 articles primarily concerned with the stakeholder concept had appeared in recent years. Friedman & Miles (2006) have presented a summary of fifty-five (55) definitions "covering seventy-five (75) texts arranged in chronological order". Notable among these definitions are those by authors including Ansoff (1965), Evan & Freeman (1988), Carrol (1989/1993), (2000), Cragg (2002) and Phillips (2003) among others.

The earliest definition is credited to an internal memo produced in 1963 by the Standford research institute. It refers to "those groups without whose support the organisation would cease to exist" (Freeman, 1984).

While researchers have conceived a variety of stakeholder definitions, the concept is generally defined with two features (Friedman and Miles, 2006):

1. An influencing connection between an organisation and the stakeholders. The nature of the connection is generally indicated by a verb, "affect", indicating a strongly cohesive relationship.

2. The distinguishing proof of the stakeholders. For this situation may incorporate a characterizing descriptive word, other kind of qualifier or part of either the association or the stakeholder. This definition tends to prompt a scope's narrowing of who may be recognizes as a stakeholder.

The definitions by the past creators additionally take after these two idea highlights. PMI (1996) characterized task stakeholders as "people and associations who are effectively included in the project, or whose interest may be decidedly or adversely influenced as an aftereffect of project execution or fruitful task consummation" the meaning of Newcombe (2003) is more extensive. He guaranteed that project stakeholders are gatherings or people who have a stake in or desire of, the activities execution and incorporates customers, project managers, architects, subcontractors, suppliers, subsidizing bodies, clients and the group on the loose. Borne (2005) characterized stakeholders in construction projects as "people or gatherings who have an interest or can contribute some type of information or bolster, or can affect or be affected by, the project". These definitions are fundamentally predictable with Freeman's (1984) "influence/influenced "idea, and the suggestion is that a stakeholder is any individual or gathering with the ability to be a danger or an advantage (Gibson 2000).

The most generally embraced definition for stakeholders is that advanced by Freeman in 1984 (Olander 2007). In Freeman's definition, "a stakeholder in an association is any gathering or person who can influence or is influenced by the association's accomplishment goals". This definition infers a twofold line of impact between the association and a stakeholder (Pouloudi 1999), i.e. as an association is not autonomous of its surroundings, it reacts to the impacts applied by this environment consequently the position of stakeholders is influenced by the choices taken by the association. Remembering that stakeholders will act as per their intrigues, they will utilize the assets available to them to impact the association in a manner that supports their own particular targets. Basically the stakeholder and

association don't exist autonomous of one another as there is some kind of connection between the two regardless of how little. Freeman likewise goes further to say that his definition takes into consideration the incorporation of future stakeholders i.e. those that are without further ado just influenced by the association might later be in a position to have their own particular impacts on the association.

The definition for stakeholder that will be embraced for this examination will be that advanced by Freeman in 1984, where the word association will be supplanted by the word project. Utilizing the Freeman's definition a stakeholder in a task is any gathering or person who can influence or is influenced by the project's accomplishment goals. As expressed before this definition bolsters the thought that there is a communication between the project and the stakeholders i.e. the activities of both has an effect on the other. A project may have from a couple of stakeholders to countless relying upon the sort and size of the task being referred to. The project setting (environment) is likewise a critical determinant on the sort of stakeholders that will be included in a task. These task stakeholders accompany desires and needs as respects the project, which should be overseen viably all through the project to keep them supporting the project and at the same, time not bargaining the project destinations. An effective project obliges that distinctive stakeholders team up so as to fulfill various and not generally altogether comparable purposes, without the backing of task stakeholders, projects won't accomplish their objectives. "Without consideration regarding the needs and desires of a different scope of stakeholders, a project will most likely not be viewed as effective" (Olander 2007). Project stakeholders like hierarchical stakeholders trust they have real claim and are

distinguished by their hobbies in the task assets and how these assets are liable to influence them and their prosperity (Jeffery 1998).

2.3 Key Models for Stakeholder Management

The improvement of stakeholder hypothesis has created the advancement of a few stakeholder administration models. Three, in particular, the stakeholder procedure detailing model (Freeman, 1984), Stakeholder remarkable quality model (Mitchell et al. 1997) and Social system model (Rowley, 1997), are viewed as having particular components deserving of notice. These analysts introduced more than a restatement or experimental testing of a current model. The three models are refered to by various researchers and are for the most part seen similar to the exploration establishment for stakeholder administration buildings. In the accompanying segments, the commitments and constraints of these three models are talked about in point of interest.

2.3.1 Stakeholder Strategy Formulation Model

Freeman (1984) displayed what has now turned into the customary perspective of the association stakeholder relationship, in which enterprise involves a focal position and has direct associations with all stakeholders.

2.3.2 Stakeholder Salience Model

Mitchell et al. (1997) displayed a model, which is considered as an eminent work and is alluded to by numerous researchers. They considered stakeholder striking nature model as the level of need a strategy creator provides for contending stakeholder

claim, which can be assessed by three relationship properties: force, authenticity and desperation.
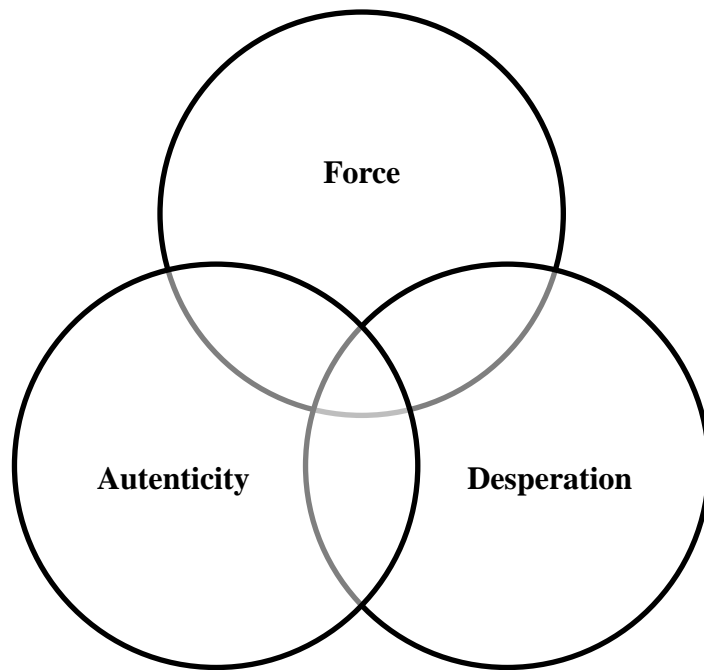
Figure 2.1: Stakeholder Salience model (Mitchell et al. 1997)

Every stakeholder has a level of control over the other. Mitchel et al. (1997) recommended that stakeholder force could be clarified by the utilization of asset reliance hypothesis. The force of stakeholders may emerge from their capacity to pull back assets from the association (Post et al. 2002).

Authenticity is characterized as a summed up observation or supposition that the activities of an element are attractive , legitimate or suitable inside socially developed arrangement of standards, qualities, convictions and definitions" (Suchman, 1995).

urgency is characterized as the extent to which stakeholder cases call for prompt consideration". Mitchell et al. (1997) concentrated on desperation taking into account the accompanying two qualities: (1) time affectability –the degree to which administrative postponement in taking care of a case or relationship is unsatisfactory to the stakeholder, and (2) criticality – the claim's significance or the relationship to the stakeholder.

From the meaning of stakeholder traits, Mitchell et al. (1997) characterized distinctive stakeholder classes, subject to the dispersion of stakeholder characteristics. They are lethargic stakeholders, subordinate stakeholders and authoritative stakeholders.

2.3.3 Social Network Model

Rowley (1997) considers various and associated situations that at the same time exist in stakeholder situations, prompting a more mind boggling field than that mapped by Freeman (1984).

One methodology for comprehension stakeholder situations is by utilizing ideas from Social Network Analysis to look at qualities of whole stakeholder buildings and their effect on associations' conduct, instead of individual stakeholder impacts. He inspected how parts of an association's stakeholder system, to be specific, system thickness and the central association's centrality, affected the central association's level of imperviousness to stakeholder weights. Two recommendations have been proposed: (1) as system thickness expands, the capacity of the central association to compel the association's activities builds; (2) as the central association's centrality

builds its capacity to oppose stakeholder weights increments. In view of these recommendations an order of stakeholder impacts have been led (Fig.).

Table 2.1: A structural Classification of Stakeholder Influences

		Centrality of the Focal Organisation	
		High	Low
Density of Stakeholder Network	High	Compromiser	Subordinate
	Low	Commander	Solitarian

(Source: Rowley, 1997)

2.4 Differentiating Stakeholders

Projects are made up distinctive sorts of stakeholder gatherings from those straightforwardly included in the task, to those that keep up only a minor enthusiasm for the project. Stakeholders could be classified as inner or outside (Freeman 1984), inside stakeholders are the individuals who are effectively included in the task execution while outer stakeholders are the individuals who are influenced by the project. Jeffery in 1998 distinguished stakeholder bunches as essential and auxiliary, which are outlined in figure..

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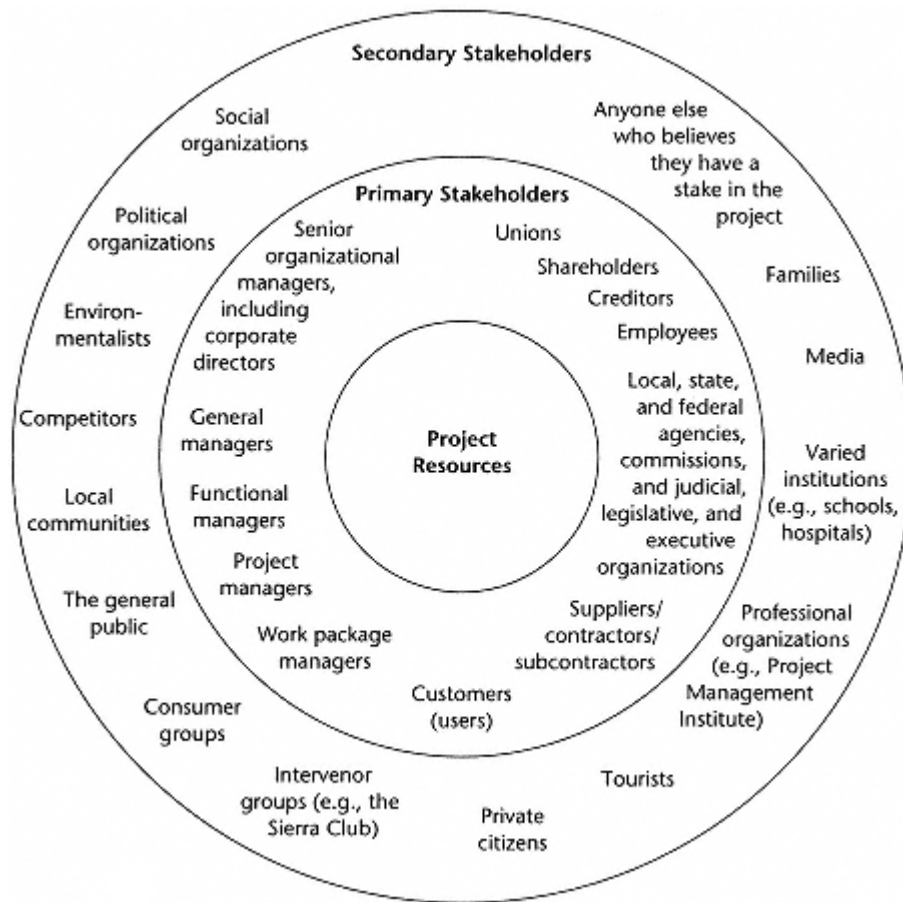
Figure 2.2: The Project Management Institute Handbook (Pinto, 1998)

Pinto characterized the essential and stakeholder bunches as takes after:

Essential Stakeholders have a legitimate, contractual relationship to the project and more often than exclude the patrons, the suppliers, project director and his group just to give some examples. While optional stakeholders are those that impact or are influenced by the project yet are not routinely occupied with exchanges with it and may not be vital for survival. Cases of stakeholders in this gathering incorporate media and specific vested parties why should capable rally open perspectives against or for the task.

Stakeholders have additionally been separated into key and good stakeholders. Key stakeholders are thought to have the capacity to influence the firm. Along these lines, the administration of their hobbies is crucial (Eesley and Lenox, 2006). Moral stakeholders are the individuals who are influenced by the firm (Eesley and Lenox, 2006). Gord Gibben (2012) perspectives stakeholders, as the individuals who are either asset suppliers for the firm, or the individuals who are reliant on the firm. Thus, Fassin (2009) scrutinizes prior stakeholder conceptualizations and orders for equivocalness and recommends that a refinement ought to be made between stakeholders, stakewatchers and stakekeepers. In Fassin"s (2009) classification stakeholders are the individuals who have a solid and genuine stake in an organization. Stakewatchers, thusly, don't generally have a stake themselves yet they secure the hobbies of genuine stakeholders. Cases of stakewatchers are unions and group weight bunches. At long last, stakekeepers are the autonomous controllers who have no stake in the firm however have impact and control, for example, governments, administrative offices and affirmation/proficient associations.

Project stakeholders can likewise be isolated into the individuals who advance the project and the individuals who restrict it (Winch, 2004). McElroy and Mills (2003) propose an all the more fine-grained model with five unique levels of stakeholder position towards the project: dynamic resistance, detached restriction, noncomittal, uninvolved backing and dynamic backing. These positions towards the project at last focus the effect of every stakeholder on the project"s choice making. Mathur et al. (2008) recognize those researchers that view stakeholders as petitioners and the individuals who view them as influencers. Olander (2007), in any case, proposes that this refinement is hazardous on the grounds that it suggests that the media would not

be classed as a stakeholder notwithstanding having the potential capacity to fundamentally influence a projects exercises and execution.

Furthermore, stakeholder classifications in task administration writing incorporate the division of stakeholders as per their practical part in a project, for example, customer, foreman, clients, supports, neighborhood group individuals, NGOs, media, campaigning associations, and government offices (Cova et al., 2002). For instance, (Aaltonen et al; 2008) gap project on-screen characters into business performing artists including (e.g. suppliers, purchasers and advisors), group performing artists including (e.g. non-administrative and not-revenue driven associations), and government on-screen characters including (e.g. services, colleges and exploration units). Rowlinson and Cheung (2008) expand on Walker et al. (2008) and separate stakeholders into classes of upstream stakeholders (paying clients and end clients), downstream stakeholders (suppliers and subcontractors), outer stakeholders (general group and autonomous concerned gatherings), undetectable stakeholders, who draw in with the project group in conveying a definitive task advantage however whose co-operation is imperative for project achievement, and project stakeholder gathering (project support or champion and task conveyance group). The part point of view, signifying that stakeholders can be arranged on the premise of the role(s) they are playing, has been raised by Vos and Achterkamp (2006) in the construction project setting.

All the more as of late, Moodley et al. (2008) have embraced an agreement based approach and sorted stakeholders as indicated by the degree to which their conduct in the task can be expected. They isolate stakeholders into express stakeholders, (for

example, agents, stakeholders, proprietors, patrons and value holders) understood stakeholders, (for example, controllers, first level suppliers, staff, and clients) certainly perceived stakeholders, (for example, group second level suppliers, government, nearby government, significant NGOs, and unions) and obscure stakeholders, (for example, vested parties, third level suppliers, exchange affiliations, open, and abroad controllers).

Be that as it may, as per late distribution of Project Management Institute, PMBOK Five, and Gord Gibben EPO digital book((2012) have characterized task stakeholders into eight noteworthy classifications. These incorporate Output conveyance stakeholders, which are people, gatherings, or associations in charge of the conveyance of projects yields. They incorporate task colleagues who are nearest to the activity and will give a great part of the data that goes into the project reports, for example, advancement and status report as a major aspect of their correspondence prerequisites. Contractors and subcontractors are a piece of this gathering who may be project members included in the accomplishment of task goals, in charge of particular deliverable or be responsible for the whole project work bundle. Item/Project use stakeholders, (the centre of this theory) specifically or by implication utilize the project items, they incorporate Business clients who are worried with convenience and nature of the project end deliverables. They are normally vigorously included in exercises like necessities definitions bundle arrangement choice, application prototyping and so forth and require more point by point giving an account of the exercises and less data on more specialized projects. Likewise, included in this gathering are clients or people in general who may utilize the project item straightforwardly. Clients or people in general are once in a while

straightforwardly included in the item advancement maybe however they ought to be kept educated on the project advancement. The order is the Product bolsters stakeholders who are in charge of guaranteeing that the project item is accessible for utilization by the item use bunch. For this situation they may be the locale get together with it specialized bolster staffs. Bolster stakeholders incorporate application and specialized care groups. Application bolster stakeholders give operational backing and upgrades to usefulness over the application's life (Gord Gibben, 2012). They regularly start as individuals from the project group. Specialized care group incorporates the administration or help work area, generation operations, framework, and database administration bunch. Intrigued by adaptability and steadiness and in addition the arrangement arranges (Gibben, 2012).

Funding Authority stakeholders are responsible for the project's result and stipend regard for arrival of financing and procurement of assets. They are corporate proprietors of the project and backing the accomplishment of project targets. Financing power stakeholders incorporate managers, project supports, business administration, loan bosses and speculators, and shareholders. Case in point, as per Gord Gibben (2012), the managers need to answer four inquiries at the project's onset: what business prerequisite does the project location, what is the task legitimization (advantages, criticalness), the amount of will the project cost, and to what extent will the project take. They should be kept educated if any of these answers change over the task. Project supporters guarantee project assets financing and spending plan are accessible for the project and guarantee that other administration stakeholders comprehend the vital effect of the task. Likewise, leasers are intrigued on degree of profitability and business administration has stake in the

project cost and plan and will need reports on uses and advancement towards plans construction s (Gord Gibben, 2012).

Donor stakeholders are people or gatherings who give inputs and administrations to the project. They incorporate administration gatherings, suppliers and sometimes contractors. The fundamental contrast in the middle of supporters and yield conveyance stakeholders is duty level. Benefactors are included in the project, and their primary concern is meeting their particular item or administration commitment. The administration gathering may incorporate Legal, Procurement, Human Resources, Finance, and Training. Suppliers and contractors gathering are keen on meeting their contractual commitments and their reporting prerequisite may transform from the pre to post-honor phases of acquisition (Gord Gibben, 2012).

Besides, the Review or Audit Stakeholders the survey or review the project and its deliverables to guarantee that fitting procedures are taken after and the nature of deliverables meet suitable principles (Gord Gibben, 2012). They incorporate Architectural or Technical Review gathering (worried with consistency, unwavering quality and versatility of innovation being utilized), Project Management Office (PMO), (give rules and layouts to extends and in charge of project reviews and post project surveys), Quality Review gatherings (perform quality reviews of task procedures or deliverables with plan of enhancing the adequacy and proficiency of the project group. Evaluators –internal and outer examiners are worried with project uses and the granting of agreement. Interior inspectors may be included in the acquirement procedure and may be individuals from the Project Steering Committee (Gord Gibben, 2012). Other survey or review stakeholders including Consumer

gatherings (or exceptional interest) gatherings may be identified with: item or administration conveyed by the item, the procedure to be taken after on the project, and the project's enrolment group.

They must be kept educated of task advancement and choices that are identified with their exceptional hobby. Administrative Agencies generally government offices guarantee that the task stays inside of the pertinent regulations and ordinances. At long last, in this gathering is the Environmental Agencies who screen the project's effect on the earth and give clearances in light of natural effect evaluations. Regularly Environmental Agencies and Regulatory Agencies represent the deciding moment a task and may oblige critical lead times for solicitations (Gord Gibben, 2012).

The Outcome Affected Stakeholders will be stakeholders influenced by the project's result and may incorporate people in general/press/media, unions or bartering units, and contenders of the association. Case in point, prominent projects may oblige advertising exercises to deal with the general's desires open and the press/media. Unions or haggling units will arrange new bartering concurrences with administration for their enrolment may give parameters to project work including hours of work, extra minutes rates, or even asset choice. Contenders may be keen on the project's result and how it influences rivalry. This may require non-divulgence understandings and secure treatment of project data (Gord Gibben, 2012).

Related Project Stakeholders contained related tasks both interior and outside which may affect the project teams capacity to meet their destinations. Other project directors and group give inputs to or get yields from the task. The between task

conditions will oblige correspondence. Both project projects and project portfolios are a piece of stakeholders arrangement on the grounds that tasks are a piece of a system and may requires composed status answering to accomplish vital goals and advantages whiles extends that are a piece of a portfolio may have the requirement for solidified status reporting consequently, the need to view them as stakeholders (Gord Gibben, 2012).

It is thusly implies that through fitting ID of the stakeholders in which needs could be placed set up for powerful and productive administration. Their needs could be controlled by what each stakeholder's timetable, cost and task quality are and how to correspond with them. Their needs as indicated by PMI, 2012 may change amid the project taking into account their enthusiasm for the project, desires, and stakeholder targets.

Our next talk will be on dealing with the needs and desires of the Product/Project utilization stakeholders' which is the center of centre of attention in this research.

2.5 Stakeholder Analysis

Stakeholder analysis or stakeholder mapping has advanced throughout the years as a procedure for dissecting the reasonable premiums and activities of stakeholders (Johnson and Scholes, 1993). Deciding the significance of stakeholder desires is an imperative piece of project methodologies. It includes making judgment on three issues;

- The probability that every stakeholder gathering will authorize its desires on the task.

- The accessibility of the assets to the stakeholders to authorize these desires i.e. the stakeholder's force bunches

- The likely effect of stakeholder desires on future project techniques (Newcombe, 2003).

Stakeholder mapping is generally used to survey these three issues raised previously. Stakeholders may develop over the span of a project and their creations may change with pervasive circumstances (Freeman 1984). Along these lines the need to persistently screen stakeholders by means of stakeholder mapping is imperative as their capacity to impact projects is liquid (Chinyio and Akintoye, 2008)

2.6   Stakeholder Management Processes in Construction and Methods Used in the Processes

A lot of researchers have proposed stakeholder administration procedure models, which are compressed in Table 2. Nonetheless, it appears that there is no agreement on the best model. Stakeholder administration obliges a formal organized methodology (Cleland and Ireland, 2002), however such a formal methodology has not yet been completely created (Chinyio and Akintoye, 2008). Karlsen (2002) focuses out that no formal and precise project stakeholder administration procedure exists in genuine tasks and that the administration of stakeholders is an irregular project, since there are no standard working techniques, arranges, systems or procedures. Cleland and Ireland (2002) go ahead to propose some essential rules for the advancement of a task stakeholder administration process. They trust a formal methodology is obliged, on the grounds that projects are liable to such a variety of changes that casual strategies are insufficient. They additionally bring up that

effective task stakeholder administration ought to give project groups choice making insight. In spite of the fact that the researchers referred to in Table 2 have proposed a few stakeholder management procedure models, it gives the idea that these models are not sound and sufficiently definite to be of reasonable utilization.

For instance, Karlsen (2002) considers "recognizable proof of stakeholders" and "examining the stakeholders" to be the initial two stages needed for stakeholder management, however overlooks the going before phase of "social affair data about stakeholders", which is viewed as essential by Young (2006). Considering the above's majority, it appears to be clear that a formal stakeholder management procedure model should be combined and created.

Other than the procedure for stakeholder management, as Chinyio and Akintoye (2008) expressed, to accomplish project goals, it is likewise crucial to recognize powerful methodologies for stakeholder management. Albeit researchers (Newcombe, 2003; Bourne, 2005; Young, 2006) have proposed the distinctive methodologies for stakeholder investigation, few have endeavoured to combine reasonable methodologies that can be utilized for stakeholder management (Reed et al., 2009), with the exception of Chinyio and Akintoye (2008), and Reed et al. (2009). Chinyio and Akintoye (2008), concentrated on stakeholder engagement approaches in construction in the United Kingdom, and Reed et al. (2009) talked about the methodologies for stakeholder investigation utilized inside of characteristic asset management research exercises. These studies recognized and proposed a scope of methodologies that have helped the experts to oversee stakeholders. Be that as it may, their constrained extension implies that they don't speak to the complete

picture. It is consequently important to extend Chinyio, Akintoye and Reed et al's. work to solidify a scope of reasonable methodologies that can be utilized for stakeholder management.

Table 2.2: Stakeholder Management Process Models in Construction Projects

SCHOLARS	STAKEHOLDER MANAGEMENT PROCESSES
Karlsen (2002)	Identification of stakeholders; analysing the characteristics of stakeholders; communicating and sharing information with stakeholders; developing strategies, following up.
Elias et al. (2002)	Developing a stakeholder map of the project; preparing a chart of specific stakeholders; identifying the stakes of stakeholders; preparing a power versus stake grid; conducting a process level stakeholder analysis; conducting a transactional level stakeholder analysis; determining the stakeholder management capability of the R&D projects; analysing the dynamics of stakeholder interactions.
Young (2006)	Identifying stakeholders; gathering information about stakeholders; analysing the influence of stakeholders
Bourne and Walker (2006)	Identifying stakeholders; prioritizing stakeholders; developing a stakeholder engagement strategy.
Olander (2006) adopted by Cleland(1999)	Identification of stakeholders; Gathering information on stakeholders; Identifying stakeholder mission; Determining stakeholder strengths and weaknesses; Identifying stakeholder strategy; Predicting stakeholder behaviour; Implementing stakeholder management strategy.
Walker et al. (2008)	Identifying stakeholder; Prioritizing stakeholders; Visualizing stakeholders; Engaging stakeholders; Monitoring effectiveness of communication.
Jepsen and Eskerod (2009)	Identification of the (important) stakeholders; characterization of the stakeholders pointing out their (a) needed contributions, (b) expectations concerning rewards for contributions, (c) power in relation to the project; decision about which strategy to use to influence each stakeholder.

Source: Yang et al. 2010

An extensive number of stakeholder hypotheses (Aaltonen, et al; 2008) and stakeholder management procedure models (Lenox, 2006) have been proposed. The motivation behind stakeholder management is to address the assorted perspectives of different members, enhance correspondence among stakeholders, and clear up their needs (Lenox, 2006). The presence of stakeholders is a consistent procedure taking all things together hierarchical exercises and is vital in every authoritative system (Lenox, 2006).

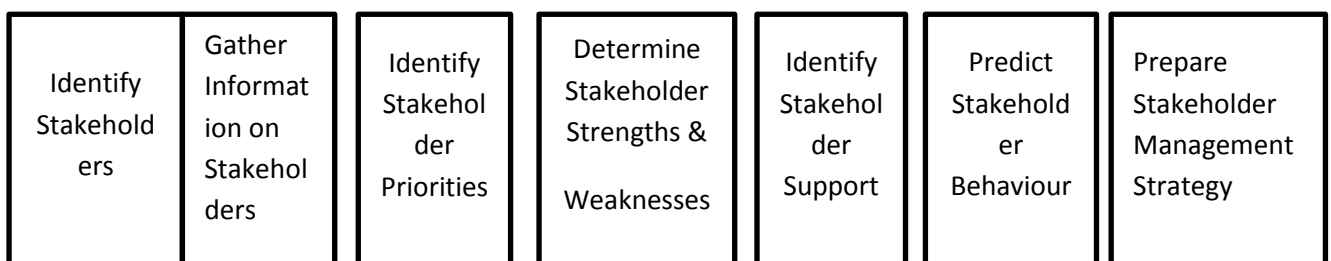| Identify Stakeholders	Gather Information on Stakeholders	Identify Stakeholder Priorities	Determine Stakeholder Strengths & Weaknesses	Identify Stakeholder Support	Predict Stakeholder Behaviour	Prepare Stakeholder Management Strategy

Figure 2.3: Outline of Stakeholder Management Process

Source: PMI (2012)

Cleland and Ireland (2002) earlier came out with principles of stakeholder management cited by (Aaltonen, et al; 2008).

PRINCIPLES OF STAKEHOLDER MANAGEMENT—"THE CLARKSON PRINCIPLES"

PRINCIPLE 1 Managers should **acknowledge** and actively monitor the concerns of all legitimate stakeholders, and should take their interests appropriately into account in decision making and operations.

PRINCIPLE 2 Managers should **listen** to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.

PRINCIPLE 3 Managers should **adopt** processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.

PRINCIPLE 4 Managers should **recognize** the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.

PRINCIPLE 5 Managers should **work cooperatively** with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.

PRINCIPLE 6 Managers should **avoid altogether** activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.

PRINCIPLE 7 Managers should **acknowledge the potential conflicts** between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting, and incentive systems and, where necessary, third-party review.

Figure 2.4: Principles of Stakeholder Management

Source: (Aaltonen, et al, 2008).

The principles of stakeholder management outlined above by Cleland and cited by Aaltonen, et al. (2008) affirmed the believed that there is the need to recognize and oversee stakeholders inside of the task start, usage and way out procedures. For instance, monitoring their legitimate concern and interest create an opportunities to the construction entity in meeting stakeholders needs and eventual avoidance of potential conflicts among various stakeholder groups.

The essential thought of stakeholder hypothesis is that the association has associations with numerous constituent gatherings and that it can induce and keep up the considering so as to back of these gatherings and adjusting their applicable

intrigues (Lenox, 2006) layout the fundamental premises of stakeholder hypothesis as:

- The corporation has relationships with many constituent groups ("stakeholders") that affect or are affected by its decisions (Lenox, 2006).

- The theory is concerned with the nature of these connections regarding both procedures and results for the firm and its stakeholders;

- The interest of all (legitimate) stakeholders had intrinsic value, and not one set of interests is assumed to dominate the others (Lenox, 2006).

- The theory focuses on managerial decision-making (Lenox, 2006).

- Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Lenox, 2006).

The administrative significance of stakeholder management has been highlighted in different studies (Moldoveanu, 2003) that exhibit that only treatment of stakeholders is identified with the long haul survival of the organisation.

2.7 Stakeholder Relationship Management in Construction

Numerous researchers consider stakeholder relationship management to be essential. Cleland (1986) and Jergeas et al. (2000) consider that "proficient management of the connections between the project and its stakeholders is an essential key to project achievement". Hartman (2002) trusts that effective project connections are essential for fruitful conveyance of activities and meeting stakeholder desires. Olander (2006) treats stakeholder management in construction projects as a framework, and trusts that the diverse parts of the framework must be concentrated on, together with the

connections between these parts (Arbnor and Bjerke, 1997). Unlike the centre of traditional project management, on the stakeholders themselves, expansive quantities of specialists as of late have considered stakeholder connections (Cova and Salle, 2006).

Table 3 outlines the writing on relationship management in construction into two classifications. The main classification identifies with the connections' advancement between distinctive task members and the significance's investigation of relationship management. The booklet "Stakeholder Measures (72 inquiries)" was created by Construction Pathfinder (Devitt, 2001) to empower wrangle on stakeholder relations and how to enhance them. It puts the focus on stakeholder connections in a way which supports organizations to gain from one another. By concentrating on stakeholder strengthening, Rowlinson and Cheung (2008) point out that relationship management is helpful for improving task execution and customer fulfilment.

PMI (2004) characterizes project stakeholder management as "the methodical ID, examination and arranging of activities to correspond with and impact stakeholders". Taking into account this definition, Aaltonen et al. (2008) consider the way to successful project stakeholder management is management of the connections between the task and its stakeholders. These studies have added to effective relationship management in construction projects, and relationship management exploration is all around created from this specific point of view.

The second class concentrates on examination of the effect made by stakeholders through casual 'instrument', 'the system of connections'. Bourne and Walker (2006),

Newcombe (2003), and Pryke (2006) utilized the expression "system of connections" in their studies, on the grounds that they trust a construction project happens in a non-direct, unpredictable, iterative and intuitive environment, in which the effect of stakeholders can't be effortlessly distinguished. Pryke (2006) considers conventional investigation is a dyadic-discourse about contract and intra-coalition connections, which has customarily made the suspicion that connections basically include just two gatherings. The project environment is considerably more confounded (Bourne, 2005), as confirm by the "milieu" guide of a sample project drawn up by Cova and Salle (2006).

To make utilization of "system of connections" in examining stakeholder affect, the idea of concealed/undetectable stakeholders is vital. They may have minimal clear impact, yet the shrouded impacts make the harmless power more significant (Bourne and Walker, 2006). Newcombe (2003) underlines that project chiefs ought not look down on those stakeholders who have minimal clear power and consider them as feeble, on the grounds that these stakeholders may have an in number impact on the demeanours of the all the more effective stakeholders. Bourne and Walker (2006) consider that covered up/imperceptible stakeholders could bring about significant interruption to a project's improvement through concealed force and persuasive connections. So also, Olander and Landin (2008) find that general society frequently has no formal energy to influence the choice making procedure for a task, yet it has a casual force that can press intense stakeholders to change their positions. These studies demonstrate that examination of the effect of stakeholders acting through "system of connections" is critical, particularly as it can highlight the significance of diverse stakeholders.

In spite of the fact that relationship management research from this second class has been affirmed as critical (e.g. Bourne and Walker, 2006; Newcombe, 2003; Olander and Landin, 2008), couple of studies exist on the most proficient method to investigate the effect coming about because of stakeholder relationship systems (Aaltonen and Sivonen, 2009). The main accessible apparatus is the Stakeholder Circle Tool created by Bourne (2005), which can be utilized to distinguish and organize the project's impacts stakeholders. The product figures the significance of every stakeholder based on the appraisal, which is made by project group, of every stakeholder's properties (force, closeness, and desperation).

In spite of the fact that the project group (typically including the backer) may have examined the effect of each stakeholder, utilization of such programming can't conquer the intellectual restrictions of the project group. There is no genuine takeoff from the customary dyadic examination (Pryke, 2006), and the outcomes' exactness is prone to lessening as the project's intricacy increments.

2.8 Critical Success Factors for Stakeholder Management in Construction

Amid the survey of the 68 papers, it got to be obvious that just two papers (Jergeas et al., 2000; Olander and Landin, 2008) related for the most part to components influencing stakeholder management. Jergeas et al. (2000) utilized meetings to recognize "correspondence with stakeholders and setting of regular objectives, destinations and project needs" as two angles conveying enhancements to the management of stakeholders. Utilizing a similar study, Olander and Landin (2008) distinguished five elements inside of the stakeholder management prepare that could achieve diverse project results. These elements are: "examination of stakeholder

concerns and needs; correspondence of advantages and negative effects; assessments of option arrangements; project association; and media relations". Their studies make a huge commitment to the advancement of fruitful stakeholder management on construction projects, but since the activities were constrained to just two industry areas and the examples' sizes were little, it is impractical to sum up their discoveries. The main study was restricted to just five project managers taking a shot at oil and gas industry construction locales, and the second was in view of just two railroad improvement projects in Sweden. Some different components influencing stakeholder management were likewise distinguished by the survey. Landin (2000) considers that "the long haul execution of any construction project and its capacity to fulfil stakeholders" relies on upon the choices made and the consideration taken by the leaders in cultivating stakeholder correspondence.

Bakens et al. (2005) and Young (2006) additionally bring up that the way to great stakeholder management is successful correspondence. Aaltonen et al. (2008) state that the key issue in task stakeholder management is management of the connections between the project group and its stakeholders. These components were referred to as basic achievement variables for stakeholder management, however check is required through further quantitative and qualitative studies.

Along these lines, in view of writing audit, it appears that past studies in regards to basic achievement components for stakeholder management are either restricted to little example size, or only presumptions without further confirmation. A complete rundown of the components which add to the achievement of stakeholder management has not yet been completely created.

Different studies, Bakens et al. (2005), Jergeas et al. (2000), Karlsen (2008), Olander and Landin (2008), and Young (2006), affirm that "correspondence" is a critical CSF and they additionally demonstrate that the relationship between the project group and stakeholders is imperative. As further bolster, Rowlinson and Cheung (2008) consider that the accomplishment of stakeholder relationship management is dependent upon a very much characterized correspondence methodology, upheld by organized help of relationship exercises. Karlsen (2008) affirms that 5 variables are vital to the arrangement of connections between the project group and the stakeholders; and Karlsen et al. (2008) recognize 14 elements as most critical for building trust between a project group and its stakeholders. Since the management of stakeholder connections is innately of significance to stakeholder management, examination appears to be fundamental.

2.8.1 Project Social Responsibilities

Wood (1991), trusts the stakeholder hypothesis is the hypothesis regularly connected with corporate social obligation, as stakeholders are key to the very idea of corporate social execution. Carroll (1991) recommends, there is a characteristic fit between the thoughts of corporate social obligation and an association stakeholders, as the stakeholder idea customizes social obligations by outlining particular gatherings or persons that business ought to consider in its corporate social obligation introductions and exercises. Donaldson and Preston (1995) exhibited scientific categorization of stakeholder hypothesis sorts – standardizing, instrumental, and expressive – and utilized the scientific categorization to control their talk on the stakeholder writing. They propose the focal center to stakeholder hypothesis is the regularizing methodology, which infers that "associations ought to recognize the

legitimacy of different stakeholder intrigues and ought to endeavor to react to them inside of a commonly strong building in light of the fact that it is an ethical prerequisite". As per Carroll's definition (1979), social obligation envelops "the monetary (the commitment to deliver products and managements, offer them at reasonable costs and make a benefit), lawful (commitment to comply with the law), and moral (issues not typified in law but rather expected by society) point in time". As of late ecological desire has additionally been given careful consideration by loads of researchers (e.g. AlWaer et al. 2008; Prager and Freese 2009) for maintainability reasons. The natural thought incorporates air, verdure/fauna, clean, water, and clamour, and the reason for existing is to ensure environment.

As talked about above, researchers have concentrated on social obligations of stakeholder management from these 4 points of view: monetary (El-Sawah 2006), lawful (Radin 2002; Crow 2008), natural (AlWaer et al. 2008; Reed 2008; Prager and Freese 2009), and moral (Phillips 2003; Moodley et al. 2008; Smyth 2008). In this way, extend directors ought to attempt to oversee stakeholders with corporate social (financial, lawful, natural and moral) obligations (Yang et al. 2008).

2.8.2 Defining Project Missions

The identification of an unmistakable mission for the activities at distinctive stages is broadly thought to be crucial for the compelling management of stakeholders (Winch 2000). Prior to each action of stakeholder management, the project director ought to have a superior comprehension of the projects and goals at a specific phase of the task lifecycle, including the issues of expense, calendar, spending plan, and so forth. The many-sided quality of customer associations and the social, monetary, and

administrative environment in which the projects work implies that "the key meaning of the project mission is definitely politicized" (Winch 2000).

Utilizing meetings, Jergeas et al. (2000) demonstrated further that "setting regular objectives, targets and project needs" is critical for enhancing stakeholder management.

2.8.3 Understanding the Area of Stakeholders' Interests

There are different stakeholders' hobbies because of the mind boggling nature of construction activities (Cleland 1999). Freeman et al. (2007) trust that recognizing stakeholder hobbies is a critical project to survey stakeholders, and they recorded stakeholders' intrigues including item wellbeing, respectability of money related reporting new item managements, and monetary returns. Likewise, Karlsen (2002) additionally displays one conceivable thought to assess stakeholders "his or her zone of hobbies in the project".

2.8.4 Exploring Stakeholders' Needs and Constraints in Projects

Investigating stakeholders' necessities and limitations in activities intends to dissect stakeholders' zone of premiums and rundown the point by point issues stakeholders' worries (Freeman et al. 2007). Amid the project transform, every one of stakeholders' necessities ought to be evaluated "so that an acceptable and sensible answer for the issue being tended to is gotten" (Love et al. 2004). Per, Kocak (2003) elucidates that stakeholders' requirements can give a sign of the stakeholder bunches' worries, the issues the project group confronts, and stakeholders' necessities of the projects.

Besides, Olander and Landin (2008) likewise demonstrated the significance of "investigation of stakeholder concerns and needs" by contextual analyses in Sweden.

2.8.5 Assessing Stakeholders' Behaviour

The limit and eagerness of stakeholders to debilitate or coordinate with task groups ought to be measured (Savage et al. 1991) amid stakeholder management process. Stakeholders' conduct can be sorted into 3 classes: watched conduct, agreeable potential, and aggressive danger (Freeman 1984). Freeman et al. (2007) state that project supervisors need to plainly comprehend the scope of stakeholder responses and practices. By considering a mash plant construction project in Uruguay, Aaltonen et al. (2008) recognized 8 distinct stakeholders' practices/techniques utilized to shape striking nature traits.

This study further shows the hugeness of surveying stakeholders' practices.

2.8.6 Predicting the Influence of Stakeholders

Project management system is influenced by project stakeholders (Olander 2007). In this way perceiving the stakeholders' impact is critical to "arrange and execute an adequately thorough stakeholder management process" (Olander and Landin 2005). Olander (2007) built up the "stakeholder effect list", and he considers that investigating the potential effect of stakeholders focuses on the nature and effect of stakeholder impact, the likelihood of stakeholders practicing their impact and every stakeholder's position in connection to the project.

2.8.7 Assessing attributes of stakeholders

The credits of stakeholders should be evaluated by task groups legitimately (Mitchell et al. 1997; Bourne 2005). Mitchell et al. (1997) proposed 3 properties in their study, in particular, force, earnestness, and authenticity. Force implies the capacity to "control assets, make conditions, and bolster the hobbies of some association individuals or gatherings over others" (Mitchell et al. 1997). Bourne and Walker (2005) trust that effective project managers

should be able to comprehend the "imperceptible force" among stakeholders. Desperation is "the extent to which stakeholder cases call for prompt consideration" (Mitchell et al. 1997). Authenticity is "a summed up recognition or suspicion that the activities of a substance are attractive, legitimate, or fitting inside of some socially developed arrangement of standards, qualities, convictions, and definitions" (Suchman 1995).

Bourne (2005) considers the vicinity as a critical trait of stakeholders, which can be appraised from "specifically living up to expectations in the task" to "remote from the project". Dissecting and evaluating these 3 qualities upgrade the comprehension of task chiefs on stakeholders.

2.8.8 Analysing conflicts and coalitions among stakeholders

Strife happens at whatever point contradictions exist in a social circumstance (Schermerhorn et al. 2003). Dissecting the contentions and coalitions among stakeholders is an essential stride for stakeholder management (Freeman 1984). Sorts of contention incorporate "substantive clash and enthusiastic clash" (Schermerhorn et

al. 2003). Project supervisors ought to know the potential clashes coming from disparate intrigues (Frooman, 1999). Project chiefs ought to additionally hunt down conceivable coalitions among stakeholders.

This idea originates from Freeman's method model (Freeman, 1984). He trusts the gatherings, who offer targets, stakeholders or hobbies about the project, can be more prone to shape coalitions.

2.8.9 Compromising Conflicts

Since there are different clashes among stakeholders, trading off these contentions get to be vital for task chiefs to decide (Freeman, 1984). A positive relationship between strife determination and fulfilment of stakeholders has been affirmed by Leung et al. (2005) with a poll review. Step by step instructions to make a "multi-win" trade off arrangement is an issue confronted by project groups (Bana & Costa et al. 2001).

2.8.10 Promoting a Good Relationship

Fruitful connections between the project and its stakeholders are key for effective conveyance of tasks and meeting stakeholder desires (Cleland 1986; Savage et al. 1991; Jergeas et al. 2000; Hartmann 2002). Trust and duty among stakeholders can be manufactured and kept up by an effective connections management (Pinto 1998; Bourne 2005; Karlsen et al. 2008).

2.8.11 Formulating Appropriate Strategies

Schwager (2004) focuses out that the focal inquiry of stakeholder management was "what are the methodologies that associations utilization to address stakeholders"?.

Comparative result is gotten by Karlsen (2002) from a study; he expressed that there are diverse sorts of the methodologies, yet essentially the stakeholder management technique speaks the truth how the task management group treats distinctive stakeholders. Keeping in mind the end goal to recognize various types of methods which are established by associations as reactions to the requests introduced by outside stakeholders, through an exact examination of 4 unique projects, Aaltonen and Sivonen (2009) clarified the utilization and rise of the "reaction systems". Every one of these researchers have demonstrated the significance of planning fitting methods to manage stakeholders.

2.8.12 Predicting Stakeholders' Reactions

"Stakeholders" responses to the systems' is an essential variable when project managers settle on choices about methodologies to manage stakeholders (Freeman et al. 2007). Consideration regarding stakeholder reaction is likewise paid by Dias (1999). By applying fluffy set system, he underlined his studies on the plausibility and adequacy of techniques for stakeholders. In this way, a task group ought to continue to anticipate stakeholder conduct in executing method (Cleland and Ireland 2002).

2.8.13 Analyzing the Change of Stakeholders

The change of ideas and progress of stakeholders were recognized by Freeman (1984). As indicated by him, as a general rule stakeholders and their impact change after some time, and this relies on upon the key issue under thought. Elements of stakeholder is an extremely fascinating and critical part of the stakeholder idea (Elias et al. 2002). The instability created by stakeholders incorporates "who the

stakeholders are", the impact of them, their needs, and the ramifications of connections among stakeholders (Ward and Chapman, 2008).

2.8.14 Ensuring Effective Communication

Correspondence is fundamental for keeping up the backing and duty of all stakeholders (Briner et al. 1996). Powerful, standard, and arranged correspondence with all individuals from the task group is fundamental for project achievement (Briner et al. 1996; Cleland 1995). Moreover, Weaver (2007) trusts project directors ought to be exceptionally gifted arbitrators and communicators fit for overseeing individual stakeholder's desires and making a positive society change inside of the general association.

2.9 Review of Similar works

2.9.1 Rowlinson and Cheung 2008 - Stakeholder management through *empowerment and modelling project success*.

- This paper talks about the part of relationship management and stakeholder management in demonstrating project achievement. The creators utilized construction contextual investigations as a part of general society area in Australia and Hong Kong. The outcomes from these studies were utilized to build up a stakeholder management procedure model in light of the idea of strengthening and engagement. As indicated by the creators every one of the projects utilized as contextual investigations had a different number of stakeholders whose info was considered completely as a fundamental piece of the outline, construction and office management process, if the project was to be esteemed fruitful. Generally stakeholder info was included at each

phase of the activities. The paper presents stakeholder management as a type of relationship management having both an outside and interior core interest. The creators attempted to concentrate on relationship management as a sort of way to deal with stakeholder management.

- Cheung and Rowlinson in 2006 found that relationship management is portrayed by:

- Trust between key organizations together stakeholders making an open door and eagerness for further arrangement.

- Reduced requirement for stakeholders to constantly screen each other's conduct

- Reduced requirement for formal control.

- An imperative perception was had in the effect in which relationship management works in both nations. There was broad utilization of formal systems and components in Hong Kong while a more noteworthy level of strengthening of open division representatives was seen to work in Australia. One can gather from this that stakeholder management procedures will contrast starting with one nation then onto the next and starting with one task then onto the next project i.e. stakeholder management style or methodology is project setting ward and it includes a lot of human component along these lines an one size fits all methodology is hard to embrace.

- The creators go further to recognize that despite the fact that corporate management is fundamental for projects and organizations, how it is executed in projects is diverse in view of the changing way of tasks. They additionally stress the significance of stakeholder management in overseeing inner stakeholders especially in examples where there is a vagueness of parts.

Cases, for example, a refinement between a buyer and supplier not being very much characterized or controlled were utilized as samples where stakeholder management will be critical in creating and tolerating shared objectives in such a situation.

- The creators advance the selection of a multilevel point of view of project execution particularly as an aftereffect of overseeing outside stakeholders i.e. the project is evaluated from all perspectives of the stakeholders extending from the project management group, backers, and clients to the group everywhere hence loaning confidence to the justification that project achievement is measured from alternate points of view by each one of those included. The creators consolidate the methodologies of Li (2007) and Walker et al (2007) to recognize their stakeholder classes as takes after:

- Upstream stakeholders paying clients and end clients;

- Downstream stakeholders suppliers and sub-contractors;

- External stakeholders general group and autonomous contractors;

- Invisible stakeholders who connect with who draw in with the project group in conveying a definitive project advantage however whose collaboration and backing is fundamental for task achievement; and

- Project stakeholder gathering project support or champion and project conveyer. They recognize that every stakeholder gathering has an alternate point of view on the task and this contrasting viewpoints lead to strife which requires the utilization of stakeholder and relationship management. Subsequently underlining the significance they credit to stakeholders and the significance they play in task management. On breaking down the contextual analyses in both nations it was distinguished that relationship management

was viable at accomplishing fleeting targets i.e. project proficiency however was inadequate in tending to longer term goals without the consolidation of other stakeholder management issues. The model created was taking into account the project's idea surroundings, (hierarchical culture and building, group setting, and relationship management), strengthening, gathering procedure and discernment.

The subsequent stakeholder management procedure model from this study handles the stakeholder management come nearer from the perspective of issues, for example, trust, society, initiative, duty, and strengthening. It concentrates on overseeing and keeping up solid connections in projects with a decent correspondence culture so issues are determined when they introduce themselves such that a positive task climate is kept up with an understanding that everyone is cooperating and not against one another. It advocates an open correspondence framework whereby everyone feels a project's piece. As confirm from the examination's aftereffects in Hong Kong this can be hard to accomplish as society and project sort assumes a major part on this style of correspondence proposed. The creators additionally put forth a defence for strengthening of stakeholders which gives them a feeling of having a place and reason to the allowing so as to undertake, the stakeholders to grow such a mentality, they are liable to work for the task than against it. The style of stakeholder management which this paper receives of goes astray from most writing who attempt to oversee stakeholders from the perspective of their significance to the task as an aftereffect of having one or a greater amount of the properties recognized by Mitchell et al (1997) i.e. force, authenticity and criticalness. Despite the fact that the thought of force is specified in the article yet it

is from an alternate perspective, where it backers offered energy to stakeholders to make them feel a choice's piece making procedure to accomplish the tasks objective.

2.9.2 Aaltonen et al 2008 - Stakeholder salience in global projects

- This paper accentuates the requirement for a comprehension of cases made by stakeholders and the procedures project stakeholders utilize to accomplish their own particular targets inside of the connection of a worldwide task. The paper utilizes stakeholder impact techniques and the stakeholder striking nature system to distinguish the distinctive methods stakeholders embrace to give themselves a high level of significance as for projects. The creators trust that by picking up a comprehension of how stakeholders' impact extends, that supervisors are better prepared to deal with these stakeholders. The arrangement of stakeholder gatherings has been done by Mitchell et al (1997) kind of grouping. The stakeholder notability building (Mitchell et al 1997) which recognizes the significance management accord to a stakeholder in light of the ownership of one or a greater amount of the characteristics of force, authenticity and direness. "Remarkable quality alludes to the extent to which chiefs offer need to contending stakeholder claims" (Aaltonen 2008).

- The construction of a mash plant in Uruguay was utilized as the contextual analysis the primary centre of study being the guardian organization, which claims the plant.

- The techniques embraced by stakeholders to expand their remarkable quality in activities as indicated by this writing are as per the following;

- Direct withholding technique where stakeholders limit task access to discriminating assets which are controlled by the stakeholder to expand their apparent force.

- Indirect withholding method where stakeholders impact project's entrance to assets that are not straightforwardly controlled by the particular stakeholder when they build their apparent force.

- Resource building method where stakeholders procure and initiate basic and skilled assets to their gathering to expand their apparent force.

- Coalition building methodology where stakeholders assemble unions with other project stakeholders to expand their apparent force or authenticity.

- Conflict heightening system stakeholder endeavour to raise the contention past the beginning project related reasons (e.g. political). Through this procedure the project may turn into an enclosure for non-project related fights. This may present another institutional environment in which stakeholders' case are seen as more honest to goodness.

- Credibility building methodology where stakeholders expanded their apparent authenticity by obtaining valid and competent assets, for instance, skilled people with great notoriety or systems.

- Communication methodology where stakeholders use diverse kind of media to impart and build the apparent authenticity and earnestness of their cases

- Direct activity system where stakeholders sort out dissents, barricades and so on to expand the apparent earnestness of stakeholder cases (Aaltonen et al 2008).

2.10 Conclusion

The paper focuses on the requirement for a powerful stakeholder management framework in light of the fact that in worldwide activities on the grounds that the conditions in these project environment are typically requesting, eccentric and include a various number of players who are influenced by the task and can likewise influence the project i.e. stakeholders. As indicated by Mitchell et al managers will more probable pay consideration on stakeholders that dare to have more striking nature when contrasted with different stakeholders in the project. As authenticity is one of these qualities that decides the remarkable quality of a specific stakeholder, this study results demonstrate that the authenticity of stakeholder cases is resolved diversely in a blended institutional environment. In this manner project directors should be mindful of the assorted behavioural suppositions, regularizing tenets and regulations in each of the institutional situations that are pertinent for the achievement and survival of tasks (Aaltonen etal 2008). Fundamentally the task chiefs need to have a comprehension of the common states of mind that exemplifies the project environment in which they work so they find themselves able to recognize notable stakeholders and think of the fitting methodology to oversee them. The methods' comprehension which diverse stakeholder gatherings embrace and a familiarity with stakeholder authenticity being resolved contrastingly in blended institutional environment gives another edge to the stakeholder management belief system and as the creators have communicated merits investigating further.

2.10.1 Case study

2.10.2 Background of Zoy Consult

Zoy Consult is a Ghanaian-based architectural and civil construction firm with twelve years' experience in the construction industry. It is run by a group of professionals and could be classed as a small medium enterprise as its employee base is about one hundred people. It has its own architects, quantity surveyors and civil engineers who manage their various projects.

Zoy Consult specialises in residential and office buildings and the scale of projects undertaken differs and ranges from the very small such as renovation works to the very large such as construction of office complexes from the very scratch. Depending on the size of projects, Zoy Consult take on projects on a design and build basis or just design or build but most times like to be the originators of the building drawings. The contractual nature adopted by the organisation is dependent on the scale of the project and the client.

2.10.3 Project Beta

Zoy Consult in 2001 had just secured the biggest project in terms of size and value in the history of the company. The project at the time when the bid was secured was worth two million pounds (£ 2,000,000). Zoy Consult was required to build high-rise luxury service flats in the East Legon area in Accra. In this project Zoy Consult were the building contractors and not the architects. This project was supposed to serve as the first in the series of projects that Zoy Consult was supposed to undertake for Real Estate Delta that was funding this particular luxury flat project. The entire project, including the finishing works, was worth three million pounds (£ 3,000,000) with a

twelve-month completion period. Fifteen luxury flats were to be built by Zoy Consult in the nine-month duration.

The conditions of the contract agreed between Zoy Consult and Real Estate Delta Ltd was that Zoy Consult build the structure of the fifteen blocks of flat and based on performance be awarded the contract for the finishing works on the project.

The project team for Zoy Consult consisted of:

- Three project engineers
- A project manager
- Three quantity surveyors
- Three site supervisors/ managers

Real Estate Delta Ltd (The client) had its project managers on site to ensure that their interests were being protected during the course of the project.

Meetings were held on a weekly basis for the Zoy Consult project team while a bi-weekly site meeting was held with the client representative on site.

2.10.4 Project Highlights

Before the implementation stage of the project, the project architects had not finished the building drawings and there were other outstanding issues to be ironed out. Zoy Consult was eager to secure the project, thus went ahead to implement the project while the drawings were being completed. This brought about complications later on in the project as adjustments had been made on the completed drawing which did not reflect on the master drawings handed out to Zoy Consult. Real Estate Delta Ltd had

also identified its contractors for the doors to the flats and had given the go ahead for the doors to be made and brought to be fitted on site. The doors made by the client contractors were bigger than the door frames that had made by Zoy Consult, thus a lot of demolition works had to be done to accommodate the doors, which became a source of discord between Zoy Consult and Real Estate Delta Ltd as both parties were of the opinion that there had been either no communication or wrong communication with information regarding to door measurements.

Another source of problem that Zoy Consult encountered was with the surrounding neighbours in the vicinity of the project. They had not taken into consideration that the area in which these luxury flats were being built was a residential area already occupied by some residents. These residents complained of the noise from the site and were able to prevent works from going late on into the night and also on weekends. As Zoy Consult had not factored this scenario into their plans or scheduling , it only pushed the project further behind schedule. Height restrictions were also operational in this particular area, which the architects had not taken into consideration and thus no permit had been sought before the project started.

The twelve-month completion period could not be achieved and the project was completed eight months behind schedule. Zoy Consult and Real Estate Delta Ltd did not collaborate on any project after Project Beta was completed and Zoy Consult did not get the finishing works contract.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research method adopted for the research is the mixed approach predominantly qualitative. The reason behind using the mixed approach is that it overcomes the disadvantages of both methods. Using mixed method will help to minimize the weakness of a single method and ensure the validity of gathered data. The research design is descriptive and exploratory in nature, thus the qualitative approach.

3.2 Research Methodology

The research methodology employed in carrying out the research comprised of the research design, population of study, sample size and technique, sources of data and procedure for data collection and analysis among others.

3.3 Research design

The field survey approach has been adopted for data collection. This was due to the fact that the study was based on the uses of interview guide and questionnaire to elicit information from the respondents in order to generate data for the analysis of the research.

The population of the study was made up of the Project team (ie. Project Director, Project Engineers, Project Manager, Site Manager) and end users (the Client). There could also be secondary stakeholders such as residents within the construction area, regulators and environmentalists among others. However only team members were

sampled out of the population as they are being studied for their stakeholder management skills (see Table 3.3).

Table 3.1: Population and Sample of the Study

Population		Sample	
Description	**Frequency**	**Respondents**	**Frequency**
Project Team	10	Project Manager	1
Client/Sponsor	A team of six	Project Engineers	3
Community Members	No. Unknown	Quantity Surveyor	3
Regulator etc.	Metro Assembly	Site Supervisors	3
Total	**17**	**Total**	**10**

Survey, 2015

Philosophical concerns are important in research enquiry because they shape the choice of research instruments (Dainty, 2007; Christou et al., 2008). Because stakeholders' management issues are objective realities, an objective ontological position was adopted to answer the research question:

The research seeks to examine the stakeholder management processes as it affects successful project execution in real life context, the reason for using the case study approach. In choosing a case study for this research it was important that the chosen case study (project) typifies an environment where the issues of stakeholder management are pronounced enough to be explored. The object of this case study

was to be able to explore and understand the stakeholder management difficulties encountered in the course of the project.

Epistemologically, the research followed the positivist approach where knowledge of relevant success factors issues, established through the accumulation of verified facts, can be identified, distilled and analyzed in an objective manner that facilitates replication (Bryman, 2004). Decisions underpinning the choice of what (or how) to study were examined by objective criteria. A questionnaire survey was subsequently developed to encapsulate underlying measures obtained from both the literature and expert consultations.

In addition, purposive sampling technique was used in collecting data. All respondents were selected according to the individual's experience and belief to meet the requirements of the study. The advantages of this technique are that it requires little time and skills of sampling the views of respondents. This was due to limited time available to complete this thesis.

Textbooks and Internet materials have been used as secondary sources whiles primary data utilised questionnaire survey. The research instruments were self-administered in structured format using close questions. Finally, the data was analyzed using Statistical Package for Social Science (SPSS) for data presentation and analysis.

The case study project was called "Project Beta". Company and client will be referred to as Zoy Consult and Real Estate Delta Ltd respectively throughout the report.

3.4 Data collection

To learn from the experiences of practitioners, six interviews were held, a questionnaire survey was administered and a case study was conducted. Data collection was via telephone interviews with seven key players in the project, the project players interviewed include;

- Three Project Engineers

- Three Quantity Surveyors

- Zoy Consult Project Manager

- Three Site Supervisors

The interviews were semi-structured to allow the interviewees express themselves so that the actual events in the project could be effectively explored and also the opinions of the interviewees captured. The choice of semi-structured interviews was to reduce as much as possible the bias of the interviewer, which is a known shortcoming of the interview style method of data collection. Interviews ranging between thirty to forty minutes were conducted via the telephone with each individual.

3.5 Limitations of the research

As is common with the case studies a triangular approach involving collection of data from several sources for analysis is usually adopted to help validate findings.

The time frame allowed for the research was not enough to allow access to project files and documents as well as to arrange for an interview with the project client (Real Estate Delta).

As it is with most qualitative studies the bias of the researcher if not careful is often reflected in the research results as a result a semi-structured questionnaire was adopted as the means of collecting data to allow the respondents views be captured as best as possible.

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF RESULTS

4.0 Introduction

This chapter of the study exhibits the descriptive statistics insights and furthermore clarifies how the information gathered was appropriated. It introduces the data analysis investigations gathered from project colleagues on a mixture of issue identified with the study's goals.

The study employed a descripto-exploration research design; a mix of descriptive and explanatory research plan. Data gathered was examined utilizing descriptive statistics in particular frequencies and rates to clarify the variable qualities utilizing the Statistical Package for Social Sciences (SPSS rendition 21).

4.1 Section A-Analysis of Demographic Data

This section of the study presents the demographic details of respondents. the study interviewed 10 key professionals on the basis of their expert backgrounds, number of years of work experience and years of involvement in stakeholder management processes (refer to Table 4.1).

A one-tailed test a statistical tool using a significance level of .05, in which allots of all alpha to testing the statistical significance in the one direction of interest were used for the analysis. This means that .05 is in one tail of the distribution of the test statistic. This suggests the likelihood of a relationship in one direction and completely disregarding the likelihood of a relationship in the other direction.

Table 4.1: Years of Work Experience as Construction Professionals

PROFESSION	No. of Years	Frequency
Zoy Consult Project Manager	15 yrs	1
Project Engineers	5-9 Yrs	3
Zoy Consult Quantity Surveyor	6-12 yrs	3
Zoy Consult Site Supervisor	4-10 yrs	3

Survey 2015

Table 4.1 presents the relative number of years team members have practiced on their professional fields and number of professional interviewed (sample size). The least number of working experience for the professional is four (4)years and maximum fifteen(15) years, this shows that team has been on the project field for quite a time and presume should have ample knowledge in stakeholder management practices.

4.2 Section B-Analysis of Study Objectives

This section of the study is displayed under the accompanying headings

1. Stakeholder management processes

2. Challenges of stakeholder management,

3. Critical success factors,

4. Role of stakeholder management in project implementation

4.2.1 Stakeholder Management Processes utilised by Project Team

From the survey, a stakeholder identification process revealed two basic groups; primary and secondary. The primary stakeholders included the project team and the Client. In addition the secondary stakeholders included the community members located within the project site, regulators such as the Accra Metropolitan Assembly as well as environmentalists, Professional Bodies such as the Ghana Association of Engineers and Architects among others (see Fig. 4.2.).

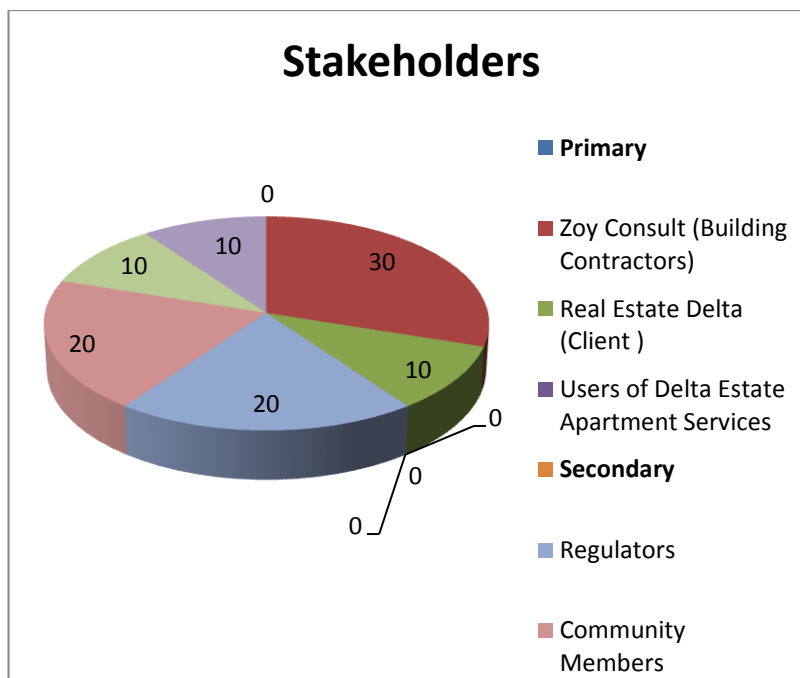**Figure 4.2: Identification of Stakeholders of "Project Beta"**

Survey, 2015

The second step in stakeholder management process comprises determining information requirements of identified stakeholders. From the interviews, it became apparent that the critical information needed by the Client of Zoy Consult was the latter's technical competence in executing the project and the former's credit worthiness (see Table 4.2.1).

In terms of stake holder priorities the Client (Real Estate Delta) expected that the building contractors (Zoy Consult) worked to specifications and completed project on schedule. On the other hand, Zoy Consult expected its Client to honour its contractual obligation and paid on time (Table 4.2.1).

A survey on the strength of Zoy Consult revealed that the company was technically sound and had a full complement of staff to execute the job. However its weakness lies in its inability to effectively manage diverse stakeholder groups. Conversely, Real Estate Delta (the Client) was noted for being creditworthy but was inflexible with regard to project timelines. (See Table 4.2.)

Table 4.2: The Stakeholder Management Process of Project Beta

ITEM/SUBJECT	INFORMATION REQUIRED	PRIORITIES	STRENGTHS	WEAKNESSES
Real Estate Ltd.	Technical Competence	work to specifications and complet project on schedule	Creditworthiness	Inflexible with regard to project timelines.
Zoy Consult	Credit Worthiness.	Honour Contractual Obligation and Pay on Time.	Technically Sound with Full Complement of Staff	inability to effectively manage diverse stakeholder groups

Survey 2015

4.2.2 Challenges of Stakeholder Management Encountered by Project Team

This objective examined the challenges project team members encountered in

engaging project stakeholders. Table 4.2.1 analyses the challenges project team

members faced.

Table 4.3: Challenges in Managing Project Stakeholders

Challenges in Managing Project Stakeholders	Frequency	Percentage %
Defining project missions	0	0
Identifying stakeholders	2	20
Understanding stakeholders interest	2	20
Exploring stakeholders' needs and constraints in projects	1	10
Analyzing the change of stakeholders	1	10
Analyzing conflicts and coalitions among stakeholders	4	40

Survey 2015

From Table 4.3 above, 40% of the respondents said dealing with conflicts and

coalitions among stakeholders posed the greatest challenge. 20% each mentioned the

issue of identifying the specific stakeholder's project team needed to interact with

and   respondents said exploring the needs of stakeholders and analysing the change

of stakeholders respectively presented a challenge to stakeholder management.

However, none of the respondents cited defining project missions as a challenge to

managing stakeholders. Respondents argued that project missions were always

known. The implication is that there are difficulties in managing project stakeholders and such challenges have to be identified and managed if projects are to be delivered on schedule, budget and meet stakeholders' expectations. This has confirmed the findings of Walker (1997) and Chan et al. (2004) and cited by (Jing Yang et al 2009).

4.2.3 Critical Success Factors for Stakeholder Management by Project Team

Olander and Landin (2008) recognized five variables inside of the stakeholder management handle that could achieve distinctive task results. The elements include: "investigation of stakeholder concerns and needs; correspondence of advantages and negative effects; assessments of option arrangements; project organisation; and media relations".

The survey, captured in Table 4.2.3, presented the critical success factors (CSFs) identified by Olander and Landin (2008) to those of the project team. It shows the extent to which team members agreed to Olander and Landin's CSFs.

Table 4.4: Evaluation of Critical Success Factors for Managing Stakeholders

CSFs	FREQUENCY	PERCENTAGE
Analysis of Stakeholder Concerns and Needs	3	30
Communication of Benefits and Negative Impacts	2	20
Evaluations of Alternative Solutions	2	20
Project Organization	0	0
Media Relations	0	0
Relationship between project team and stakeholders	3	30

Survey, 2015

Table 4.4 shows various responses to what respondents perceive to be critical success factors for managing project stakeholders. 30% identified analysing project stakeholder concerns and needs as an important critical success factor whiles 20% said communication of project benefits and its negative impact was also worthy of consideration. Again 20% of those surveyed said evaluation of alternative solutions with stakeholders was critical whiles 30% identified relationship between project team and shareholders as crucially important This was in consonance with different studies by Bakens et al. (2005), Jergeas et al. (2000), Olander and Landin, (2008). and Karlsen (2008).

4.2.4 Critical Role of Stakeholder Management in Project Implementation

Table 4.5 shows the results of the survey conducted on project team members in relation to the role of stakeholder management in successful project implementation.

Table 4.5: Assessment of Level of Stakeholder Engagement Processes by

Project Team

Project Phase	Stakeholder Engagement Type	Compliance	Frequency	Percentage
Planning	Stakeholder Identification/Needs Assessment	High	4	40
Implementation	Achieve alignment between project team and stakeholders	Limited	3	30
Completion	seek stakeholder support and cooperation for project sustenance	Low/Nil	2	20

Source: Jergeas et al. (2002); Olander & Landin (2005); Survey, 2015

The survey adopted the stakeholder engagement model prescribed by authors Jergeas et al. (2002) and Olander & Landin (2005). In this model, each stage of the project lifecycle has a prescribed stakeholder engagement process. Consequently the study sought to find out the extent to which team members of 'Project Delta' have complied with the model. 40% of respondents indicated that there was a high level of compliance at the project implementation stage. In addition 30% said there was limited compliance with Jeages et al.'s stakeholder engagement model at the project implementation stage, while 20% indicated that there was low compliance with the model at the project completion stage.

Table 4.6 Benefits of Managing Project Stakeholder Expectations

The Benefits of Managing Project Stakeholders	Frequency	Percentage
Improve communication among project stakeholders	3	30
Clarify project stakeholders needs	2	20
Promote good relationship	1	10
Understanding stakeholders' interest and influence	4	40

Source: Field Survey, 2015

Table 4.6, described what respondent believed were the benefits derived from managing project stakeholder expectation. 40% said enabled them it understand stakeholders' interest and influence whiles 30% indicated that it improved communication among project stakeholders. Additionally, 20% said it clarified

project stakeholders needs whiles 10% pointed out that it promoted good relationship.

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4.3 Discussion of Findings

Effective stakeholder management is critical to project's prosperity and it is truly difficult to oversee stakeholders in the event that it is not known who they are and the rationale of their association (Prager, et al., 2009). The identification and management of project stakeholder determines how their expectations, interest and power provide strategic guide for seamless delivery of project performance (Prager, et al., 2009).

In managing project stakeholder expectations and interest according to (Cleland and Freeman 2008), key relevant success factors such as characterizing project missions, distinguishing stakeholders, understanding the range of stakeholders intrigues, investigating stakeholders needs and limitations in projects, analyzing the change of stakeholders among others are critical variables that must be considered as they serve as strategic guide in managing project end user expectations.

In reality, no stakeholders are identical according to their interests and power (Prager, et al., 2009). This research has agreed with such accession by Prager, et al. (2009) that "distinguishing stakeholders in respect to their level of interest and force gives a chance to bring those stakeholders inside of the procedure of managing their expectation towards the sustainability of project performance".

The findings from this research against the background of the literature reviews of (Freemen and Cleland 2007, Moodley et tal., 2008; Gord Gibben, 2012) has affirmed the validity and reliability to the effect that, stakeholder management plays a critical role in ensuring that project performance and delivery by Project Managers proceeds with fewer challenges when these expectations are managed efficiently.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The study aimed at finding out the stakeholder management practices of construction managers in Ghana with specific reference to the case of Zoy Consult Ltd. It examined the applicability of statistical methods to; investigate the stakeholder management processes employed by the project team (Zoy Consult), identify the challenges of the stakeholder management process, appraise the dire success factors of the stakeholder management process and assess the critical role of the stakeholder management process in effective project performance.

The chapter outlines the objectives of the study and how each has been achieved. Lesson drawn from the exploration and potential utilization of discoveries are additionally talked about. The chapter ends with the summary of the research findings, conclusions and the necessary recommendations.

5.1 Review of study Objectives

5.1.1 Stakeholder management processes

The survey revealed that two basic groups; primary and secondary, existed. The primary stakeholders included the project team and the Client. In addition the secondary stakeholders included the community members located within the project site, regulators such as the Metropolitan Assembly as well as environmentalists and Professional Bodies, etc.

On the issue of stakeholder management process it became apparent that the critical information needed by the Client of Zoy Consult was the latter's technical competence in executing the project and the former's credit worthiness (see Table 4.2.1).

In terms of stake holder priorities the Client (Real Estate Delta) expected that the building contractors (Zoy Consult) worked to specifications and completed project on schedule. On the other hand, Zoy Consult expected its Client to honour its contractual obligation and pay on time (see table 4.2.1). A survey on the strengths of Zoy Consult revealed that the company was technically sound and had a full complement of staff to execute the job. However its weakness lied in its inability to effectively manage diverse stakeholder groups (see Table 4.2.1).

5.1.2 Challenges of stakeholder management

Almost all respondents surveyed revealed that the identified factors were indeed constraints in the stakeholder management process. However, some the respondents did not indicate any of the variables, an indication of being uncertain or not having understood the variables provided which further explained why exactly hundred percent certain was not obtained (Walker (1997) and Chan et al. (2004).

5.1.3 Critical Success Factors (CSFs)

The survey adopted stakeholder engagement model postulated by Jergeas et al. (2002) and Olander & Landin (2005) in which each stage of the project lifecycle has a prescribed stakeholder engagement process. Hence the study pursued to find out the scope at which team members of 'Project Delta' have complied with the model.

100% of project team members agreed that they had performed stakeholder identification and needs assessment to a limited extent at the project initiation phase. Additionally, all project members (100%) agreed that during the project implementation phase, agitations from stakeholders compelled them to engage these stakeholders in order to align project objectives with the interests and concerns of stakeholders. A high priority was placed on this engagement process. However the survey revealed that 100% of team members agreed that stakeholder engagement processes were almost non-existent at the project completion phase where sustenance or prolonged lifespan of the project required the support and cooperation of all stakeholders.

5.1.4 Role of stakeholder management in project implementation

Cleland (1999) and Karlson (2002) assert that dealing with different stakeholders and keeping up a worthy harmony between their hobbies are pivotal to effective task conveyance. A negative disposition to constructing projects by stakeholders can extremely hinder its usage. Such deterrent will prompt overwhelms in time, expense and low quality because of contentions and discussions and implementation of the projects (Olander and Landin, 2005).

The survey findings revealed that there was limited stakeholder engagement in the project planning phase whiles a high level of engagement occurs during the project implementation stage due to the enormous pressure mounted by some stakeholders or even threats of legal action. Fine notion tally the project completion stage registers the least of stakeholder involvement with dire consequence for project sustainability and long-term maintenance culture.

In addition, the benefits of effective stakeholder management were cited to include improved communication, a deeper understanding of stakeholder interest and influence as well as clarification of stakeholder needs. A few respondents however disagreed with the notion that stakeholder engagement promoted good relation between the project team and stakeholders. They cite copious instances where relations between the two groups (project team and key stakeholders) had strained as a result of conflicting interests.

5.2 Summary of major findings

Managing project stakeholders is without a doubt very central to the success of a project. The survey analysed the stakeholder management process, challenges and critical success factors that determine the success of the stakeholder management process.

In relation to the stakeholder management process, the survey found that project members lacked sufficient information about who their stakeholders are as well as what their strengths, weaknesses and priorities are. This implies that project team members will lack the needed information to effectively and comprehensively engage project stakeholders. Additionally, project team members needed to be equipped with the requisite set of skills and knowledge to competently engage project stakeholders.

Among the challenges noted in the survey included the issue of stakeholder identification and conflict resolution.

In terms of the critical success factors necessary for stakeholder engagement, the survey found that communication of project benefits and its negative impact as well as a readiness by the project team to explore alternative solutions were key factors. This meant that such factors must be aggressively deployed in order to secure the desired outcomes.

It was also found that there was low level of stakeholder involvement particularly at the project completion stage; whiles limited engagement took place at the project initiation stage. The implication is that project sustainability and its desirability may suffer in the long term.

5.3 Conclusion

This study has focused on how project team managers manage stakeholders in the construction sector. It sought to find out the stakeholder management processes the construction sector in Ghana, challenges and the critical success factors necessary for successful stakeholder engagement. This was investigated through a appraisal of relevant works and gathering of primary data on project managers of Zoy Consult, contractors of a Real Estate Company (Real Estate Delta). The study analysed data on project team members in relation to their stakeholder engagement processes, challenges and critical success factors.

5.4 Recommendations

From the findings, it was clear that stakeholders in the Ghanaian construction sector play a pivotal role in initiation, implementation and completion stages of projects. Failure to identify and manage these stakeholders and critical success factors that are identified with, and communicate effectively to them can eventually pose risk to project conveyance and general execution of the project.

In the light of the foregoing conclusion and recommendations with regard to this study, Kusedzi (2013), provides the following recommendations which are worthy of note for management decision upon request.

That the variables such as (Identifying stakeholders, Ensuring effective communication, Assessing stakeholders behaviour, Predicting stakeholder influence and Promoting good relationship) are relevant strategic elements in managing stakeholders expectations and must be considered by project managers when taking stakeholders decisions towards project implementation.

- That project stakeholder's inputs and requirements are consulted during early stages of project planning decision for successful project delivery as their decisions impact on project delivery.
- That there is a positive relationship between stakeholders' management and project success. Therefore, balancing stakeholder expectations has direct influence on project success.
- That defining project missions, identifying stakeholders, understanding the area of stakeholders" interests, discovering stakeholders" necessities and

restrictions in projects, analysing the change of stakeholders, among others were some of the challenges in managing project stakeholders' expectations.

- And that prompt decisions about these challenges will enable project managers manage stakeholders expectation, such as improvement in communication among stakeholders, clarification of their needs and value for money for the Assembly, as well as promoting a good relationship among stakeholders whiles balancing their interests.

5.5 Scope for further Research

The study brings out a better appreciation of stakeholder management practices of construction managers in the Ghanaian construction sector. Nonetheless, just as project management experts have recognized the important role of stakeholder management in the construction sector, there is yet to be developed a formal framework that would provide a guide to the process. Therefore an in-depth study into a formal framework that would guide the process of stakeholder management is needed.

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Questionnaire for Respondents

Dear Respondent,

The researcher is a student of Kwame Nkrumah University of Science and Technology, College of Architectural and Planning, Department of Building and Technology-Ghana. As part of completion requirements for the award of MSc. the student is project a research by using your company, Zoy Consult as case study. The topic under study is **STAKEHOLDER MANAGEMENT PRACTICES OF CONSTRUCTION MANAGERS IN GHANA: A CASE STUDY OF ZOY CONSULT LTD"**

The research has been designed purely for academic purposes. The information given will be accorded the greatest degree of confidentiality.

You are kindly requested to give your opinion by answering the questions below

Instructions: Tick and or provide answers as appropriate.

SECTION A: Biographical Data

1. Your Profession/Occupation

( ) Project Manager ( ) Quantity Surveyor ( ) Site Supervisor ( ) Project Engineer

2. How long have you been working as a professional

( ) 1 to 5 years( ) 6 to 10 years( ) 11 to 15 years( ) 20 years and above

SECTION B-THE CONCEPT OF STAKEHOLDERS' MANAGEMENT

4. To you stakeholders' management means…………………………….

( ) Adopting corporate responsibility by institutions

( ) The process of adopting business ethics and project management

( ) The process of managing any group or individual who can affect or is affected by

the implementation of the project

5. What are the relevant success factors of stakeholder management?

( ) Identifying stakeholders

( ) Understanding the area of stakeholders" interests and influence

( ) Ensuring effective communication

( ) Assessing stakeholders" behavior

( ) Predicting the influence of stakeholders

( ) Promoting a good relationship

6. What are some of the challenges in managing stakeholders?

( ) Defining project missions

( ) Identifying stakeholders

( ) Understanding the area of stakeholders" interests

( ) Exploring stakeholders" needs and constraints in projects

( ) Analyzing the change of stakeholders

( ) Analyzing conflicts and coalitions among stakeholders

( ) Predicting stakeholders" reactions

Others……………………………………………………………………………

7. What are the benefits of managing project stakeholders (project end users)?

( ) Improve communication among stakeholders

( ) Clarify their needs and value for money for the Assembly 78

( ) Promoting a good relationship and meeting public expectations

( ) Understanding the area of stakeholders" interests

Others…………………………………………………………………………..

8. Balancing stakeholder expectations has a direct influence on success of a project.

( ) Strongly agree

( ) Agree

( ) Uncertain

( ) Strongly disagree

( ) Disagree

9. Decisions made during project initiation stage must consider project end users as major stakeholders?

( ) Strongly agree

( ) Agree

( ) Uncertain

( ) Strongly disagree

( ) Disagree

10. There are no relationship between stakeholders' management and project success

( ) Strongly agree

( ) Agree

( ) Uncertain

( ) Strongly disagree

( ) Disagree

11. The project team has relationships with project stakeholders that affect or are affected by its decisions

( ) Strongly agree

( ) Agree

( ) Uncertain

( ) Strongly disagree

( ) Disagree

12. The project stakeholders influence project success and should be consulted before project decision.

( ) Strongly agree

( ) Agree

( ) Uncertain

( ) Strongly disagree

( ) Disagree

13. To what extent are stakeholders involved at the

Planning stage – high / low

Implementation stage – high / low

Completion stage – high /low