

STAKEHOLDER MANAGEMENT; A LITERATURE REVIEW OF HISTORICAL DEVELOPMENT AND CURRENT TRENDS

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Abstract

Effective and formal stakeholder management process is critical in achieving stakeholder needs and satisfaction, an important project success factor. Developed countries construction industries have embraced stakeholder management as a soft project management skill and consequently developed suitable approaches for improved project delivery though developing countries are yet. Studies have associated project failures to poor stakeholders' performance, the absence of formal stakeholder management process, industry challenges and lack of proper documentation in developing countries such as Ghana. This study identifies, reviews and documents the historical development of stakeholder management process in Ghana as part of a broader study aimed at “developing sustainable stakeholder management framework for construction process in developing countries” for enhanced project success. An exploratory method with the qualitative technique was adopted. A literature review was conducted into stakeholder management practice to explore the trend, influence of historical development and documentation of stakeholder management process in relation to industry challenges using three countries as case studies. This is aimed at documenting and developing sustainable stakeholder management process for developing countries. A descriptive survey was used for analysis and documentation. Findings are that formal documentation of industry practices, procurement challenges, stakeholders role in project failures led to the reviews and stakeholder focused reports which that advocated for collaboration. A trend which has influenced the development of stakeholder management process. In the absence of formal documentation, the study identified and documented stakeholder management historical development trend in Ghana for the development of a stakeholder management framework.

Keywords: Construction industry, Developing countries, Ghana, Historical development, Stakeholder management

1 Introduction

Construction projects by their diverse nature have individuals and organizations actively involved in the project, or whose interest may be positively or negatively affected by the project outcome (Gardiner, 2005). Studies have revealed that stakeholders can contribute to project success or failure (Newcombe, 2003). The question has been who are these stakeholders, what are their interest and how should they be managed? Strategic management, a stakeholder approach by Edward Freeman in 1984 has been acknowledged as the beginning of stakeholder theory and concept in management circles. In the past two decades, there has been increasing research into stakeholder management due to its positive impact on project delivery (Yang, 2010). Chinyio and Olomolaiye (2010) suggest that there are several but no formal approaches

to stakeholder management by many construction industries. Mok et al., (2015) states that the culture of a nation and the construction industry environment impact on the stakeholder management process and project outcome. Stakeholder management is essential to achieve stakeholder needs and satisfaction (PMI, 2013). Nevertheless, studies have identified several approaches to stakeholder management process (Walker et al., 2008).

Stakeholder Management (SM) varying approaches can partly be attributed to the different construction industry practices, culture, environment and historical developments. Jurgens et al., (2010) differentiates between stakeholder theory and practice in Europe and North America as following different trends. Developed countries have adopted different SM approaches for construction projects, a trend aimed at solving construction industry challenges and practices (Beach, 2009). The UK and Finland are examples of countries where SM has largely been embraced and used to enhance project delivery (Chinyio and Akintoye, 2008). In contrast, many projects undertaken in developed countries such as Ghana fail to meet their delivery targets, a situation also attributed to stakeholder roles in project delivery (Auditor General Report, 2013). Although development interventions are crucial for socio-economic growth, developing countries are yet to embrace SM formally as a project management skill for improved project delivery, a situation partly attributed to the absence of historical documentation on the industry.

The aim of this study is to identify and review historical developments in the construction industry and its influence of stakeholder management development processes. It seeks to address three objectives of (1) reviewing stakeholder management theory and trend, (2) review stakeholder management process in selected developed countries and the influence of the historical development (3) review, document industry's and stakeholder management historical development processes in Ghana for the "development of sustainable stakeholder management for construction projects in Ghana". A qualitative research approach was adopted. The literature on stakeholder management including historical development and current trends were reviewed. A case study of three countries were considered, and the influence by historical development noted. A descriptive survey was employed for presentation and analysis. Findings are that stakeholder's role in project failures led to the establishment of committees and reports which are stakeholder focus and developed into SM process. In the absence of formal documentation in Ghana, this study identifies and documents historical development of stakeholder management trend in Ghana as a developing country for improved project delivery.

2 Literature review

2.1 Construction industry

The nature and outcome of the activities of a nation's construction industry are significant for several reasons. These include contributions to the nation's socio-economic development, provision of physical infrastructure for the needed productivity, housing for shelter, education, health and civic responsibilities (Ofori, 2012). The construction industry contributes significantly to the gross domestic product (GDP) of a nation. Chinyio and Olomolaiye (2010) suggest that the relatively low productivity growth of UK's construction industry constantly attracted the UK's government's attention. Similarly in South Africa, the construction industry's low performance in 2013 following highs in 2012 and global recession was a major concern (South African Publication, 2013). It is generally believed that the industry contributes about 5-10% of GDP of all nations (Ofori, 2012). According to UKCG (2009), "The construction industry is a driver of growth in other sectors due to its heavy reliance on an extended and varied supply chain and contributes about 8-10% of UK's GDP. The industry's contribution towards GDP of nations, therefore, cannot be underestimated.

Global statistics indicates an estimated 7 - 10% of the global workforce works in the construction industry (Mwanaumo; 2012, Murie, 2007; ILO, 2005). The large size of the industry affects the growth of the economy due to its labor employment. Further, it is noted as a key sector of every economy and depending on the government, can be an economic regulator (Ofori, 2012; Hillebrandt, 2000). According to OGC (2009), the UK construction industry is a driver of growth of other sectors. Following the Latham (1994) and Egan (2002) reports, the UK construction industry has adopted a trend which is stakeholder focus thus embracing stakeholder management process. Similarly, the realization of the strategic role of the sector in socio-economic growth in South Africa aided the construction industry development board (cidb) establishment which regulates the industry and promotes stakeholder collaboration.

Harris (2010) has suggested that the formal historical reviews have resulted in the different forms of contract development and stakeholder interactions: separated, management, integrated and discretionary. These newly developed contracts are more stakeholder focus, have all key players such as the client, project manager, designers, contractors and supply chain tied in by formal contract, a trend aimed at enhancing stakeholder management and achieving stakeholder satisfaction. Rwelamila and Savile (1994) state that construction projects must be considered in relation to the environment; country, location and project type. There is a relationship and impact of procurement method on stakeholder management with the different contracts placing different stakeholder responsibilities (Harris, 2010; Rwelamila, 2010). Projects cannot be established, accomplished and benefits gained without considering stakeholders (Eskerod and Jespen, 2013).

2.2 Developing Countries

Developing countries have lower economic, technological, education, inadequate health care, infrastructure development, high population growth and low per capita income (World Bank Report, 2012). Infrastructure construction is a development intervention vital for socio-economic growth. Ofori (2012) outlines the industry's impact on developing countries to include socio-economic development, 5-10% GDP contribution, complex linkages for development and has the ability to alleviate poverty. Nevertheless, the construction industry in many developing countries is neither organized nor controlled by firms and individuals building without the necessary government approval or adhering to the building codes, a practice which has led to the collapse of buildings (Oyedele, 2013). The industry is fragmented with several small and medium enterprise supply chain firms (Ofori, 2000). This has resulted in the on-going entry and exit of construction firms and supply chain organizations in the industry (Oyedele, 2013).

In Ghana, there is a proposal for the establishment of the Construction Industry Development Authority to regulate the industry (CIDA Bill, 2015). This is as a result of client dissatisfaction and unsatisfactory project delivery which also pertains to other developing countries. Othman (2013) identified the challenges of external funding dependence, low technology, low human resources and non-organized construction industry. Oyedele (2013) suggests that 80% of all construction industry project funding is from the public sector hence is affected by the economy's performance. Further, stakeholders of different background impact on resources, environment and sustainability.

It is pertinent to note that, the sector is dominated by foreign firms in major developing countries like Ghana and Nigeria. Nguyen et al. (2009) suggest the need to consider the traditional procurement approach. Rwelamila and Savile (1994) states that construction projects do not occur in isolation but are influenced by country, location, project type and the procurement systems as it relates to stakeholder management. Moreover, the selection of most appropriate construction procurement system impact on managing the many stakeholders (Rwelamila, 2010). There several construction stakeholders involved in a project with diverse

socio-cultural background impacts on the project delivery (Mok et al., 2015). Most developing countries continue to adopt the separated (traditional) approach (PPA 2003, Act 663; Oyedele, 2013).

2.3 Stakeholder Management Theory

Construction projects are unique bringing together different and disparate interests (Olander and Landin, 2005). Researchers have defined and classified project stakeholders differently following the first introduction of stakeholder concept into the management domain by the Stanford Research Institute in 1963. Stakeholders were defined as any groups or individuals who are crucial for an organization's survival and can affect or are affected by the achievement of the firm's objectives (Freeman, 1984). Gibson (2000) defines stakeholders as "groups or individuals with vested interest in the success of a project or environment, which the organisation interacts or has interdependencies". They are further defined as "those that by virtue of their interaction with an organisation may initiate or trigger a project if perceived to be beneficial or antagonistic, disrupt, and stop an ongoing project if perceived not" (Mintzberg et al., 1995; Newcombe, 2003).

Chinyio and Olomolaiye (2010) states that construction stakeholders are many and should manage the many stakeholders including the owners, project manager, users, facility managers, designers, contractors, subcontractors, employees, process and service providers, banks, insurance companies, media, general public, community representatives, customers, pressure groups. Newcombe (2003) have suggested that project managers have always considered the client as the only project stakeholder a trend which needs to change. PMI (2013) suggests that meeting all stakeholders need and satisfaction is an important project success factor. Stakeholder theory has evolved out of the need to consider all stakeholders. Researchers have attributed the fame of stakeholder theory and literature in management domain to the book, *Strategic Management: Stakeholder Management Approach* by Edward Freeman in 1984 (Yang, 2010; Freeman and Mc Vea, 2001). It is pertinent to note that stakeholder theory has gained popularity in the past three decades, focusing on different perspectives on how managers of organizations should manage their stakeholders. Gibson (2000) states that stakeholder theory in contrast with traditional theories asserts that, the interest of individuals and groups affected by an organization's activities should be considered. Elias et al. (2002) state that four areas namely corporate strategy, systems theory, organizational theory and corporate social responsibilities developed out of the management approach.

- Corporate strategy: literature suggests that Ansoff (1965) argued for rejection of the stakeholder theory in his classic book *Corporate Strategy* since it considered objectives and responsibilities as synonyms. This was part of the fight for the survival of stakeholder theory. Strategic planning literature began to feature prominently stakeholder theory in the late 1970's. Taylor (1971) predicted that the importance of stakeholders will diminish because businesses were going to run for other stakeholders.
- Systems theory: this nevertheless contributed to the development of stakeholder theory. Ackoff (1974) argued for stakeholder participation in system design importance of when he suggested that stakeholder interaction and support helps in solving societal issues.
- Corporate social responsibility: many researchers became concerned with corporate social responsibility CSR, as management literature featured stakeholder concept. Post (1981) covered areas such as ideas, concepts and techniques of earlier researchers and included non-traditional stakeholders in literature using as a primary difference stakeholder theory concept.

- Organizational theory: Rhenman (1968), referred stakeholders as individuals and groups which depend on an organization for survival and the vice versa. Pfeffer and Salancik also suggested the effectiveness of an organization as determined by the ability to manage the demands of interest group using a model of organization and environment. Classic stakeholder theory evolved on the basis of survival and diverged into the four areas considered (Freeman, 1984).

Donaldson and Preston (1995) argue that the stakeholder concept is about management, Freeman *et al.*, (2004) suggest it is prescriptive, descriptive, suggestive and instrumental at the same time. Mitchell et al., (1997) states that stakeholder management is embedded in management thinking and practice since Freeman 1984 and that there is no agreement on what Freeman (1984) calls "The Principle of Who or What Really Counts." That is, who (or what) are the firm's stakeholders? This question calls for a normative theory of stakeholder identification, to explain logically why managers should consider certain classes of entities as stakeholders. The second question "And to whom (or what) do managers pay attention? calls for a descriptive theory of stakeholder salience.

Gibson (2000) mentions Donaldson and Preston (1995) as having distinguished between the descriptive, instrumental and normative approaches to stakeholder theory. The descriptive approach examines stakeholder interests, the instrumental approach stakeholder impact in terms of corporate effectiveness while the normative approach reasons why corporations ought to consider stakeholder interests even in the absence of any apparent benefit suggesting the need to consider all project stakeholders. Several research has followed in the three aspects of descriptive, instrumental and normative (Yang, 2010). The stakeholder concept seems to address the questions, who are the project stakeholders? And what do these stakeholders expect from a construction project? (Newcombe, 2003). The question remaining is "how do project managers manage these stakeholder clients?" As stakeholder theory in contrast with traditional theories asserts that interest of groups and individuals affected as a result of an organisation's activities construction project managers consider only the interest of the client as a single entity in the traditional approach (Friedman, 1970; Newcombe, 2003). The UK and Finland stakeholder management addressing the third question are reviewed (Oyegoke, 2010; Thompson, 2010).

Construction stakeholders are classified severally depending on their relationship and contractual agreement. Carroll and Buchholtz (2006) mentions primary; with a formal agreement with the project owner and secondary if not. Primary stakeholders are critical to project delivery (Clarkson, 1995) but could be without strong influence due to buyer dominance (Walker, 2007). Chinyio and Olomolaiye (2010) agree that some stakeholders are critical to the project success though others may change position as the project progresses. The trend then is to monitor stakeholders during the project development stage. Further, stakeholders are referred as internal (key stakeholders) or external to the project (OGC, 2003; Calvert 1995; Winch and Bonke, 2002), Mitchel et al., (1997) however suggest that stakeholder classification should be based on salience to a project considering power, urgency, and legitimacy. Stakeholders are classified as dormant, discretionary, demanding, dominant, dangerous or definitive. Key stakeholders are thus, primary, internal and definitive stakeholders and refer to the project team: client, project manager, main designer, other designers, contractor, sponsors and consumers/end users.

2.4 Stakeholder Management Process

Jergeas et al. (2000) stress the need for efficient management of the relationships between the project and its stakeholders as an important key to project success. Bourne and Walker (2005) states that Stakeholder Management (SM) is an effective approach of bringing stakeholder

concerns to the surface and developing robust stakeholder relationships in complex project environments. Young (2006) agrees and suggests that SM should include identifying, gathering information and analysing stakeholders influence through a systematic approach (Lock, 2007). Eskerod and Jepsen (2013) suggest identification, assessment of contribution, stakeholder prioritization and analyses. Challenges to project managers are identification of diverse stakeholders and the best approach to stakeholder management for effective impact on project delivery (Chinyio and Akintoye, 2008; Mok et al., 2015). Yang (2010) has outlined a chronology of stakeholder management models, processes and approaches to include; Stakeholder Matrix (Chinyio and Olomolaiye, 2010; Newcombe, 1996), Stakeholder Circle Tool (Bourne, 2005), Social Network Analysis (Bourne and Walker, 2005; Rowley, 1997) and stakeholder management framework for developed countries. Research has shown that project managers in Ghana a developing country considers only some aspects of SM keeps mental record instead of documentation and without a formal process (Eyiah-Botwe, 2015). This contradicts a current trend in project development where stakeholder management process involves a high level of the pre-project planning effort, can save up to 20% from cost and 39% of scheduled in facilities projects if considered (Cho and Gibson, 2001).

2.4.1 Historical development of stakeholder management in the UK

Harris (2010) presents the chronology of stakeholder management in the UK which evolved as a result of the construction industry development which was stakeholder focused as follows:

- Early reports- placing and management of contracts, problems before the construction industry, communication, interdependence and uncertainty (stakeholder issues)
- Latham 1 (1993) - mistrust between client's consultants, contractors, subcontractors and client dissatisfactions.
- Latham 2 (1994) - the potential for productivity improvements through better procurement practices notably teamwork.
- Levene (1995) - procurement and management improvement to include better communication and negotiation of deals
- Egan 1 (1998) - inefficiency, unpredictability and customer dissatisfaction. Call for best practice and innovation to result in increased delivery, reduction in project completion times.
- Egan 2 (2002) - a collaboration between members of the supply team, advocate or design and build. For all aspects of the project, partners and stakeholder are crucial.
- National Audit Office (2003-2005) - adversarial relationships, benefits of partnering, modernising construction, adoption of PFI, PPP, Prime contractor Design and Build.
- DCLG (2007) - Greater strategic leadership, more integrated and innovative solutions.

2.4.2 Historical development of stakeholder management in Finland

Oyegoke (2006) suggest that the Finland approach could serve as a subsequent transferable learning opportunity for stakeholder management development. Barrie and Paulson (1992) identified the building industry as custom-oriented, incentive dependent and predicted human factors leading to the fragmented and divisible industry. There is stakeholder management concern of ageing workers, declined the number of skilled domestic labour, challenging combination of product development and value chain production management. SM process in Finland is carried out by evaluating the needs and expectations of stakeholders in relation to project objectives and designing project management process which enables active stakeholder interaction throughout project life cycle. Key management principles to be considered at various stages are:

- Identification- early identification of stakeholder commences as the project is conceived, need to consider legitimacy, power and urgency of stakeholders (Mitchelle et al., 1997).
- Programming- overall guidelines and principles formulated, the management of stakeholders is agreed upon through the form of procurement.
- Appraisal- assessment of key project factors from key stakeholders' viewpoint.
- Implementation- bringing together a different group of professionals in the supply chain and facility management. Client's influence is brought to bear. The Specialist Task organization (STO) approach that allows for upper and lower management through integrated product development. External stakeholders are monitored, and communication enhanced.
- Facility management- this phase is crucial and should be included in the overall stakeholder.

In conclusion, Oyegoke (2006) suggests that stakeholder management is essential in achieving objectives in a project and that project stakes could be through legal or moral rights, Stakeholder management approach is determined by the procurement approach, integrated approach is recommended as project managers carry out all the principles at the different phases.

3 Methodology

This study adopted an exploratory survey approach using a qualitative technique involving a literature review primarily. The research design first considered an extensive literature review on stakeholder management using the institutional database to search for recommended journals by the institution as this study forms part of a broader study of a Ph.D. dissertation. Journals were searched using keywords such as “stakeholder”, “stakeholder management” and “construction industry”. This was further filtered using a combination of the keywords “construction industry” and “stakeholder management” to narrow the scope of limited literature. This method has been used by Yang et al., (2010) and Mok et al., (2015) for similar studies in stakeholder management. Fifty journals were in all identified and thoroughly reviewed. Three books from Google scholar and different publishers recognized to have well-researched information on stakeholder and construction stakeholder management were examined.

The research further reviewed the UK and Finland SM processes as a case study since their SM process are considered among the best practices in the industry, availability of historical development data and providing best perspective on the theme (Chnyio and Olomolaiye, 2010). Reports and Acts aimed at enhancing stakeholder management approach in the construction industry in Ghana were also reviewed. The literature review sought to find out the impact of the following on historical development of SM:

- historical development of projects, the construction industry and stakeholder theory
- the role of professional and statutory bodies in developing SM
- the role of procurement systems on SM development and
- the process of engaging, monitoring and managing stakeholders in the construction industry

A qualitative approach using semi-structured questionnaire was used to interview four experienced construction industry practitioners in Ghana in order to validate literature reviewed. For the purpose of ethics, they are represented as IA, IB, IC and ID respectively.

Table 1. Interviewees' profile

Interviewee	Profession	Experience	Relevance
IA	Architect, Project Manager	Over 40yrs	Lecturer, Chapter President Ghana Institute of Architects
IB	Architect, Project Manager	Over 15yrs	Architect, Deputy Director, Ministry of Works and Housing
IC	Quantity Surveyor, Project Manager	Over 30yrs	Surveyor, Moderator, Past President, GHIS
ID	Structural Engineer, Project Manager	Over 40yrs	Past President, Ghana Institution of Engineers

4 Findings and Analysis

Although Stakeholder Management (SM) has been in management domain since 1984, the last two decades has seen increased research and development of several approaches. SM has evolved and developed as a result of formal construction industry challenges and reviews aimed at enhancing stakeholder role and project delivery. Developed nations construction industries have embraced stakeholder involvement and participation for improved construction industry performance different SM processes and a framework for SM in development (Yang, 2010). Nevertheless, countries like the UK, Australia and Finland have developed frameworks for their construction sector (Haris 2010, Chinyio and Akintoye, 2008). Professional and statutory bodies have played a significant role in the development SM in developed countries. The setting up of construction industry regulating bodies (cidb) in South Africa has enhanced project stakeholder management.

The study also found out that procurement methods have influenced stakeholder role and participation in project delivery and the current trend of adopting integrated and management contracts as against separated contracts (Rwelamila, 2010). Different forms of contract which are stakeholder focused have emerged, promoting active stakeholder involvement, more successful project delivery, enhanced stakeholder satisfaction, appropriate contractual arrangements for stakeholder management. The five-stage project planning approach in Finland is stakeholder focus. Verification of needs stage suggests the need to identify all stakeholders and the project sponsor or client. A project manager (PM) is appointed to lead the assessment of options stage. The PM and the client plays an essential role in the development of procurement strategy. This planning phase is ended by choosing the appropriate strategy. The stakeholder management approach is influenced by role and identification of stakeholders, the selection of the right project manager, and choice of appropriate procurement strategy, integrated and innovative solutions. Projects cannot be successfully delivered without a systematic approach to SM, which includes project stakeholder identification, classification, analyzing and monitoring. A pre-condition of embracement of SM by industry practitioners, culture and environment related to the industry is critical (Yang, 2010).

The interviewees agreed with the literature findings but bemoaned the poor project delivery and attributed that to the nature of the construction industry practices in Ghana. IA asked *“have you read, the Performance Audit Report 2013, all that we need is a framework for project managers”* to use in monitoring stakeholders. Similarly, IB suggested the need for collaboration and a formal approach to project management. *“There is too much lack of trust affecting decisions”*. IC primary concern was the procurement approach adopted. *“This approach requires too much time, the late involvement of some key stakeholders. How do you manage your targets?”* ID had two main concerns; the need for the construction industry regulated and incorporated lesson on previous projects in new ones. *“We seem to be doing new things every day, there is no documentation anywhere to learn from.* In his opinion, the industry

is fragmented with each sub-sector trying to develop separate approach instead of one stakeholder management plan. These responses agree with earlier studies (Eskerod and Jepsen, 2013; Chinyio and Olomolaiye, 2010).

4.1 Historical development of stakeholder management in Ghana

The study found out that, projects cannot be successfully developed in Ghana without SM consideration by project managers. Project success is critical due to the importance of the construction industry in the socio-economic growth of Ghana (Ofori, 2013; Fugar, et al., (2013). Historical development towards stakeholder management was then identified and documented as follows:

- Architects Act, 1969(NLCD 357) – regulate practices and operations of architects as project designers, project leaders/ managers to successfully manage the project team.
- Local government act, 1993 act 462, the Town and Country Planning Department was charged with the overall planning and development control within its jurisdiction.
- Building Regulation, 1996 (LI 1630)- Outlines, regulations and bye-laws for development.
- Local Government Act1993 (Act 467) – Metropolitan, Municipal and District Assemblies together with the planning authorities regulate physical development. This should conform to building codes and established the statutory approval bodies to include all stakeholders.
- Ghana vision 2020 (1995)- using resources efficiently to achieve rapid economic growth with emphasis on using local materials and sustainable principles not on managing projects.
- GETFund Act, 2000 (Act 581) – improved education infrastructure
- Public Procurement Act of Ghana, Act 663(2003) aimed at sanitizing the industry, regulating procurement process and encouraging competitive tendering however not aimed at collaboration or integration but separated approach.
- February 2010 – 1st GETFund Consultative meeting – engage all stakeholders for enhanced infrastructure delivery.
- Engineering Council Act, 2011(Act 819) – regulate practices and operations of architects as project designers, project leaders/ managers to successfully manage the project team.
- National Urban Policy Framework and Action (2012)- the participation of all relevant stakeholders to ensure better transparency and accountability, zonal stakeholders consultation workshops to review and validate action plan
- National Housing Policy (2015) – Ensure that there is the participation of all stakeholders in decision-making on housing projects. Involve communities and non-traditional interest groups.
- Proposed Construction Industry Development Authority Bill, 2015. Provide strategic leadership in the construction industry to stimulate sustainable growth, reform, improve and monitor standards in the construction industry (Ofori et al., 2015).

5 Conclusions

This study sought out to review the literature on the historical development of SM and document historical development in Ghana as part of a broader study aimed at developing sustainable SM framework for construction projects in Ghana. Firstly, it identified the construction industry challenges, poor project delivery and procurement approach as having

influenced SM approach. This was enhanced by the formal documentation of the historical development of the industry and embracing SM process. Secondary, the study recognized the impact of procurement approach SM hence the need for stakeholder involvement, collaborative or integrated approaches with early identification and participation of stakeholders in project delivery. The construction industry has had a strong monitoring body to review performance. Thirdly the study aimed at identifying and documenting the historical development of SM in Ghana. This has been documented as a contribution to the body of knowledge in SM. The construction industry has challenges, promotes separated procurement approach, and lacks a body to oversee the performance and a framework for SM approach. The gap was the absence of a historical documentation of SM serving as a basis for the development of a sustainable stakeholder management framework.

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