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Effective stakeholder management and Project delivery: A case study on Mondelez
cocoa life project in Antwima Mponua District

By

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MASTER OF SCIENCE

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DECLARATION

I hereby declare that this project report on effective stakeholder management and Project delivery: A case study on Mondelez cocoa life project in Antwima Mponua District is the results of my own work, towards the attainment of MSc Project Management. And references to other people's work have duly been cited.

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ABSTRACT

The research aimed at investigating the impact of poor stakeholder management on project delivery and how important it is to ensure effective stakeholder management during

project execution. And in achieving this aim the objectives set were; to identify the impact of poor stakeholder management on project delivery and to identify the strategies to effective stakeholder management in enhancing a successful project delivery. The research adopted the quantitative strategy. Data was obtained using questionnaire and a sample of sixty (60) respondents was considered for the study. The researcher purposively selected stakeholders and this included managers of project, Assembly members, Opinion leaders, Consultants, members of communities, media and professional bodies, after administering the questionnaire, the data returned was 50. Therefore, a sample size of 50 respondents was used for conducting the study. The data was analyzed and presented using the Statistical Package for Social Scientists (SPSS) and Microsoft Excel software's and the data was further analyzed using the Mean score ranking and the Relative Importance Index. It resulted in the research that the main impact of poor stakeholder management was: *Project delays (Time overruns), Negative response from stakeholders during project execution, Poor project delivery, and the development of poor communication.* These were the first four elements that were ranked. The other factors were also selected by respondents. In the second objective, ten strategies were presented to respondents and after the answers from respondents, the Relative Importance Index was used to analyze the strategies and the first three most selected strategies were: *Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects, Reactions and conducts of stakeholders must be tested to identify genuine stakeholders who must be selected and treated well during project execution* and the third strategy was *Project managers must not monitor stakeholder's performance only when there is a negative development but rather stakeholder's activities must be monitored frequently and also be assisted by giving advices when needed.* All the other strategies were also selected by respondents even though these strategies were ranked first. These objectives helped in attaining the main aim of the study.

Keywords: stakeholder, management, Project delivery, stakeholder management

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DEDICATION

I dedicate this work to the Department of Building technology for their assistance in my study at the Kwame Nkrumah University of Science and Technology, Kumasi and also to my family especially my father whose effort have seen me through my academic period in the university.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

Effective management of stakeholders during the execution of a project is a main significance to a good project delivery (Jergas *et al.*, 2000). Ghana as a country which is still in its developing process keeps executing projects as an increase involvement to develop more in the provision of infrastructure and also in the area of socio-economic growth.

Projects are executed with the goals of reaching the need or want of a client. According to research conducted by the 5TH Edition of PMBOOK explains a project as a provisional effort carried out to generate or produce an exclusive facility. The involvement of NGO's or private firms in the growth and support in project execution, normally encounters complex problems in the management relationship between themselves and different kinds of stakeholders. Some of these issues included; management issues that are internal, as well as external issues. The efficiency of NGOs as the key agents in development and variation in their projects, mainly lies on the effective engagement with both internal and external management questions and also on the effective expressions in solving issues within internal and external management (Journal of Turkish Weekly, 2011). If firms take into consideration the needs of stakeholder's, then good delivery of projects will be increased. The poor management of the needs of stakeholders may result in a disagreement during the execution of a project which may also lead to poor delivery during the project,

(Rogers, 1998). The management of stakeholders doesn't just entail the management of the personalities (stakeholders) who are part of the project, but rather it is a very vital procedure that comprises of a good sequential way of recognizing all the stakeholders by taking into consideration their wants and all essential important things needed to motivate them and ensuring their well-being in which all these is aimed at achieving an excellent project delivery (Lock, 2007; Eskerod and Jepsen, 2008). There are many diverse methods that has been recommended by several scholars, suggesting ways of managing stakeholders (Yang, 2010).

There are many organizations, persons and members in operations when we consider projects, these organizations, persons and members normally influence or they rather get influenced by the project outcome (Freeman, 1984; Yang, 2010). The success of a project can be very poor if stakeholders are not well managed and taking into consideration during the project execution. This is because the one surest way of attaining a good project delivery if by treating stakeholders very well, (Eskerod and Jepsen, 2013). Results from researchers suggest to developing countries that to enhance a successful delivery at the end of a project, then there is a necessity for countries that are developing to rank effective stakeholder management as very essential, as countries that are developed normally do, which has been one vital way to their success. Mostly, construction managers and other private firms in these developed countries focus more on stakeholder management as a top priority which produces a successful project for their countries.

The idea of effective stakeholder management was recognized when initially being presented to the normal general management conversation said by Freeman (1984). The notion of stakeholders separated into four main guidelines regarding studies in organizations: corporate planning, organizational theory, systems theory, corporate and

social responsibility. A book of Freeman (1984) which is well-known, *Strategic Management: An Approach to stakeholder management*, has been extensively recognized as very innovative in the development of stakeholder management (SM) research, in which Freeman (1984) explained stakeholders as the people “who can move or can be moved by the accomplishment of the firm's goals. Stakeholder Management therefore comprises of the procedures and activities performed to classify all people or firms impact on the execution of a project. It also involves the assessment of the influence of the various stakeholders on project delivery. Stakeholder Management also deals with the Analysis of stakeholders which is the process of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project (PRMBOK Guide). Stakeholders can be divided into internal and external ones (Gibson, 2000) external stakeholder being those affected by the project in a significant way, but not directly involved in execution of the project (such as neighbors, the community, the general public, as well as trade and industry), in which the internal ones are those involved in the project. The disappointment of authorities in project management failing to take into consideration the importance of stakeholders has ended in countless failures in many construction tasks (Bourne and Walker, 2005), this is because stakeholders in projects have the influence and competence to halt the success of projects (Lim et al., 2005). Considering this, a lot of vital research literature have created how to classify and handle the interest of stakeholders and also in building a good relationship with them. (Olander, 2006). By this, stakeholder management is regarded, which is an effective approach, by bringing the concerns of stakeholders into consideration to get a good project delivery (Bourne and Walker, 2005).

And these are the reasons why this research will investigate into an effective stakeholder management and Project delivery which is case study on Mondelez cocoa life project in Antwima Mponua District.

1.2 PROBLEM STATEMENT

Mondelez cocoa life project is a project which is currently in progress at Antwima Mponua District, this district is one of the twenty-seven districts in the Ashanti Region of Ghana, It is located in the westernmost part of the Ashanti Region. The main company is called Mondelez international and this is a cocoa buying company that uses cocoa for its cocoa snack products. This company has engaged three (3) Non-Governmental Organizations NGOs which are; (Child right, VSO and Olam) in which these three NGOs are partners that work in cocoa areas by buying cocoa through Olam and Merchant. Currently the VSO (Voluntary Service Overseas) is undertaking the Mondelez cocoa life project in which they are responsible for community development and alternative livelihoods, and this is a way to help farmers overcome poverty, by helping them gain employment during the off cocoa season.

This project which is currently in progress in Antwima Mponua District has several stakeholders who will help in achieving the success of the project and may engage more stakeholders in the near future. By this, there is a need to take careful measures on how to manage these stakeholders. Many results from researchers have proven that to attain a successful project delivery, its key to consider an effective management of stakeholders on the project. And this will include the needs and other important resources being given to these stakeholders to achieve success in the delivery of the project. Research conducted

by Eyiah Botwe (2015) over the years has identified stakeholders in a project as; project managers, local government, professional bodies, engineers, site personnel, clients, subcontractors, contractors, communities, media, members of parliament, political parties and politicians. Unsuccessful project delivery which normally occurs in unindustrialized countries have been accredited to many factors, and these are; budget overruns, delays, changes of scope, delay in payment, continues changes in the location of project and many more factors and these blames are normally pushed to stakeholders. (Fugar and Agyakwah . Baah, 2010). According to Othman (2013) who also affirmed that many at times the delivery of mega-project is unsuccessful due to inadequate human resource, technical and managerial issues etc. Furthermore, projects are normally concluded as failed when it's considered higher contrary to the satisfaction of stakeholders and their wants (PMI, 2013). In view of this, Eskerod and Jepsen (2013) affirmed that the success of a project cannot be established and achieved without ensuring the vitality of all the stakeholders included in the project, taking into consideration their wellbeing which ensures the outcome of an excellent project delivery. Research also identified that stakeholders can bring challenges by affecting an organization's aims, functioning, survival and sometimes its improvement on their project delivery. This challenges sometimes turn beneficial because several stakeholders sometimes help organizations to achieve their goals and they are unfriendly when they oppose your mission. In all these, stakeholders have the authority to be either of good use or a hazard to an organization and its development in the delivery of their contracts (Gibson, 2000).

From the above indications, it is evident that effective stakeholder management practices on project execution will contribute to successful completion of projects in the country,

but there is no evidence of much empirical studies on the subject matter in Ghana (Amponsah, 2014; Fugar and Agyakwah-Baah, 2010). This therefore, leaves a gap that needs to be addressed. And this research will investigate into the impact of poor stakeholder management on project delivery and the study will also identify the strategies to effective stakeholder management on project delivery. This is to help enhance a successful project delivery in many projects and also in the Mondelez cocoa life project in Antwima Mponua District.

1.3 Aim of the Study

The key purpose of the research is to investigate impact of poor stakeholder management on project delivery and how important it is to ensure effective stakeholder management during project execution.

1.4 Research questions

In order to help attain the research objectives, the research questions are

1. What is the impact of poor stakeholder management on project delivery?
2. What are the strategies to effective stakeholder management to enhance successful project delivery?

1.5 Research objectives

The deliberated research objectives are:

1. To identify the impact of poor stakeholder management on project delivery.

2. To identify the strategies to effective stakeholder management in enhancing a successful project delivery.

1.6 Significance of the Study

Studies from several scholars have confirmed that stakeholders play a very vital role in the planning, implementation and execution of projects in which leads to a successful project delivery, irrespective of their nature and possibility. This research will be looking into effective stakeholder management and Project delivery: A case study on Mondelez cocoa life project in Antwima Mponua District. This research is of much importance because of its addition to the body of theory and existing knowledge by serving as a means to help undertake further research. Also this study will further serve as reference for elaborative academic research in the country and elsewhere because it will show several factors on the impact of poor stakeholder management on project delivery and also appropriate strategies to effective stakeholder management in enhancing a successful project delivery.

The findings of the study should help to improve the quality of project management in several projects of NGOs. Managers of diverse project will realize how stakeholder's management is very important and must be taken serious in helping to attain a successful project delivery.

1.7 Research methodology

The quantitative approach was selected for this study, which was based on questionnaires for the data collection and this approach was chosen because of its statistical and

mathematical features that it carries. The research will focus on mainly experienced stakeholders and the data of the research will be gathered based on the opinions of these stakeholders. The questionnaires will be prepared based on the factors from the research literature and this will also be mainly on the aim and objectives of the research. The source of the literature will be from articles, journals, publications, books related to this field etc. Closed ended and open ended questions will also be used. Analysis of data will be done using the Statistical Package for Social Sciences (SPSS), and Microsoft Excel 2016 and with the help of the software, the Relative Importance Index together with the Mean Score Ranking will be used for analysis of the data. Base on this the aim of the research will be achieved, which will help attain a successful study.

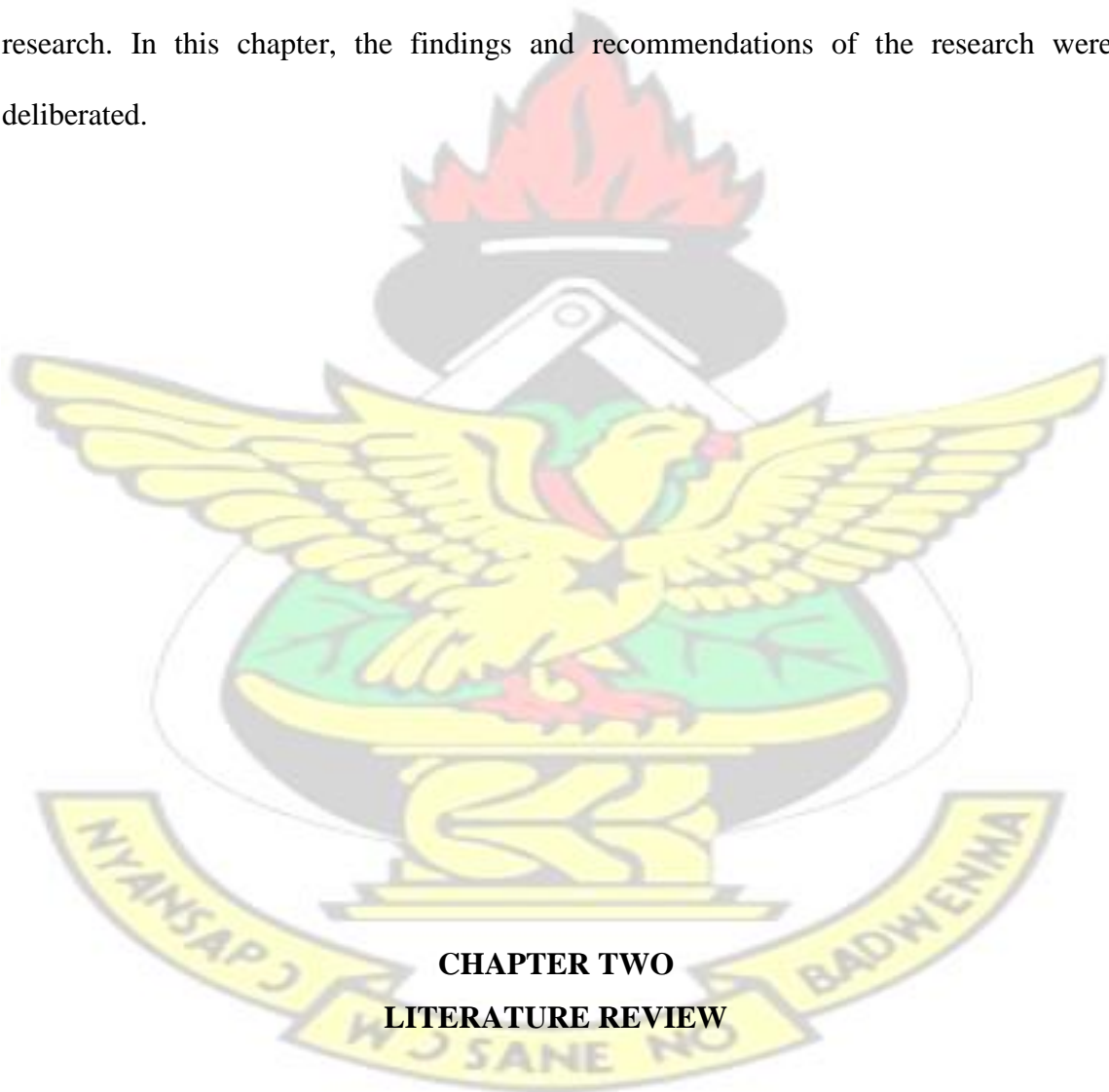
1.8 Scope of the Study

The research will investigate effective stakeholder management on Project delivery and the extent of this research will mainly consider stakeholders at Antwima Mponua District in the Ashanti region. The research focused on mainly stakeholders in this metropolis and this included stakeholders like; managers of project, Assembly members, Opinion leaders, Consultants, members of communities, media and professional bodies. This is because these respondents have dealt and also experienced so many projects in other districts in which they have much experience in this area of research which will be helpful in attaining the success of this research.

1.9 Structure of the study

This study was arranged in five chapters. The initial chapter which is chapter one was basically about the general introduction to the study. The background of the study was

discussed followed by the problem statement. The aim and objectives were all clarified in this very chapter of the study. The chapter two looked into the literature in the area of study. The third chapter indicated the methodology which delved into the procedural approaches adopted for this study while the chapter four analyzed the data collected from the respondents in the form of questionnaire survey using relevant and accurate tools for the data analysis. The chapter five which is the last and final chapter concludes the research. In this chapter, the findings and recommendations of the research were deliberated.



CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The theoretical outline of the study is discussed in this chapter. This took the various theories that made the study very educative. The chapter delved into effective stakeholder management and Project delivery, and it also considered the influence of poor stakeholder management on project delivery. The chapter will also go into the various objectives of this research in attaining the aim of the research. Information in the chapter was retrieved from research papers, books, journals, web articles, conference proceedings and other educative relevant sources.

2.2 DEFINITIONS

2.2.1 Management

The word management has diverse definitions according to different writers and researchers.

Ampadu and Mohammed (2006) defined management as the regulation, management and control of the hard work of a group of people towards some collective purposes. In reference to the view of Adesina; Ampadu and Mohammed (2006), they also explained management as the utilization of human and material resources in a certain structure for the accomplishment of known objectives in the system. Ampadu and Mohammed (2006) acknowledged the views of Trewarth and Newport who defined management as a process of forecasting, consolidating, stimulating and monitoring an organization's processes in order to attain harmonization of the social and physical resources crucial in the effective and proficient fulfilment of objectives.

Considering all the definitions directly above, management in this study is a process which involves preparation, organizing, directing and controlling, by which one can use the

accessible resources to obtain a very good outcome in a means which is very operative and active.

2.2.2 Who is a stakeholder

According to Calvert (1995); Winch and Bonke, (2002), stakeholders in some organisations can be very critical and others reduced in criticality. It was also defined by Peter (2008) that, any one whose attention can be negatively or positively influenced by a project and also one who has the capability to influence the success or failure of the project can be termed as a stakeholder. In view of this a stakeholder is anybody or a group that is well engaged in a project, or one whose welfares might be influenced in either a good or bad way on the end of the project can be defined as a stakeholder.

Stakeholder as a word according to Bryson, et al., (2002), has presumed a noticeable place in public and nonprofit management theory and practice in the last 20 years, and particularly in the last epoch. This word talks about individuals, groups or administrations that must be considered by leaders, supervisors and front-line staff. And Freeman (1984), stated that the achievement of the organizational goals is effected or can be affected by any group or individual, he describes them as stakeholders. Stakeholders can be described in different ways. Stakeholders come in several categories such as persons and groups and they can come from within or at the outer side of the firm. (Boonstra, 2006).

Many people have mentioned stakeholders and this comes with a lot of interesting characteristics which comes with a meaning which is more or less completely opposite to its original sense. A stakeholder can also be defined as somebody who has detained money

in place of two or more other persons pending on resolving a matter between those two persons, which normally resulted from a bet, and he is obliged to deliver the money to the party which is successful. Considering further explanation, the stakeholder had an official responsibility which came from his leaders. In authorities in which betting agreements are not effective (in which England is inclusive) the stakeholder must continue to pay everything. Considering Wild West in American, if the stakeholder tries to escape with the stakes money, the angry contributors could shoot him when he's found (Sunderland, 2006). Bryson et al., (2002) quoted that, the actual definition of stakeholder from the public and the nonprofit comprises of all persons who will be influenced by or will influence the firm's approach to project delivery (Nutt and Backoff, 1992). Initially, Bryson (1995) stated that any individual or organization that affects an organization's and draws its attention, resources, or productivity, or that person is affected by the productivity of the organization. This lead on to a definition that explained stakeholders as persons or organizations having the influence to reply to, exchange with, and transform the firm's planned prospect (Eden and Ackermann, 1998). Persons who rely on the organization to achieve their personal ambitions in which later the firm or organization hinge on (Johnson and Scholes, 2002). Research also conducted by IFC (2007) resulted in the definition of stakeholders being explained as people or groups who are rightly or circuitously influenced by a project or may have some intention in a project with the capability to affect the project outcome in a positive or negative manner. It was also explained that stakeholders may comprise of persons, communities, domestic or native government establishments, statesmen, sacred leaders, the academic community, public society organizations and groups with great influence.

Considering all the following definitions, it was also said by Eden and Ackermann (1998), that stakeholders could be classified as persons or groups that have the authority to affect the productivity and future of an organization's, and if this authority is then they cannot be defined as stakeholders. In a different manner, Nutt and Backoff (1992), Johnson and Scholes (2002) (who also speak on mainly business), Kalsern (2002) School of Management BI of Norwegian also offered a wide explanation on the stakeholder notion, in which he added clients, third parties, end users, servicers, professionals, employment unions, line organizations, public experts, fiscal associations, cover companies, media, and participants as stakeholders. It has been put forward by Glicken (2000) that all meanings of shareholders or concerned parties are that they pinpoint and state groups in relation to a specific issue. Though these groups might have existed over time as formal organizations, they become stakeholders" only inferences to a particular issue and therefore make stakeholders a relative term.

2.3 STAKEHOLDER MANAGEMENT

It has been said by Weiss, (2006) that stakeholder management describes the relationships that exist between the organization and the stakeholder. As already noted these relationships are very complex and can affect the organization positively or negatively. Goodijk (2003), indicated that, the interest stakeholders have in an organization or a project is very dynamic therefore it is very necessary to manage the ever-changing dynamics of the stakeholders.

The aim of stakeholder management is to look into the varied opinions of countless partakers, develop communication among stakeholders, and spell out their needs (Lenox,

2006). From the Gord Gibben (2012) view, he defined stakeholders as communities that are affected (positively or unfavorably) by the activities of the organization, irrespective of they being related through contract that are clear or not all that clear. Many organizations and researchers have also suggested the definition of “stakeholders in project”. Another definition from Project Management Institute (2012) explains stakeholders of project as “people that are seriously engaged in project, or whose preferences may be significantly influenced as an outcome of the execution of a project. In the case of Newcombe (2003), he claimed that project stakeholders include clients, designers, project managers, subcontractors, suppliers, funding bodies, operators and the community as a whole. It was further stated by Lenox (2006) that the presence of stakeholders is a procedure that goes on in all-organizational doings and this is essential in all organizational outlines.

2.3.1 Stakeholder management theory

The theory of Stakeholder management has progressed in a way that much focus has been driven in the area of stakeholders. This theory has gained much popularity in the past years. Results from the research of Gibson (2000) explains the differently the theory of stakeholders as persons and groups benefits influenced by activities of an organization should be taken into account. Elias et al. (2002) also identified four parts under the stakeholder management theory and these are; the corporate strategy, systems theory, and corporate social responsibilities established out of the method of management. And this was further explained by other scholars:

2.3.1.1 Corporate strategy: Taylor (1971)

Clarifies the relevance of most shareholders will decrease for that matter, organizations would go in for other shareholders. He also expressed that the dismissal of the stakeholder theory in his classic book Corporate Strategy because objectives and responsibilities were addressed as substitutes. Due to this, it generated several misunderstandings of the extension of the stakeholder theory. The literature of premeditated planning started showing up stakeholder theory in the year 1970's, Ansoff (1965).

2.3.1.2 Systems theory:

It was said by Ackoff (1974) that stakeholder involvement in system policy is of significance after he recommended that the interactions with stakeholder and care aids in getting answers to concerns of the society, this however helped in the progress of stakeholder theory.

2.3.1.3 Corporate social responsibility:

There was so much concern shown in regards to the corporate social control CSR, as Literature from management presented the concept of stakeholder. It was also added by Post (1981) in this area of research of former scholars making use of ideas and techniques whilst modernized shareholders were inclusive in the writings in which they were used as different idea of stakeholder theory.

2.3.1.4 Organizational theory: Rhenman (1968),

Cited shareholders to be groups or individuals in which their survival is influenced by an organization and the other way round. Pfeffer and Salancik (1978) also proposed an organization to be efficient by determining its capability to handle the strains of interested groups by means of organizational model.

The idea of stakeholder managed brings up question like who are stakeholders in project? And what do they also expect from the management of projects (Newcombe, 2003). With concern to this, the question that will be asked is how will project managers manage stakeholders? By way of the theory of stakeholder being different from the normal outdated concepts that the associations and persons are affected by the activities of an organization's in which the welfare of the client is the only consideration from project managers as the only object in the out-of-date method (Friedman, 1970; Newcombe, 2003). Looking into the management of stakeholder in the UK and Finland management of stakeholder systems which also manages to address the third question (Oyegoke, 2010). The method of project selection incorporates the use of techniques based on logical reasoning to select a project and discard the ones that are undesirable with a low chance of success. The project selection process can be categorized into two (2) groups which are benefit measurement method and constrained optimization method. According to Chinyio and Olomolaiye (2010), many stakeholders are serious to the achievement of project nevertheless others may perhaps adjust their position as the project gets to certain limits. The classification of stakeholders should be centered on a project bearing in mind authority, earnestness, and legality. Shareholders are normally categorized for instance inactive, flexible, tough and overriding. It was also said that primary, internal and definitive are the major stakeholders whilst the project team was said to include: customer, project superior, main stylish, other inventers, service provider, and benefactors.

2.3.2 Stakeholder identification

Failure to identify these stakeholders may result in the project management team being incapable to handle the project within its duration, its quality and within specified budget

in which this may lead to a poor project delivery. Identification of various project stakeholders by the managers of project requires keen investigative and instinctive abilities. They have to work and communicate with them in order to come to terms with what they require, needs and influence upon the project success. This enhances the management procedure which seeks to optimize stakeholder positive input and minimize the effect of any potential negative impact on the project (Bourne and Waljer, 2005).

But Peter (2008) said that, the first period in the development of strategy to Stakeholder Management is by stakeholders being identified. Stakeholders are normally mentioned as persons or organizations that are seriously engaged in a project, or the interest of persons being positively or negatively influenced by the project execution and its completion. By starting the procedure for stakeholder's identification, the following inputs will be required:

- Project Charter
- Procurement papers
- Company data
- Experiences and lessons based on previous projects

And this will bring an output of listing out stakeholders, with no investigation at this stage.

He further went on to propose an initial identification application by the Project Manager, which continued with an application with the project team in the form of suggesting and also considering other methods. However, in this process caution needs to be taken, research results from IFC (2007) makes it clear that an honor should be specified to persons and groups in the area of project who are openly and unfavorably affected, because making a conclusion between drawing who is influenced and who is not can be of a great task. Though with all the hard work, difficulties can arise. Societies lying just

outdoor of the chosen project impact area can clearly observe that they have been randomly excluded from the benefits of the project. In this concern, mentioning stakeholders too narrowly should be prevented.

In explaining this, it is not sufficient to always emphasize on the official structure of the organization when stakeholders are being identified. But on the other side it is essential to have a look at the casual and other relationships too that are indirect. A relevant idea for this goal is to picture the stakeholder setting as an establishment of internal and external spheres. The spheres considered as inward is positioned for maximum significant investors who carries uppermost impact (Dagmar, 2001).

The IFC (2007) went further by stating that the very first idea to consider when delving into stakeholder engagement is stakeholder identification, by defining who your stakeholders are in your project, and their key groups and sub-groupings. Not forgetting assured stakeholder grouping would be prearranged through requests that are regulatory. After this phase comes the stakeholder analysis, in which is a more detailed look at how to group stakeholder interests, the degree and extends in which they will be affected, and what impacts they could have on your project. And in answering these questions will set as the foundation for building the strategy to your stakeholder engagement. It is then important to notice that not all stakeholders in a specific group will really share the same intentions of opinion that are unified. It was also indicated by this group that, building a relationship takes much time. Many good relationships are centered on trust, mutual respect, and understanding and these are things that develops over time, based on single and collective interactions and experiences. For this reason, most organizations are now beginning to participate with stakeholders at an earlier phase of the project, than what was done in past in which they do not relate to their stakeholders well. And this is mostly

observed in project that are much larger, controversial and complex, and on this case they the wellbeing of this stakeholders as important in the very early stages of the project. Though, if a misunderstanding arises, the lack of established relations and frequencies of communication puts the project at an instant disadvantage in trying to solve the situation at hand. Thus initial arrangement by management offers an appreciated opportunity to have an impact on the public's observation and bring out an affirmative attitude with stakeholders early on and this will enable a practical growth of relations that can be taken advantaged of during challenging times. Differentiating other authorities and writers who study the Identification of stakeholders as the first step in management of stakeholders. According to Karlsen (2002), he observed the identification of stakeholder not as a first step but a second step of initiation of the procedure. The process of identification emphasis's more on identifying stakeholders. There are numerous procedures that can support this identification work; and these are; consultations with specialists, good thinking in group gatherings, and the usage of specifications. The main thing a member classifies as a probable stakeholder may not the same thing another member will identify as potential stakeholder. This identification process should, then take place in an assembly of participants with backgrounds that are different, which will also advance the provision and ownership to the process of stakeholder management.

A recent question by Rawlins (undated) cited in Ovaitt (2006) stated that, "How much attention does a specific stakeholder group deserve?" is a vital question which was developed in his latest research paper, in which the Institute for Public Relations had published online, and this brings out numerous approaches for recognizing stakeholders and manufactures an innovative model. The innovative approach commences by identifying stakeholders according to their links to the organization. It then moves on to

ranking stakeholders by their qualities, which includes their association to the matter, and most importantly their position in the communication policy, Ovaatt (2006). The innovation of stakeholder was established in the late '90s which presented a new method to ranking based on the characteristics of urgency, power and legitimacy. Stakeholders with only one of these qualities are dormant stakeholders. An example is, an advanced group may have a crucial issue, but with neither power nor legitimacy, it can make demands without essentially being eligible to attention of management.

In view of this, stakeholder identification clarifies or helps in identifying project stakeholders that are to be involved and those who are not to be involved during the execution of a project, and this will help in ensuring an effective stakeholder management, which will lead to a good project delivery (Vos and Achterkamp, 2006)

2.3.3 Stakeholder management analysis

In stakeholder analysis, the single likely deliberation is to appraise the stakeholder in relation to nominated matters, an example of this is considering their interests in the project area, anticipated impact to project, attitudes, rewards expected of them, probable moves. An additional method according to Savage et al., (1991). Is by evaluating stakeholders alongside some dimensions, the ways for affecting the project, and the ways for association with the project. This valuation allows the project manager to categorize the stakeholders into four areas, which is; helpful, non-supportive, marginal, and diverse blessing. Investigation showed by Grimble (1998) have mentioned that stakeholder study as the stakeholder identification, a valuation of their interest and the procedures in which their interests affect the risk of project and its validity which is been used to evaluate the

capacity of stakeholder's development. Those persons that have an interest in a project must be recognized and the level of their interests must also be observed. In research we consider three approaches of stakeholder analysis during the execution of a project:

- Foundation analysis – This is done during the initial phase of the project.
- Consistent updates observed at every phase of the project
- Ad hoc updates done each time events suggest that there has been an environment modification in stakeholder management.

The acknowledgement of stakeholder analyses should be recognized since they can be of great worth through their impact on the purposes of calculated supervision. In other words, strategic management procedures that brings in a capable rational number of complete stakeholder analyses are somehow prospective to be fruitful that is, meet orders, achieve assignments and make public value than others that don't participate in that.

2.3.3.1 There are some purposes when we consider Stakeholder analysis, and this comprises of:

- Variation management - as a forerunner to ensure the well management of analysis
- Management of Risk - threats are often uncovered (directly or indirectly) from an examination of stakeholders
- Handling issues – stakeholder analysis is one of the most productive sources of crucial matters for a project

2.3.3.2 Strategies for attaining and supporting stakeholder responsibility include:

- Vigorous participation of all who can influence, and be influenced by, the project in the description and preparation stages

- Legitimization by the actions of a Project Manager in the eyes of those stakeholders who are in a way impacted by it, or who can influence, the knowledge of the project's outcomes and its profits. The establishment of trustworthiness and also the implementation of trust should take place by the project manager. And apart from having skills that are obvious, know-how and experience, techniques of bringing in actions which includes:

Ensuring relationships that are good and being recognized, capability alone does not stimulate reliability and trust. Demonstrating that activities are being determined by the requirements of the stakeholders and that their needs are well recognized. Considering resolving conflict, project management, and business management in stakeholder analysis, is the procedure of recognizing the persons or groups that are likely to mark or be impacted by a projected activity, and categorizing them according to their influence on the action and the influence that will be on the by the project or action. This suggestion was considered to be used in examining how stakeholders' interest should be addressed when planning for a project together with its action, program and policy. In the management of stakeholders, it is vital to address stakeholder analysis. And the term stakeholder analysis is a term that mentions the procedure attitudes of stakeholders being analyzed in regard to the preparation of an execution a project. Many at times, stakeholders require more attention which is of great importance to them, and this makes stakeholder analysis very key. And if identified stakeholders can help organization in fulfilling their goals and attain a good project delivery, then it is vital to applaud them.

Two stages of stakeholder analysis were introduced by Freeman (1984), and these are:

Identification and assessment: The main idea behind this is to help in the stakeholder's recognition, their roles, misunderstandings that may probably exist among these characters and the development of any destructive issues that may cause any delay during the project execution. At a minimum, the activity stakeholder analyses should assist organization managers find out the devoted stakeholder and what they require to satisfy them. Preferably, will also help in bringing out other ways of meeting the needs of the main stakeholders. (Meltsner, 1972; Eden and Ackermann, 1998) mentioned that especially when it comes to articulating and achieving the common good (Bryson et al., 2002; Campbell and Marshall, 2002).

2.4 THE TYPES AND CLASSIFICATION OF STAKEHOLDERS

Categorizing of stakeholders has been done in a number technique, and during the construction of a project, stakeholders can be divided into, (Calvert 1995; Winch and Bonke 2002): Internal stakeholders, and these are those who are participants of the project partnership or who provide finance, and also we have the external stakeholders, these are also those moved by the project in a way that is very essential. Many studies have shown that the grouping of stakeholders and some suggest these classifications should entail: Inside and outer stakeholders (external and internal), (Nilron and Fagerstrom, 2006, Holtbrugge, et al, 2007). According to Kalsern (2002), of the Management BI in the Norwegian School, expressed his knowledge on the stakeholder on the stakeholder notion and he mentioned several stakeholders which included: clients, contractors, consultants, labor unions, line groups, public authorities, financial organizations, insurance firms, media, competitors as stakeholders and third parties.

Types of stakeholders are:

- Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions. The mentioning of primary stakeholders from Clement (2005), were said as those that are stable in which it is important to them to put in effective efforts to the survival of the organisation, and they can also have a considerable, and direct influence on the organisation.
- Secondary stakeholders: are the intermediaries that is, persons or organizations who are indirectly affected by an organization's actions.
- Key stakeholders: They are normally categorized in the first two groups in which they are of very much importance to their organizations.

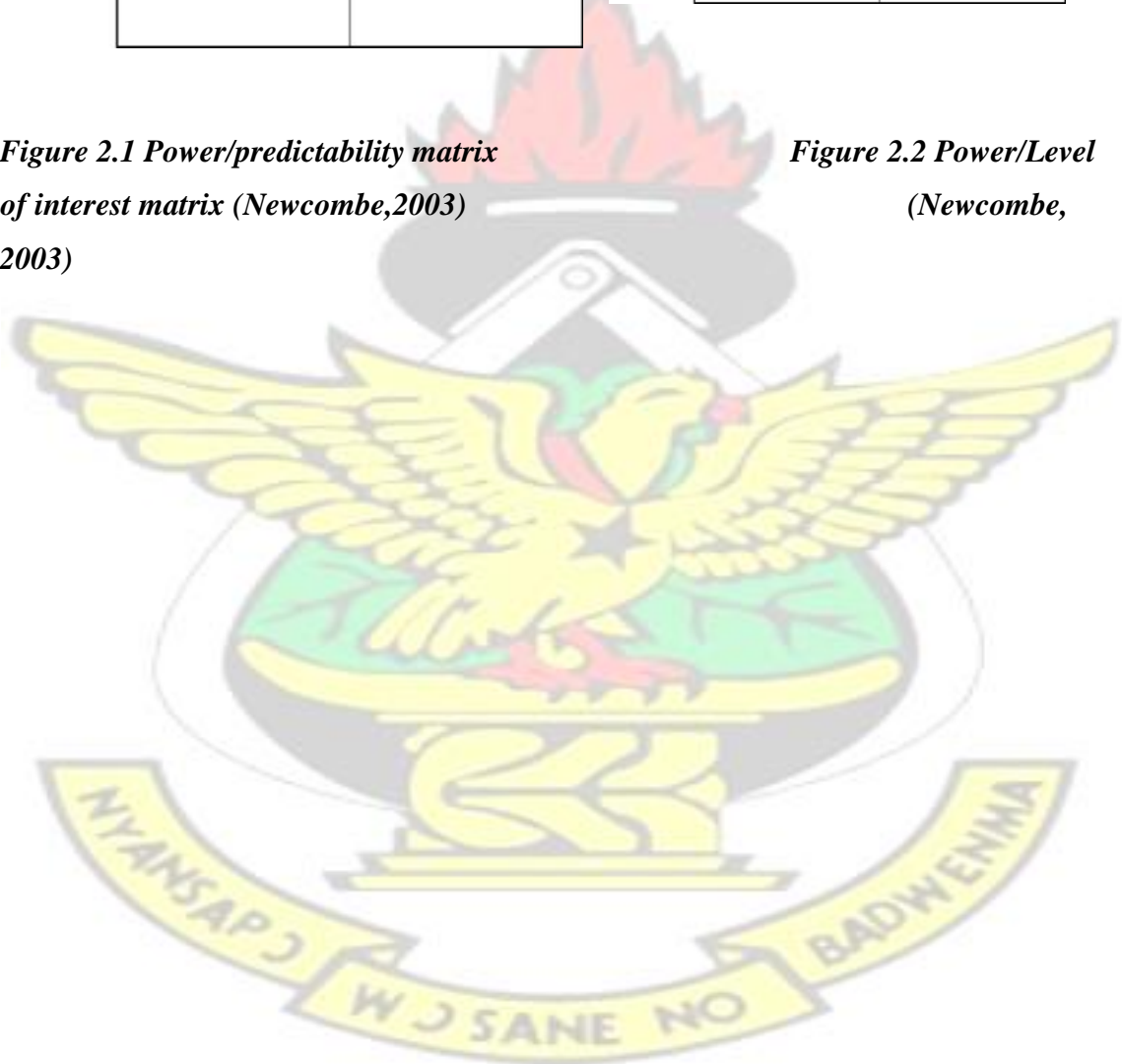
Newcombe (2003) clarifies that the stakeholder arrangement just like a fundamental capacity of the way toward overseeing stakeholder as it helps to inspect enforceability of undertaking desire by every stakeholder bunch; whether these gatherings have the way to do as such base on the force they have; and the conceivable effect of stakeholder desires on task methodology. Newcombe (2003) advances elucidated by proposing two techniques for examination that are; power/predictability matrix together with power/interest matrix

		Predictability	
		High	Low
Power	Low	A Few problems	B Unpredictable but manageable
	High	C Powerful but predictable	D Greatest danger or opportunities

		Level of interest	
		Low	High
Power	Low	A Minimal effort	B Keep informed
	High	C Keep satisfied	D Key players

Figure 2.1 Power/predictability matrix of interest matrix (Newcombe,2003)

Figure 2.2 Power/Level of interest matrix (Newcombe, 2003)



2.4.1 Other types of stakeholders are:

- Non- social stakeholders; These persons may be categorized primary and secondary which is also seen as the direct and indirect. Examples of these are the natural surroundings, pressure groups and the non human species,
- Internal and external stakeholders; A study conducted by Nilson and Fagerstrom (2006), showed that these type are those in the managerial setting, specialists in marketing, inventers, purchasing, sales and the associations.
- Political stakeholders; This type of stakeholders according to Holtbrugge et al., (2007), can be divided into two categories and these are “National Stakeholders” and “International Stakeholders”.

In view of this many researchers have also given their point of view that stakeholders can be internal or external to the project group or scope of project, according to Sutterfield et al., (2006). Connected classifications are classified in and out of the group of stakeholders (Newcombe, 2003), and intended and unintended stakeholders (Smith and Love, 2004). Further explanation looks into primary as against secondary stakeholders (Carroll and Buchholtz, 2006). According to Clarkson, 1995; Pajunen, (2006), a primary stakeholder group as one deprived of whose current contributing the company and cannot endure as a going concern, while the secondary stakeholders are those who influence or are enthused by the firm, however, they are not vital to its existence.

Several researchers also investigated into stakeholder classification and the outcome of these research were

2.4.2 Direct Stakeholders

Direct stakeholders are individuals closely linked or include in the project. These involve the client, members of the project team, project sponsor, technical and financial service providers, internal or external consultants, project manager, material and equipment suppliers, site personnel, contractors and subcontractors as well as end users (Lester, 2007). They are also seen as internal stakeholders.

2.4.3 Indirect Stakeholders

Indirect stakeholders are persons who are not closely related with the project, such as; internal managers of the company and supplementary workforce not directly involved in the project, national and local government, technical institutions, public utilities, professional bodies, and personal interest groups such as stockholders, licensing and inspecting organisations, labour unions and pressure groups (Lester, 2007). They are also known as external stakeholders.

2.4.4 Positive Stakeholders

Positive stakeholders are group of people possible to ensure a positive on a the delievry of project. These individuals or organizations tend to be direct stakeholders and stand to

benefit from the project's success. Examples are the organisations engaged in the work itself and stand to gain a good financial outcome.

2.4.5 Negative Stakeholders

Negative stakeholders are persons possible to have a negative impact on the project given. They tend to be people or organisations not directly involved in a project, but who are still affected by it in some way. An example is the local inhabitants with worries about loss of public areas to new projects.

2.5 IMPACT OF POOR STAKEHOLDER MANAGEMENT ON PROJECT DELIVERY

According to Chinyio and Olomolaiye (2010) there are quite a lot of methods to stakeholder management by many industries of construction but there are no formal approaches. To ensure a high level of success on a project is to meet stakeholder satisfaction according to PMI (2013). Stakeholders have impacted lots of attention and ideas in project growth and atmosphere within the operations of the project. (McElroy et al., 2000). There are many complexities in project management (Gilbert, 1983). If the management of stakeholders is not taken into concern in the project, this can lead to the develop project issues and insecurity by stakeholders. This can affect the definite mentioning of a good completion or failure of a project, and subsequently the management to project may struggle to meet objectives that were never envisioned by the stakeholders, which could have been easier on the side of stakeholders (Meredith and Mantel, 2000).

Extra issues and insecurity which are developed by stakeholders that may bring rise to project failure, poor interactions, allocation of insufficient project resources, scope of work experiencing changes, media news that are unfavorable in regard to the project, and undesirable public responses to the project (Kalsern, 2002). It was established by Olander and Landin (2005) that projects are exceptional bringing together diverse and interest that are dissimilar. In this regard, Chinyio and Olomolaiye (2010) pointed out that several stakeholders, which include the possessors, managers of project, operators, facility directors, inventers, subcontractors, employees, customers, pressure groups and so on. To achieve the needs and satisfaction of these stakeholders, effective stakeholder management is essential (PMI, 2013). It is likely for projects to be effective, particularly in the enduring periods, when it takes into consideration the outlooks of the stakeholders and activities to meet their wants.

In Ghana many reasons have been cited for project delays which included poor stakeholder management practices (Frimpong et al., 2003; Amponsah, 2014; Buerthey et al., 2016). A typical example observed was a project awarded to Italconstruct International Limited in 2013 by the National Association of Graduate Teachers (NAGRAT) to build a seven-story office complex with a basement car park at Adabraka in Accra. Because the chiefs, the Assembly men, NADMO and some individuals in the community were not consulted, the commencement date of the project had to be rescheduled in order for all these stakeholders to make their inputs. This caused a delay in the completion time of the project (Buerthey et al., 2016). And this is a great effect on the delivery of the project due to the poor stakeholder management by authorities of project. From the above indications, it is evident that effective stakeholder management practices in the building construction sector will

contribute to successful completion of building projects in the country, but there is no evidence of much empirical studies on the subject matter in Ghana (Amponsah, 2014; Fugar and Agyakwah-Baah, 2010).

Likewise, the “GetFund outlook between the years 2000 to 2009” identified planning that is poor and inadequate involvement of key stakeholders in the planning as the main source of project failure. According to Iyer and Jha (2006) they explained that scheduled work done in large projects could be significantly slowed down because of indecisiveness, inadequate coordination of project stakeholders and conflict. When stakeholders are completely distinguished, the undertaking chief is relied upon to survey and deal with the stakeholders which will enhance the achievement of the task and point of confinement by dealing with the incapability of the stakeholders. Stakeholder inclusion is exceptionally central in the development project. A current instance is the great sea-crossing bridge designed, which is a very big project to attach Zhuhai in China to Macao and Hong Kong. Neighbors in that community were affected by the project and based on their influence and their anxieties on issues of the environment, there was a one-year delay on the execution by a lawful disagreement about the environment impact of the bridge. (MDT, 2011). Even though the challenge was legal it is still related to a delay which brought about forceful disagreements from the media, politicians, other vital groups, and the community as a whole. This cost the government more in doing more work and spending additional resources in achieving the progress of the project and managing unsupportive responses from the community and the public. And these issues were developed from the poor management of stakeholders. And when these stakeholders are managed and treated well, it enhances a successful project delivery, Burton and Obel (2003).

Jergeaset at. (2000) caught up by demonstrating that, stakeholders at specific times indicates disappointment with the result of projects. This can be credited to a few components or reasons, for example, poor extension and work definition, negative group response to the task and unanticipated administrative changes which all negatively affect the project. Jergeaset al (2000) further demonstrated that, when this disappointment is appeared by stakeholders and issues emerge as a consequence of that, there is absence of association in the project exercises and which in the long run influences the task spending plan and the planning and may have the potential putting a strain on the current relationship among the stakeholders to the undertaking. McManus (2004) in this way expresses, the management of stakeholders is exceptionally critical to the project since it has impact the short, medium and the long haul survival of the project task stages. And for the purpose of research, the following stakeholder management challenges were adopted;

- The occurrence of project failure
- Unexpected problems and uncertainties on the project
- Poor project delivery
- Management may strive to meet project targeted goals
- Project delays (Time overruns)
- Inadequacy to achieve project goals
- Negative response from stakeholders during project execution
- Disagreement
- The growth of Poor relationship among management and stakeholders

2.5.1 Challenges in stakeholder management

This section talks about the various challenges associated with stakeholder management practices. According to Romenti (2010), stakeholders have the capability to influence the project and receive both gain or lose from the success or failure of a system. Stakeholders are very needful to help attain the success of a project, but there is a lot of Challenges when it comes to the management of these stakeholders. It was also said by Meredith and Mantel (2000), that if stakeholder goals and objectives are not identified and the project manager strive to reach objectives and goals that is not from the stakeholders, the project might be considered a failure, which is a great challenge to the management of the project. According to Buerthey et al., (2016), various researchers have identified challenges associated with the stakeholder management in their work. For instance, ignoring the scrutiny the information processed by the stakeholders is a major challenge to stakeholder management. Another challenge identified was the problem of unreliable stakeholders. He stated that, this can lead to project failure. Other challenges included poor communication, inadequate resources, and negative community reactions (Kalsern, 2002). According to Higgin and Jessop (2001), difficulties in communication on construction projects can lead to a significant increase in the quantity of unnecessary expenditure which also affects the progress of the work and cause unnecessary delays. According to Karlsen (2002), other challenges of stakeholder management are the lack of planning and method to stakeholder management. He also affirmed in Kastner (2010), three (3) main sources of stakeholder management challenges and these are;

- Unclear stakeholders
- Unidentified stakeholders
- Unreasonable stakeholders.

Unclear stakeholders are the stakeholder that are not sincere and truthful based on interest and expectations while unidentified stakeholders are the stakeholders who were not identified at the early stages of the project. Unreasonable stakeholders are those who do not accept any form of logical reasoning. For the purpose of this research, the following stakeholder management challenges were adopted;

- Lack of stakeholder support;
- Poor relationship among stakeholders;
- Negative news from the press, which is about the project;
- Unclear stakeholders;
- Unidentified stakeholders;
- Unreasonable stakeholders;
- Poor interactions;
- Insufficient resources allocated to the project

2.6 STRATEGIES TO EFFECTIVE STAKEHOLDER MANAGEMENT IN ENHANCING A SUCCESSFUL PROJECT DELIVERY.

Results from Skulmoski and Hartman (1999) in a review research, examined three organizations for appropriate stakeholder management with respect to getting stakeholder investment in their task, and the following strategies were identified; stakeholder input components, compelling correspondence and stakeholders in front-end arranging. Stakeholder management is mentioned as the operative managing of stakeholder relations (Lim et al., 2005). This comprises of the procedures and actions achieved to recognize all persons or organizations impacted by project execution. As indicated by Oakley (2013), project managers ought to comprehend that, the achievement of the tasks can be affected

enormously by the inclusion of different stakeholders to the projects which can bring a good project delivery. It is very important to analyze the requirements and needs of the stakeholder throughout the life-cycle of the project as their preference is very dynamic. The strategies that can be adopted to manage stakeholders begins with identifying the stakeholder. There could be difficulties in identifying the full list of stakeholder and involving them in the planning and development stage of a project do the various definitions given to a stakeholder.

These stakeholders are included relying upon the relationship they encourage with project managers and other administration association in the undertaking. Stakeholders are center to the projects existence with their information, course, and desires to the undertakings and they require input on data they look for from project managers. One crucial aspect of stakeholder management is the ability of the project manager to develop strategies after identifying the stakeholders and understanding the stakeholders in other to capture their interest. Lim et al. (2005) also recognized four basic strategies in managing stakeholders.

These are;

- Collaboration: Management must team up with stakeholder to avoid threats and encourage assistance on project activities to help attain a successful project delivery.
- Involvement: The management in authority must also ensure the involvement of stakeholders in when making decisions which can also aid them to reap benefits of their participation;
- Monitoring: Stakeholders must also be monitored by checking if there are any changes to their preference

- Defending: The needs of stakeholders must also be considered when undertaking any project, and they must also be safeguarded by ensuring their satisfaction which will also aid the project in a successful completion.

A research conducted by Jackson (2002) resulted in five strategies, and these are;

- Informing
- Education
- Reactions being tested
- looking for concepts and different answers
- pursuing agreement

And all these comes from the process of involving stakeholders. According to Kolk and Pinkse (2006) continued to focus more on stakeholder management and the three key subjects, which are: the nature of stakeholders being identified, examining their conditions and their impact on the decisions and operations of the organization and recognizing several methods on managing these stakeholders. According to Clarkson (1995) effective Stakeholder management can be attained through the following principles:

- First Principle : Genuine stakeholder interests should recognized and actively checked by managers and they should take their interests correctly into account in administrative decisions and other appropriate tasks.
- Second Principle: Directors must do well to listening and responsively connecting with stakeholders about their specific needs and support, in which this should also include the risk they undertake because of their contribution to the organization.

- Third Principle : Procedures and modes of conduct that are sensitive to the worries and abilities of each stakeholders area must also be accepted by managers, if not they should be taken into consideration.
- Fourth Principle : There should be a recognition from managers in looking at the efforts and rewards in the midst stakeholders, and must try to attain a reasonable supply of the profits and loads of company activities among them, which may also include their individual risks and weaknesses.
- Fifth Principle : Administrators must also work helpfully with other firms, which includes the public and private sides, to ensure the prevention of risk and other misunderstandings that may arise during project executions, and where these cannot be prevented, they should be suitably compensated.
- Sixth Principle: Directors must ensure the prevention of general actions that may risk unchallengeable social rights and which may develop into risks which, if clearly understood, would be deliberately intolerable to related stakeholders.
- Seventh Principle : Administrators who are in place of manager must also recognize the possible misunderstandings which may occur between their own role as corporate stakeholders, and their lawful ethical tasks for the stakeholders and their interest, and should speak such misunderstanding through exposed communications, proper systems of reporting that shows encouragement , and where necessary third party appraisal.

Considering other business purpose, the achievement of stakeholder engagement is very key. It should be determined by a distinct plan together with clear objectives, a good timetable, budget, and distribution of duties. All staff should be made conscious of the program, and understand why it is being assumed and what insinuations it might have for

project outcomes, and this is considered in a more purely business perspective and largely relevant in the places like the NGO sector, the IFC (2007)

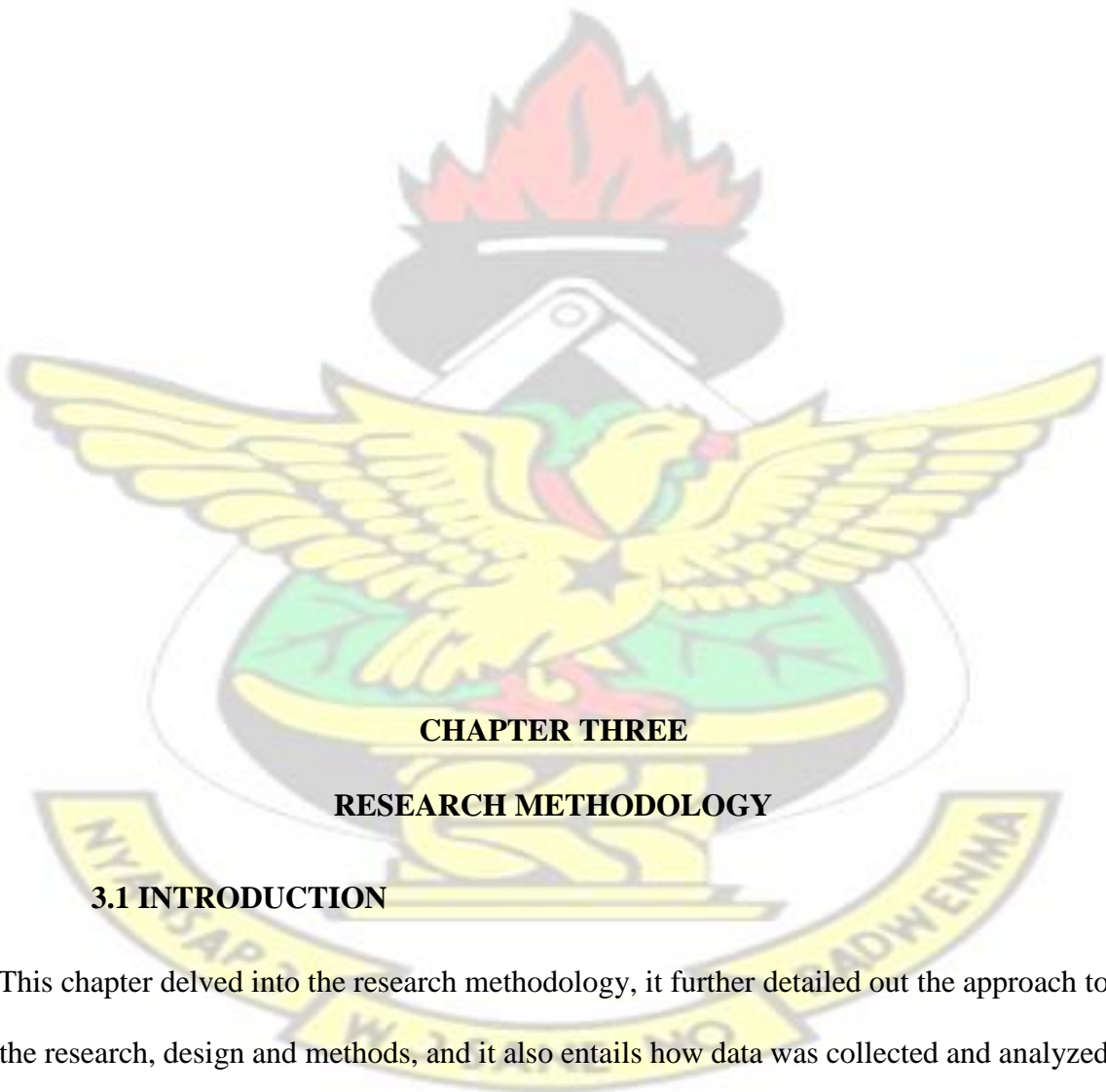
2.7 Considered benefits of successful Stakeholder Management

The IFC, (2007) stated that, Firms that have held on to growing solemn relationships with affected groups and individuals who are stakeholders through the entire project duration, and not just through the early phase of valuation and feasibility but rather through out the entire life time of the project execution process. The firms taking these measures are attaining benefits of better risk management and better project delivery systems.

Dangers related with poor stakeholder relations and the chances delivered by positive ones (stakeholders), are now well understood by other organizations and private firms.

- The motives for the performance of stakeholder management process are several: First, to develop a good relationship with the project stakeholders; secondly, it is significant for guaranteeing the equilibrium between reward and influence; and, it being the foundation for good management of stakeholders.
- This will also be the basis for determining who should be included in bringing out the goals of the project and the level at which success should be expected, (Karlsen, 2002).

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter delved into the research methodology, it further detailed out the approach to the research, design and methods, and it also entails how data was collected and analyzed for the purpose of investigating the impact of effective stakeholder management on project delivery and how poor stakeholder management affect project delivery. Scholars have proven how relevant this chapter is, it was said by Pathirage et al., (2005) that it is

improvident to conduct a research without understanding the methodological and philosophical issues relating to that particular study. In summary, this chapter explained how the population was defined, the sampling technique use, how the sample size was determined and other relevant methods to the study was also addressed. Therefore, this chapter is dedicated to highlight the research methodology and methods adopted for this study.

3.2 RESEARCH PHILOSOPHY

According to Walliman, (2011) research is founded on “certain citified rules” which entails the research method, the research approach is one important aspect of the research, by this the theoretical viewpoint, which is also considered as the paradigm of the study should be well addressed at the early stages of the research.

In view of this, these philosophical rules or theoretical perspective should be accurate and recognized throughout the method adopted for the findings of the study to be effective (Ritchie and Lewis, 2003). Research conducted by Pathirage et al., (2005) shows that research philosophy explains and symbolizes the epistemological, ontological and axiological assumptions and activities that direct the researcher throughout the research design. Moreover, paradigms are centered on ontological, epistemological and methodological assumptions (Guba and Lincoln, 1994). Consequently, Burnham et al. (2008) entreat researchers to understand the deliberations within the philosophy of social science in order to link the epistemological or ontological positions with the adopted research approach.

Ontological perspective: This classifies the researcher's observation and idea about the nature of societal reality about the world including their beliefs (Burnham et al., 2008; Ritchie and Lewis, 2003; Kura and Sulaiman, 2012)). Ontological positions can be classified into two main orientations known as realism and idealism (Pathirage et al., 2005). And according to Ritchie and Lewis, (2003). The realists have the insight that there is an existence of an outside reality independent of our beliefs which also includes beliefs about the world are totally different from how the world is, but considering the idealists, these are from the viewpoint that there is no existence of outer reality independent of our beliefs and understanding and reality is only knowable through the human mind and socially created meanings. In view of this, this study considers the realism perspective.

Epistemological perspective: This brings out the researcher's opinion of what can be known about the world, in which it considers the nature of knowledge and where the knowledge is coming from, and how can this knowledge be studied and acquired (Kura and Sulaiman, 2012; Dawson, 2002). The research angle from Bryman (2001) proposes the main epistemological question, in which this takes into consideration whether the natural science philosophies, procedures, and ethos can or should be considered in the study of the social world. Epistemological position includes of positivism or interpretivism. It was explained that positivism have confidence in the world is independent and genuine by the researcher; standards and facts are distinctive, hence making it probable for objective to be conducted, value free inquiry, observations turn to be the ultimate mediator in theoretical disputes; and the approaches of the natural sciences are suitable for the study of societal phenomena because human behavior is ruled by legal consistencies (Ritchie and Lewis, 2003). Positivism support the researcher to quantify

social phenomenon therefore producing highly specific and a detailed data (Kura and Sulaiman, 2012). They (Kura and Sulaiman, 2012) went further to explain that, interpretivism accepts that the researcher has impact on the social world and *vice versa*; evidences and morals are not separate and results are affected by the perception of the researcher, as a result of making it difficult for objectives to be conducted, value free study; and the approaches of the natural sciences are not suitable for the reason that the social world is not ruled regularities that are legal Therefore, from the above explanations, the study will adopt the idea of the positivist position, which can aid the study in achieving its goal.

Axiological position: This position can be considered in two directions which can be based on whether the reality is value free (value neutral research) or value driven (value loaded research). Value neutral research is directed towards ascertaining what to study and how to study through the area of the goal and objective, whereas in value loaded research the choice on what to study can be determined through human beliefs and experience (Pathirage et al., 2005).

Therefore, from the above explanations in regard to the axiological position, the research was moved towards the perspective of the value free research.

3.3 RESEARCH APPROACH

Many researchers have approved that there are basically three main forms of research approach. These are The Quantitative Approach and The Qualitative Approach and the Mixed methods. According to Pathirage et al., (2005); Guba and Lincoln (1994) stated that there are two basic methods to be well considered in describing the gathering and

analyzing of data and these are the qualitative and quantitative approaches; they play some very essential roles in a research study by given useful information's the study conducted by the researcher.

3.3.1 Quantitative research

A quantitative research approach was employed for this study due to its numerical and statistical characteristics, which was also adopted by the study. Quantitative approach involves the generation of statistics or data in a quantitative form by accepting important survey research, using approaches such as questionnaires or structured interviews (Kothari, 2004; Dawson, 2002). It was also said by Holton and Burnett, (1997); Matveev, (2002) that the quantitative approach evidently identifies the self-determining, mediating and the dependent elements under investigation. The quantitative procedures also have the capability to make good use of group of persons that are small to make inferences about greater group of persons that would be excessively costly to the research.

Several characteristics considered for quantitative research comprise of: “it numerical characteristics, its use of statistics or mathematics; non-descriptive and it uses numbers, it is also a repetitive procedure in which data is assessed; the results are frequently showed in tables and graphs. (Rajasekar et al., 2006). This indicates that the quantitative approach depends exclusively on mathematical data and analysis that are numerical to describe behavior which also understandable (Passer, 2004). Statistical method is mostly adopted in quantitative research and it entails the gathering of information based on a concept or hypothesis which also continues with the application of statistical methods descriptive or inferential (Rajasekar et al., 2006).

3.4 SAMPLING TECHNIQUE

The procedure of choosing a section of the population to symbolize the entire people, the results from the section demonstrating the group as whole is referred to as sampling (Burns and Grove, 2001). According to Saunders et al. (2007) two types of sampling techniques are mostly considered, these are the: probability and non-probability sampling; explaining the probability sampling, this is the basics of the population have some recognized opportunity of being designated as sample subjects; whiles the in non-probability sampling, the variables do not have a known opportunity of being chosen as subjects which fit into the broad groups of convenience and purposive sampling. The chosen sample should hence, have features that are similar to the population under the study to permit generalization of the findings to signify the population (Polit and Hungler, 2006). The method applied for the selection of respondents was purposive sampling. This technique was used because, purposive sampling technique allows the researcher to select the individual who has good knowledge on the subject in discussion (Erbil et al., 2010). However, purposive sampling is also where the required information is gathered from specific targets or groups of people on some rational bases by providing relevant information.

3.5 POPULATION DEFINITION

According to Passer, (2004); Kothari, (2004); Beins and McCarthy, (2011), population refers to the complete set of people, cases, observations or data about which information is desired and are also of interest to a researcher. But in a research conducted by Walliman (2011) and Gray (2004), they stated that a population does not refer to any number of people, units or elements but rather a total quantity of a particular type of people, units or

cases relevant to the subject of a researcher. The researcher must identify the group of people from which he can collect the richest and most relevant information pertaining to research question (Ritchie et al., 2003).

The population of the study had a key focus on stakeholders in the Antwima Mponua District, which is also in the Ashanti region of Ghana. This included stakeholders like; managers of project, Assembly members, Opinion leaders, Consultants, members of communities, media and professional bodies.

3.5 1 SAMPLE SIZE

According to Passer (2004), a sample frame represents the “operational definition of the population”. Furthermore, a sample frame represents a list of items such as names, phone numbers, addresses etc. from which the sample is to be drawn (Passer, 2004; Kothari, 2004). Besides, it must make available the required information for determining the potential sample members (Ritchie et al., 2003).

In this research, since the total number of the targeted population was not readily available, the study adopted the purposive sampling technique, in which the method aids the study to select individuals that have an appropriate understanding on the research conducted (Erbil et al., 2010) A sample size of sixty (60) respondents was used for the study. The researcher purposively selected stakeholders and this included managers of project, Assembly members, Opinion leaders, Consultants, members of communities, media and professional bodies.

3.6 DATA COLLECTION AND QUESTIONNAIRE DESIGN

It was stated by Walliman, (2011), that the most appropriate instrument or tool that can be used to collect data using the quantitative method is a questionnaire. Generally, the structured presentation of questionnaires makes it a very appropriate for conducting a research, also very suitable for respondents, and less expensive. Administering of questionnaires is very quick and can be given to a wide population even though it has its own limitations that are very less to manage. (Walliman, 2011; Kothari, 2004). Collection of data for the study was done by the administration of a structured questionnaire, in which assisted in obtaining very essential information.

The questionnaire for this study was carefully constructed to get the right information for the study. The questionnaire consisted of three main parts; Part I, Part II, Part III. Part I covers the demographic data of the respondent; which also included the general information of the respondents. Ahadzie (2007) opine that the demographic data of the respondent is required to authenticate the credibility of the data. Part II sought to assess the impact of poor stakeholder management on project delivery, in which some factors were listed for the respondents to select the most effective. Part III also dealt with the strategies to effective stakeholder management in enhancing a successful project delivery. A Likert scale of one to five was adopted for the study to measure the response of each respondent. According to Bertram (2007), Likert scale is a psychometric response scale mostly adopted in questionnaires; it aids the researcher to easily ascertain the degree to which a respondent agrees with a statement. Close ended questions were asked in each part of the questionnaire for the respondent to select from a set of given answers and at the end of each part, an open ended question was asked to enable the respondents qualify their responses.

3.7 DATA ANALYSIS

Data analysis is normally considered right after data is collected. The research adopted the quantitative approach. Quantitative data analysis normally involves statistics, that is data collected in the form of numbers and their properties can be analysed using mathematical operations (Passer, 2004; Walliman, 2011). Furthermore, the type of analysis appropriate for a study depends on the levels of measurement adopted in the data collection instrument (nominal, ordinal, interval and ratio) and the number of cases to be studied (Walliman, 2011).

The data collected from the questionnaires were coded and evaluated by the use of simple statistical tools such as the Statistical Package for Social Sciences (SPSS) version 2016 and Microsoft Excel. In which the analytical tool used was the Relative Importance Index and Mean score ranking.

$$(RII) = \frac{\sum w}{A \times N}$$

Where: RII = Relative Importance Index

W = is the weight given to every single factor by respondents which is the range of 1 to 5

A = highest weight (which is 5)

N = Total no. of respondents

Results from this are presented and the greater the RII value, the more important was the activity or factor presented.

3.8CHAPTER SUMMARY

This chapter focused on identifying the methodology and methods to be adopted for this study. Quantitative research approach was employed and primary data was source from stakeholder in *Antwima Mponua District*. A sample size of sixty-three (63) was determined and questionnaire was used to collect data from the targeted respondents. The collected data were coded using SPSS and also analyzed using the Relative Importance Index (RII) and the Mean score ranking. The next chapter will properly analyze and discuss the data collected.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

This chapter converses the analysis of the data recovered from the survey instrument. The demographic data of the respondents were analyzed the impact of poor stakeholder management on project delivery together with the strategies to effective stakeholder management in enhancing a successful project delivery were also dealt with using the descriptive statistics software of SPSS, in which the Mean score ranking and the Relative Importance Index were used.

4.1.1 SURVEY RESPONSES

Out of the 60 questionnaires that were administered to stakeholders of Antwima Mponua

79.36%) is acceptable.

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gender of respondents because, it
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ere males and this were the majori
making the study a success. From th
which help the study in know the

4.2.1: Gender

The study needed to know the gender of respondents because, it was needful for the study to have a data of how many males and females who work as stakeholders. And this was achieved based on the contribution of respondents. From the table 4.1 below shows that 66.0 % of the respondents were males and this were the majority and percentage of 34.0 were females who helped in making the study a success. From these the research had most of its respondents to be males which help the study in know the gender of respondent.

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Table 4.1: Gender

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Gender	Frequency (N)	Percent (%)	Cumulative percent
Male	10	100	100
Female	0	0	0
Total	10	100	100

Male	33	66.0	66.0
Female	17	34.0	100.0
Total	50	100.0	

Source: Field Survey, 2018

4.2.2: Years of working

It was also needful for the study to know the number of years' respondents have been in their field. And from the table 4.2 recognized that many of the respondents which makes a percentage of 40 % have worked as stakeholders for 6 to 10 years, and a percentage 30.0 % of the respondents have been in this field and participated for more than 10 years. Also, 20.0% of the respondents also selected that they have been in the field for 2 to 5 years. Lastly, 10 percent of the respondents have also been in field for less than 2 years. In this case it was realized that just a least of the respondents has been working as stakeholders for less than 2 years but majority of the respondents have been in the field for a very long time. This presents the fact that most of the respondents knew what they were answering on the questionnaire and the information they gave was really based on their experience.

Table 4.2: Years of working

Years of working	Frequency (N)	Percent (%)	Cumulative percent
Less than 2 years	5	10.0	10.0
2 – 5 years	10	20.0	30.0
6 – 10 years	20	40.0	70.0
More than 10 years	15	30.0	100.0
Total	50	100.0	

Source: Field Survey, 2018

4.2.3: Averagely, the number of projects you have participated in

The study wanted to know how experienced the respondents were in this area of research and it is known that experience comes with knowledge and knowledge in your area of study comes from how well you have participated in what you do. The result presented in Table 4.3 indicates that 66% (48.0+18.0) have participated in more than 5 projects and this shows how much level knowledge they have in this area of research. They have encountered several ways stakeholders have been handled and how effectively stakeholders can be well managed to improve the delivery of project. Also, 34 percent of the respondents have participated in less than 5 projects and this also shows that this lesser number still have a certain level of experience on how stakeholders are being managed. This section of the questionnaire helped in know how experienced the respondents were.

Table 4.3: Averagely, the number of projects you have participated in

	Frequency (N)	Percent (%)	Cumulative percent
Less than 5 projects	17	34.0	34.0
6 – 10 projects	24	48.0	82.0
10 projects and above	9	18.0	100.0
Total	50	100.0	

Source: Field Survey, 2018

4.2.4: Level of education

In table 4.4, the qualifications of respondents were presented. The table shows that 20.0 % of the respondent have their HND, 40.0 % have their Bachelor degree, then 24.0 % have their postgraduate degree, the table also showed that 8.3 % of the respondents have their PhD. This section as presented to respondents because the study wanted to know how well they can read and understand what were given to them. And it was seen that a 100 percentage of the respondents had gone through their education and this shows all respondents understand the questionnaire they were given and they were also able to read.

Table 4.4: Level of education

Level of education	Frequency (N)	Percent (%)	Cumulative percent
HND/CTC	10	20.0	20.0

Degree	20	40.0	60.0
Postgraduate	8	24.0	24.0
PhD	5	8.3	100.0
Total	50	100.0	

Source: Field Survey, 2018

4.2.5: If firm considers effective stakeholder management

Since most of the respondents have participated in several projects, the study wanted to know how operative their firms consider effective stakeholder management. And from the table 4.5 presents answers from respondents. A percentage of 58.0 said their firms consider effective stakeholder management and the rest of 42 percent stated NO, to this question. From the table we can see that majority of the respondents answered YES and the rest stated NO. But we realize that the percentage answering NO were very close to 50 percent which is almost a half of the respondents. This proved how limited the literature is in this area of study. And there is still a need for managers of project to be educated in this area of study, because 42 percent of respondents, saying NO proves how much it's still needed to educate others in this area of study.

Table 4.5: If firm considers effective stakeholder management

	Frequency (N)	Percent (%)	Cumulative percent
YES	29	58.0	58.0
NO	21	42.0	100.0
Total	50	100.0	

Source: Field Survey, 2018

4.3: THE IMPACT OF POOR STAKEHOLDER MANAGEMENT ON PROJECT DELIVERY

Stakeholders have impacted lots of attention and ideas in project development within the operations of the project. (McElroy et al., 2000). The impact of poor stakeholder manager has been a great factor in stakeholder management. The study focused on this subject as a first objective and from the literature, the study was able to gather certain factors which were the impact of poor stakeholder management. These were presented to respondents and data was analyzed using the Mean score ranking. The table below shows the results of analyzed data.\

Table 4.6: The impact of poor stakeholder management on project delivery

IMPACT	N	Mean	Rank
Project delays (Time overruns)	50	4.90	1st

Negative response from stakeholders during project execution	50	4.18	2 nd
Poor project delivery	50	3.78	3 rd
The development of poor communication	50	2.86	4 th
Unexpected problems and uncertainties on the project	50	2.70	5 th
The development of Poor relationship among management and stakeholders	50	1.84	6 th
The occurrence of project failure	50	1.82	7 th
Management may strive to meet project targeted goals	50	1.60	8 th
Inadequacy to achieve project goals	50	1.24	9 th
The occurrence of disputes	50	1.22	10 th

Source: Field Survey, 2018

From the table 4.6 above, the researcher decided to do a further explanation on the first four factors that was ranked by respondents. The first ranked impact of stakeholder management was *Project delays (Time overruns)* - (4.90), the factor that was ranked second was *Negative response from stakeholders during project execution* - (4.18), The third impact that was selected which had a means score value of 3.78 was *Poor project delivery*, *the development of poor communication* (2.86) was ranked fourth by the respondents as the fourth most impact of stakeholder management. Based on the ranking from respondents, most of them selected *the occurrence of dispute* as the least impact of

stakeholder's management with a mean score value of 1.22. The rest of the factors were respectively ranked in this manner. In the literature review above, many researchers stated that project delays is one of the key effects of stakeholder management on project delivery. Most scholars mentioned the first four factors chosen by the respondents as effects identified in their study. This shows that most of the respondents were very experienced and knowledgeable in this area of study. Based on this the study was able to identify the main impact of poor stakeholder's management on project delivery.

4.4: STRATEGIES TO EFFECTIVE STAKEHOLDER MANAGEMENT IN ENHANCING A SUCCESSFUL PROJECT DELIVERY

Several researchers have conducted research in this area. And many of them have been able to identify strategies to effective stakeholder management. Research conducted by Lim et al. (2005) recognized four basic strategies in managing stakeholder and he stated them as Collaboration, Involvement, Monitoring and Defending. This objective was another direction the researcher delved into and the study was able to gather some strategies that can help in effective stakeholder management. These were presented to respondents for them to rank and based on their ranking, data was analyzed using the Relative Importance Index, and the various mean values seen in Table below helped in getting the RII values. The table below shows the results of analyzed data.

Table 4.7: strategies to effective stakeholder management in enhancing a successful project delivery

No.	Strategies	ΣW	Mean	RII	Rank
1	Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects.	241	4.82	0.964	1 st
2	Reactions and conducts of stakeholders must be tested to identify genuine stakeholders who must selected and treated well during project execution	231	4.62	0.924	2 nd
3	Project managers must not monitor stakeholder's performance only when there is a negative development but rather stakeholder's activities must be monitored frequently and also be assisted by giving advices when needed.	190	3.80	0.760	3 rd
4	The management in authority must also involve stakeholders when making decisions and must also involve them in the project process	173	3.46	0.692	4 th
5	Management must team up with stakeholders to solve project issues and undertake project activities with them.	136	2.72	0.544	5 th

6	Careful analysis of stakeholders should be done.	114	2.28	0.456	6 th	
7	Managers must recognize the interest of stakeholders and their interest should be taking in consideration	89	1.78	0.356	7 th	
8	Directors must also listen and respond well to the needs of stakeholders	84	1.68	0.336	8 th	
9	Keeping stakeholders regularly informed through project meetings and prompt response to e-mails.	61	1.22	0.244	9 th	
10	Management must ensure that there are enough resources when undertaking any project to avoid delays and disputes	51	1.02	0.204	10 th	

Source: Field Survey, 2018

Looking at the table 4.7 above, the strategies presented to respondents were respectively ranked in this process. And the first four highest ranked factors are as follows; *Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects* with an RII value of 0.964. *Reactions and conducts of stakeholders must be tested to identify genuine stakeholders who must selected and treated well during project execution* with an RII value of 0.924. *Project managers must not monitor stakeholder's performance only when there is a negative development but rather stakeholder's activities must be monitored frequently and also be assisted by giving advices when needed.* with an RII value of 0.760. *The management in authority must also involve stakeholders when making decisions and must also involve them in the project process* with an RII value of 0.692. This factors were ranked respectively from the 1st to fourth. The rest of the factors were also ranked in this approach. According to Jackson (2002) he mentioned some of these factors in his research

conducted. Also, according to Clarkson (1995) he identified some of these strategies and recorded them in his study. This shows how important and meaningful the factors were to the respondents. The least strategy ranked by respondents was *Management must ensure that there are enough resources when undertaking any project to avoid delays and disputes* with an RII value of 0.204. Most of the respondents didn't consider this strategy because of their level of experience and this helped the study to identifying the strategies which can help to ensure effective stakeholders management. Even though all the strategies can help but the respondents helped in identifying the most effective strategies.

Discussion of most essential strategies

4.4.1 Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects

Respondents selected this factor as the first important strategy to help minimize ineffective stakeholder management. And according to Jergas *et al.*, (2000), effective management of stakeholders during the execution of a project is a main significance to a good project delivery. From this discovery from the researcher, it is important for management of project to manage the issues of stakeholders very well by ensuring that their demands are being attended to, this is because to attain a successful project, there is a need to satisfy stakeholders.

4.4.2 Reactions and conducts of stakeholders must be tested to identify genuine stakeholders who must selected and treated well during project execution

From this second choice of respondents from that a lot of stakeholders are not real to the work they are being assigned to, this is because management do not go through the stakeholder identification process to help identify genuine stakeholders who can help in the successful delivery of project. But it was said by Peter (2008) that, the first period in the development of strategy to Stakeholder Management is by stakeholders being identified. The IFC (2007) went further by stating that the very first idea to consider when delving into stakeholder engagement is stakeholder identification, by defining who your stakeholders are in your project, and their key groups and sub-groupings. This shows how respondents contributed very well to the study and this proves how relevant stakeholder identification is. And after genuine stakeholders are identified they must also be treated well.

4.4.3 Project managers must not monitor stakeholder's performance only when there is a negative development but rather stakeholder's activities must be monitored frequently and also be assisted by giving advices when needed.

Managers must also monitor all activities by stakeholders by giving them advices and also frequently checking how well they are doing in their tasks given to them. From the literature review, most managers criticize stakeholders only when they go wrong. Or only when they are not able to perform. But from the factors chosen as the third important strategy proves that managers must manage and monitor stakeholders in all phases of activities performed by them. So that action can take place earlier rather than the issues growing to a certain level before it is being manage, in which this will create a lot of difficulties.

4.4.4 The management in authority must also involve stakeholders when making decisions and must also involve them in the project process

Many researchers have proving that stakeholder involvement is a very relevant strategy that need to be considered. This is because for a successful project delivery, management must ensure that that stakeholders are well involved in various phases of the project to them to bring their ideas and support. Because as soon as there is confusion between management and stakeholders, the stakeholder begins to desist them self from the project, which mostly leads to project failure.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter will present a conclusion showing the major findings together with possible recommendations to aid further research. It will then go into the main substance discussed form the first chapter to the fourth chapter. Subsequently, a critical review of the research objectives was conducted giving a detailed explanation and description of how these objectives were achieved. The major findings and the contributions to knowledge of this study are also presented in this chapter. The chapter concluded with recommendations and direction for further research based on the limitations and conclusion of the study.

5.2 SUMMARY OF THE RESEARCH OBJECTIVES

The study aimed at investigating the impact of poor stakeholder management on project delivery and how important it is to ensure effective stakeholder management during

project execution. The objectives laid down to help in attaining the aim of the study includes; identifying the impact of poor stakeholder management on project delivery and also identifying the strategies to effective stakeholder management in enhancing a successful project delivery.

5.2.1 First objective; To identify the impact of poor stakeholder management on project delivery.

In order to identify the impact of poor stakeholder management on project delivery, a questionnaire was developed with a Likert scale rating from one to five. And from the literature, the factors identified were presented to respondents. In analyzing the data received from the respondents, the Mean score ranking was used. From the analysis the results came out the first four ranked impact, and these are as follows: *Project delays (Time overruns), Negative response from stakeholders during project execution, Poor project delivery and the development of poor communication.* The rest of the factors were similarly ranked by the respondents and these were: *unexpected problems and uncertainties on the project, the development of Poor relationship among management and stakeholders, the occurrence of project failure, Management may strive to meet project targeted goals, Inadequacy to achieve project goals* and the last impact of poor stakeholder management was *the occurrence of disputes*. And from this it was realized that the very impact of poor stakeholder's management which has to be considered is *Project delays*. Most projects are delayed when the flow between authorities and

stakeholders are not that good, this turns out to affect project delivery. All the other factors are also to be considered because respondents ranked them and there is a need to pay attention to them. Since every little issue on project can affect project delivery.

5.2.2. Second objective; to identify the strategies to effective stakeholder management in enhancing a successful project delivery

Existing literature was reviewed on the strategies to effective stakeholder management in enhancing a successful project delivery. From the literature, confident strategies were identified and presented to respondents in the questionnaire developed. The relative importance index was used to analyze the data obtained from the respondents. The first four ranked strategies that were identified as effective strategies by the respondents were: *Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects* (0.964), *Reactions and conducts of stakeholders must be tested to identify genuine stakeholders who must selected and treated well during project execution* (0.924), *Project managers must not monitor stakeholder's performance only when there is a negative development but rather stakeholder's activities must be monitored frequently and also be assisted by giving advices when needed* (0.760) and the fourth strategy chosen by respondents was *the management in authority must also involve stakeholders when making decisions and must also involve them in the project process* (0.692). The rest of the strategies were also chosen by respondents and it showed how effective the respondents considered some of the strategies. This helped in attain the main aim of this objective.

5.3 CONTRIBUTION TO KNOWLEDGE

The main aim of this study was due to the gap that in literature that was identified by scholars that the effective stakeholder management practices on project execution will contribute to successful completion of projects in the country, but there is no evidence of much empirical studies on the subject matter in Ghana (Amponsah, 2014; Fugar and AgyakwahBaah, 2010).

However, this study was conducted to address this gap to aid companies and other NGOs in knowing how to manage stakeholders. However, the main contribution to knowledge entails: the essential impact of poor stakeholder management was revealed by the research. And the study also added to knowledge on the strategies to help ensure effective stakeholder management to enhance project delivery. Finally, the study will provide literature on poor stakeholder management and how these practices are to be managed.

5.4 CONCLUSION

In the research findings, it was identified that close to half of the respondents answered that their firms do consider effective stakeholder management, which shows how relevant this study was and how effective the results of this study would help in promoting effective stakeholder management. The study was able to identify some impacts of poor stakeholder management on project delivery and this was done based on the first objective of the study. In regard to the second objective of the study, the researcher was able to delve the study into the strategies which can help to ensure effective stakeholder management in enhancing a successful project delivery. With the help of stakeholders as respondents, all the objectives were achieved after respondents ranked the various factors in each objective. This helped in attaining the main aim of the study.

5.5 RECOMMENDATIONS TO ENHANCE STAKEHOLDER MANAGEMENT FOR SUCCESSFUL PROJECT DELIVERY

- Management of firms should encourage the concept of stakeholder identification, their roles and their effects they have on project delivery success.
- NGOs or other firms into projects execution should also encourage effective research into stakeholder involvement in project selection and management processes.
- To ensure improved Stakeholder management, it was suggested that there is the need to educate all stakeholders on the project and ensure effective communication from the beginning of project execution to certify better understanding among all stakeholders.
- It is also important to build stronger cooperative relationship through constant engagement and information sharing as well as harmonization of stakeholder plans at all levels of National development.
- Managers must recognize the interest of stakeholders and their interest should be taking in consideration
- Keeping stakeholders regularly informed through project meetings and prompt response to e-mails.

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QUESTIONNAIRE

APPENDIX

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ART AND BUILT ENVIRONMENT DEPARTMENT OF
BUILDING TECHNOLOGY QUESTIONNAIRE**

**Topic: Effective stakeholder management and Project delivery: A case study on
Mondelez cocoa life project in Antwima Mponua District**

INTRODUCTION

It is very key to consider effective stakeholder management when undertaking a project. Many researchers have proven that poor stakeholder management can lead to poor project delivery, it is therefore important to take suitable measures when managing stakeholders. This questionnaire is therefore aimed at investigating the impact of poor stakeholder management on project delivery and how important it is to ensure effective stakeholder management during project execution.

I assure you that this is only for academic purpose and the information obtained from this questionnaire shall be kept confidential. I would like to express my gratitude as you participate in answering these questions.

Jemima Arhin

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QUESTIONNAIRE

GENERAL INFORMATION

PART ONE: DEMOGRAPHIC CHARACTERISTICS OF RESPONDANT

Please duly respond to this questionnaire based on actual experience and please answer by ticking [✓] the appropriate cell.

1. Gender?

Male () b. Female ()

2. How many years have you worked as a stakeholder?

Less than 2yrs () 2-5yrs () 6-10yrs () more than 10yrs()

3. Please indicate averagely, the number of projects you have participated in.

Less than 5 projects () 6 – 10 projects () 10 and above projects ()

4. What is your level of education?

HND/CTC () Degree () Postgraduate () PhD ()

5. Do your firm consider effective stakeholder management?

YES () NO ()

PART TWO THE IMPACT OF POOR STAKEHOLDER MANAGEMENT ON PROJECT DELIVERY

From the literature review, a number of factors have been identified as the impact of poor stakeholder management on project delivery. From your experience, please express your views on the following factors listed below. (Please tick [✓] the suitable box).

Key: Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5)

No.	IMPACT	1	2	3	4	5
1	Poor project delivery					

2	Unexpected problems and uncertainties on the project					
3	The occurrence of project failure					
4	Management may strive to meet project targeted goals					
5	Project delays (Time overruns)					
6	Inadequacy to achieve project goals					
7	Negative response from stakeholders during project execution					
8	The occurrence of disputes					
9	The development of poor communication					
10	The development of Poor relationship among management and stakeholders					
	If any other, please specify					

PART THREE

STRATEGIES TO EFFECTIVE STAKEHOLDER MANAGEMENT IN ENHANCING A SUCCESSFUL PROJECT DELIVERY

Effective stakeholder management enhances a good project delivery, below are a number of strategies which can help to ensure effective stakeholder management. Based on your experience, please select these strategies by ticking [✓] suitable box.

Key: (1) = Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5)

No.	STRATEGIES	Scale				
		1	2	3	4	5

Collabo rate	Management must team up with stakeholders to solve project issues and undertake project activities with them.					
Involve	The management in authority must also involve stakeholders when making decisions and must also involve them in the project process					
Monito r	Project managers must not monitor stakeholder's performance only when there is a negative development but rather stakeholder's activities must be monitored frequently and also be assisted by giving advices when needed.					
Defend	Management must address stakeholder issues very well and also ensure that the needs of stakeholders are considered when undertaking projects.					
	Other strategies					
Recogn ition	Managers must recognize the interest of stakeholders and their interest should be taking in consideration					
Listeni ng	Directors must also listen and respond well to the needs of stakeholders					
Resour ces	Management must ensure that there are enough resources when undertaking any project to avoid delays and disputes					
Reactio ns being tested	Reactions and conducts of stakeholders must be tested to identify genuine stakeholders who must selected and treated well during project execution					
	IF ANY OTHER, PLEASE SPECIFY					

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