

A Thesis on

EFFECTS OF STAKEHOLDER MANAGEMENT IN REAL ESTATE

Submitted for partial fulfillment of award of
MASTER OF TECHNOLOGY
Degree in
CONSTRUCTION TECHNOLOGY & MANAGEMENT

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Inspiring Existence

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DECLARATION

I declare that the research thesis entitled “**Effects of Stakeholder Management in Real Estate**” is the bonafide research work carried out by me, under the guidance of **Mr.Sarthak Singh Rajput, Assistant Professor, Department of Civil Engineering, Integral University, Lucknow**. Further I declare that this has not previously formed the basis of award of any degree, diploma, associate-ship or other similar degrees or diplomas, and has not been submitted anywhere else.

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CERTIFICATE

*Certified that the thesis entitled “Effects of Stakeholder Management in Real Estate” is being submitted by **Mr.Tauheed Alam Khan. (Roll no.1801103013)** in partial fulfillment of the requirement for the award of degree of Master of Technology (CTM) of Integral University, Lucknow , is a record of candidate’s own work carried out by him under my supervision and guidance.*

The results presented in this thesis have not been submitted to any other university or institute for the award of any other degree or diploma.

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ABSTRACT

Proper Stakeholder Management in Real Estate Industry plays a very vital role in achieving the project success along with many other factors such as scope, time and cost. Several Stakeholders are involved at different phases of project in real estate. The aim of this research paper is to identify the key stakeholders involved at different phases of the project identify their roles and responsibilities and also identify the different attributes of Stakeholders and the potential impact they can have on the decision making process. The purpose of this paper is to determine the factors affecting the project success in relation to Client, Project Manager, Design Team and the Contractor. Hence it will be useful in determining which factors impact the most in project success.

This paper also aims to provide a better understanding of Stakeholder Management Process, factors that affect Stakeholders in achieving project success in real estate. The positive and negative impact the Stakeholders have on the project and therefore the efficient management of Stakeholders in real estate projects.

IndexTerms - Stakeholder Management process, Stakeholders, Real Estate, Success factors.

CHAPTER-1

1.1 INTRODUCTION

Stakeholder was first defined in the year 1963 internal memorandum at the Stanford Research Institute as “groups without whose support the organization would cease to exist”.

The theory was later developed by R. Edward Freeman in the 1980’s which has gained wide acceptance in business practice and in theories relating to strategic management, corporate governance, business purpose and corporate social responsibility (CSR).

A **Stakeholder** may be referred to any group, individual, corporate, organization, member, or system that affects or can be affected by or perceive itself to be affected by an organizations actions.

Project Stakeholder is defined as a person, group or organization with an interest in a project.

Stakeholder Management is a critical component to the successful delivery of any project, programme or an activity.

Stakeholder management comprises of four steps

1. Identify, recognize and acknowledge stakeholder
2. Determine their influence and interest
3. Establish communication management plan
4. Influencing and engaging stakeholder.

According to PMBOK (Project Management Body of Knowledge) a stakeholder is anyone who has an interest in the project or will be affected by its deliverable or output.

Stakeholders include all members of the project team as well as all interested entities that are internal or external to the organization. The project team identifies internal and external, positive and negative and performing and advising stakeholders in order to determine the project requirements and the expectations of all parties involved.

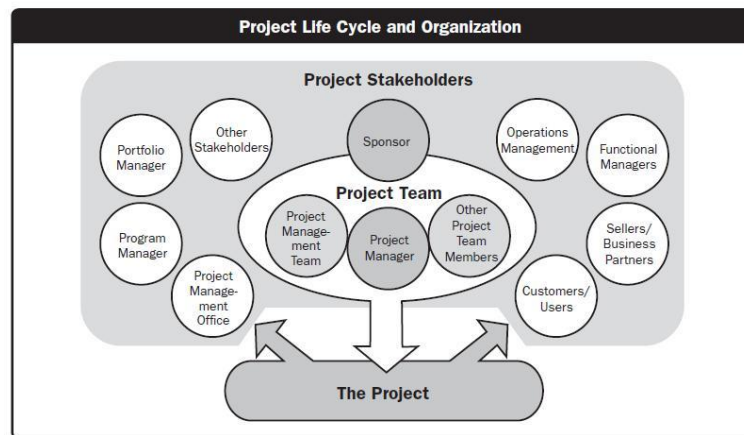


FIG 1.1 The Relationship between Stakeholders and the Project (PMBOK)
 SOURCE- (https://images.slideplayer.com/34/10269825/slides/slide_13.jpg)

1.2 TYPES OF STAKEHOLDER

1. **Internal Stakeholder**- These are those people which directly influence the project because they are directly involved in the project.

They have the authority to manage the project by handling responsibility of work performance, organizing and planning effectively ensuring that all phases of the project are done accurately and efficiently.

Project managers are internal stakeholders.

2. **External Stakeholder**- They are not directly involved in the project but their role is vital for the successful completion of the project.

Though their role is not primary they assist with the administrative processes, financial and legalities **Government authorities and Outside organization** are the external stakeholders. They supply needed elements for a project's success, they need to stay in communication at all times on goals milestones and deliverables

1.3 PROJECT STAKEHOLDER MANAGEMENT PROCESS

Project Stakeholder Management includes the processes required to identify people, groups or organizations that could impact or be impacted by the project to analyze stakeholder expectations and their impact on the project and to develop appropriate management strategies for effectively engaging stakeholders in project decision and execution.

Stakeholder Management as a vital role to play for the smooth functioning of the project in order to achieve this the focus has to be on continuous communication with stakeholders in order to understand their needs and expectations, addressing issues as they occur, managing conflicting interests and taking appropriate project decisions.

Stakeholder satisfaction should be managed as key project objective.

The Project Stakeholder Management has following four processes

1. **Identify Stakeholders-** The first step to ensure that all the stakeholders of a project is satisfied is to identify them. Identification process is the fundamental step for the project existence. The PMBOK specifies only the Project Charter in the Project Initiation process group. In other words this process identifies the major stakeholders of the project. In addition to the major stakeholders there are also the minor stakeholders who do not seem significant but can create project issues relative to their financial stake in it.
2. **Plan Stakeholder Engagement-** It is the component of the overall Project Management Plan and is created to specify how the project will interact with each stakeholder . It identifies and analyses two components for each stakeholder the first is the level of interest the stakeholder has in the project and the second is their ability to control it. Also the stakeholder technical knowledge plays a major factor in the planning process.
3. **Manage Stakeholder Engagement-** In this process there is a constant communication made by the project managers to the Stakeholders in order to ensure that their needs are meet. Stakeholder interactions are executed according to Stakeholder Management Plan and changes to the plan are made as necessary.
4. **Monitor Stakeholder Engagement-** It is the Monitoring and Controlling process that must be executed on regular time interval throughout the process in order to assess the effectiveness of the Stakeholder Management Plan. This process could include reviewing stakeholder communications, gathering information about them or even asking them directly how they feel about the project or their specific concern.

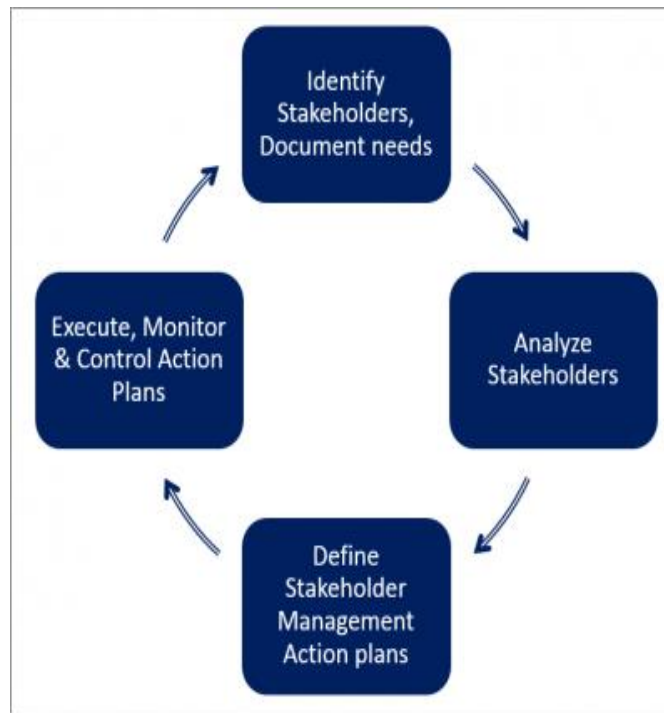


FIG 1.2 THE STAKEHOLDER MANAGEMENT PROCESS

SOURCE-(<http://www.pmxcell.com/wp-content/uploads/2015/04/Stakeholder-management-process-e1430162704681.png>)

1.4 POWER/ INTEREST GRID FOR STAKEHOLDER PRIORITIZATION

1. **High power, highly interested people (Manage Closely)**- you must fully engage these people, and make the greatest efforts to satisfy them.
2. **High power, less interested people (Keep Satisfied)**- put enough work in with these people to keep them satisfied but no need to provide enough information to them.
3. **Low power, highly interested people (Keep Informed)**- adequately informed these people and talk to them to ensure that no major issues are arising.
4. **Low power, less interested people (Monitor)**-monitor these people but do not bore them with excessive communication.

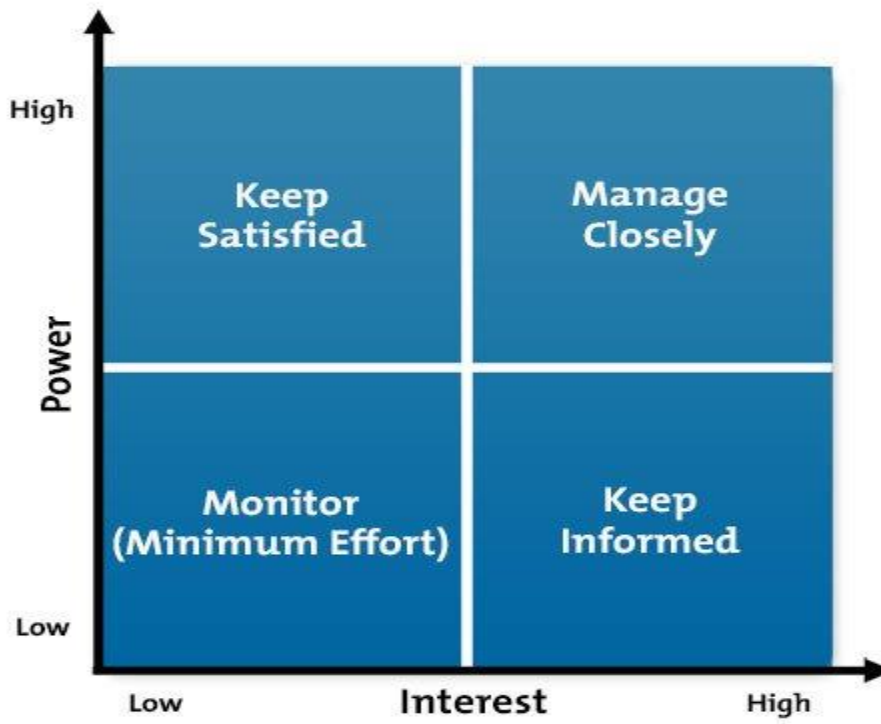


FIG.1.3 THE POWER/INTEREST GRID

SOURCE-(https://img.bhs4.com/33/b/33b4489577fbbd0b2e27eb73b664ff3f855cc2e9_large.jpg)

1.5 Roles and Responsibilities of Stakeholders

1.5.1 Table 1.1- Internal Stakeholders

| Categories | Individuals/Groups | Objectives and roles |
|---------------|--------------------|---|
| Client | Private clients | <ul style="list-style-type: none"> • Ensure the project will support the organization’s strategy • Ensure the organization’s resources will be used economically and Effectively • Learn skills, earn wages, work on the Frontline • Link between the client and consultants, ensure the project is completed successfully in terms of quality, time and cost • Provide financial support maximize return with minimized risk • Purchase the construction product |
| | Public clients | <ul style="list-style-type: none"> • Serve public interest based on the organization’s strategic objectives • Consume what is delivered in order to satisfy functional and basic needs • Allocates funds to the project • Ensures that public funds will be used properly • Link between the client and the consultants, ensure the project completed successfully in terms of quality, time and cost |

| | | |
|------------------------------|---------------------------|--|
| Project professionals | Architect | <ul style="list-style-type: none"> • Develops the design of the project; produces drawings and specification; ensures that a project is implemented within cost and time, and according to quality control |
| | PMC | <ul style="list-style-type: none"> • Advises client on financial and budgetary matters; assists in preparing tender documents examines and reports upon tenders monitors costs during construction and seeks to understand valuation and measurement assesses the legitimacy of claims from contractors and prepares final accounts |
| | Structural engineer | <ul style="list-style-type: none"> • Designs all structural calculations and elements; designs building structure; ensures statutory compliance |
| | Building service engineer | <ul style="list-style-type: none"> • Design electrical and mechanical building services system such as HVAC, Fire, Water, Electronics etc. |

Contractors/suppliers

Main contractor

- Carries out and completes the work designed by consultants to meet time, cost and quality objectives; supervises and manages operations on site; sometimes assists in design; coordinates and supervises all sub-contract work, materials and suppliers

Sub-contractors

- Carry out work assigned by main contractors

Laborers

- Finish tasks assigned, earn living, learn skills

Suppliers

- Supply, install and commission the hardware that constitutes the finished building (e.g. materials suppliers, equipment suppliers and manufacturers)

Customer

Owner

- Future owner of the project, the individual or organization that will use the product of the project

User

- The end-user who does not pay for the product of the project, other than by the taxes

1.5.2 Table 1.2 External Stakeholders

| Categories | Individuals/Groups | Objectives and roles |
|--------------------------------|--|--|
| External public parties | Government authorities | <ul style="list-style-type: none"> • Ensure that the project abides by laws and regulations; may be indifferent to any project so long as it complies with codes (e.g. planning department, electrical and mechanical services department, transport department, highways department, etc.) |
| | Consultation bodies such as district board | <ul style="list-style-type: none"> • Ensure the local communities' requirements will be reflected in the project |
| | Town planning board | <ul style="list-style-type: none"> • Ensures the project will be in line with district planning |
| | Labour union/employers' association | <ul style="list-style-type: none"> • Influences the conduct of its members (privilege protection function) |
| | General public | <ul style="list-style-type: none"> • Participate in and contribute to the government process of a society as a whole |
| | Media | <ul style="list-style-type: none"> • Influence project decisions (influence company reputations) |
| | Institutional Forces/Nationalized Industries | <ul style="list-style-type: none"> • Influence professional institutions upon the activities of their members through rules of conduct, education, conditions of engagement and fee scales |

External private Parties

Local residents/community

- May fear a fall in amenity, therefore against the project

Local landowners

- Own land ensure that their interests will not be hurt by the project

Archaeologists

- Concerned about the loss of important historical artefacts

Environmentalists/ conservationists

- Wish to protect the environment from destruction or pollution

Competitors

- Seek to gain competitive Advantage

Tourists

- Enjoy the scene

Others

- Their connection to the project is not immediately clear, but their operation and support may be vital to the project success

1.6 OBJECTIVE OF THE PROJECT

1. The aim of the project is to identify the Effects that the Stakeholder Management process will have on real estate projects.
2. To identify the key Stakeholders involved in a real estate projects.
3. To determine the factors affecting the Stakeholder Management in project success .

1.7 SCOPE OF THE PROJECT

1. The Study is limited to Indian Real Estate Projects
2. To study and identify the different Stakeholders involved in the real estate industry.
3. Analysis of the positive and negative impact of the Stakeholders on the real estate industry.

CHAPTER-2

2.1 LITERATURE REVIEW

1.Saipol Bari Abd-Karim, Mohammed Ali Berawi, Hamzah Abdul Rahman, Aini Japaar. et.al (August 2007)

The main aim of this paper is to emphasis on the key issues of Stakeholder Management in relation to the construction industry. Important issues regarding stakeholders, stakeholder's strategies and managing stakeholders are identified and discussed in this paper. The needs and requirements of all the stakeholders are also discussed and the positive and negative impact it has on the development of the project. The literature also focusses on understanding the relationships, communications, interest and values and also using their experiences and knowledge for the betterment of the project.

2. Stefan Olander, Anne Landin et.al (June 2008)

The main aim of this literature is to increase the knowledge concerning the external stakeholders and how the external stakeholders can affect the project and provide ways for successful management of stakeholder in the construction industry.

The objective of this literature is to suggest different strategies to an external stakeholder management process. Suggest different tools that can be used for analysing the influence of stakeholders.

The main tools that are suggested in this study are the stakeholder map and the Power interest grid. This study highlights the point of identifying the important stakeholders and managing their demand through effective communication.

3.Jing Yang, Geoffrey Qiping Shen, Manfong Ho, Derek S.Drew & Albert P.C Chan et.al(2010)

This literature has suggested various sets of critical success factors (CSFs). These factors are important for the proper management of the Stakeholder Management Process. The main aim of this paper is to identify the important CSFs and their underlying relationships.

This was conducted through interviews, questionnaires in Hong Kong and 183 completed questionnaires were retrieved Through these interviews 15 CSFs were identified out of which the top three CSFs were “managing stakeholders with social responsibilities”, “Assessing the stakeholders needs and constraints to the project”, and “ communicating with stakeholders properly and frequently”. These findings help to clarify what the high prioritized factors are and could also be used as an assessment tool to evaluate the performance of stakeholder management.

4.Niu Jing-min, Thomas G. Lechler, Jiang Jun long et.al(September 2010)

This paper aims in providing new success criteria in real estate in China. It identifies different success criteria for different stakeholders throughout the different phases of project life cycle. The framework provided in the literature can be used to evaluate project status and forecast the result at every stage of the project.

5. Ramakrishna Nallathiga et.al (September 2012)

Real Estate sector has been growing at a rapid pace in India during the last decade and a large no. of construction projects have been completed in India. This paper deals with exploring the factors that contribute to achieving project success. It is confined to residential and commercial housing sectors in Hyderabad. A structured questionnaire is applied to find the factors determining the success in relation to Client, Consultant and Contractor.

6. Andrea Caputo et.al (January 2013)

This paper aims to investigate the stakeholder management system using the theories of negotiations and decision making process. The following procedure was recommended in the literature identify the stakeholders, estimate their needs and interests, analyse the potential impact these can have on decision about project, evaluate solution for the implementation of the project.

7. Salah Hammad et.al (2013)

The main aim of this research paper is to identify the role of stakeholders in construction projects in the Gaza strip

The four objectives were set accordingly

1. Identification and ranking, the most common factors affecting the stakeholder management process in construction project.
2. Assessed the stakeholders based on their influence.
3. Evaluate the current practice approaches of stakeholder management.
4. Developing a conceptual frame for stakeholder management process.

A questionnaire survey was carried out among professionals in the construction industry. Ninety – eight questionnaires were distributed to governance, municipalities, NGOs, UN, INGOs agencies experts, sixty – seven questionnaires were received with a 68 % response rate.

8. Jurbe Molwus, Bilge Erdogan, Stephen O. Ogunlana et.al (January 2014)

All the previous research focussed on addressing the need for a practical guide to carry of stakeholder management in construction process but the full benefits cannot be achieved because of the following issues stakeholder management decisions and responsibilities through the project life cycle, internal stakeholder collaboration in carrying out stakeholder management, stakeholder dynamics and the use of available techniques for stakeholder engagement. The analysis was carried out using questionnaire survey with aim to explore the current practices of stakeholder management in the United Kingdom. Finally this summarises the construction organizations need to make stakeholder management a part of their policy and agenda.

9. Xiaolong Gan, Lei Guo et.al (April 2014)

Stakeholder analysis was regarded as the essential capacity of project managers with the aim to project success. This research constructed a framework for stakeholder analysis, mainly included three dimensions: interest, contribution and power. According to this framework, two perspectives were provided for stakeholder analysis: importance and influence. These findings can serve as a comprehensive and systematic approach for stakeholder management in construction project.

10.S.B Ekung, E. Okonkwo et.al (July 2014)

The aim of this paper was to determine the severity of factors influencing construction stakeholder engagement in the Nigeria delta during the construction stage. Qualitative and quantitative data was collected through interviews and questionnaire survey and there was 186 respondents selected from two stakeholders group using snowballing and 32 factors were highlighted as the key for stakeholder engagement process.

11.Prof. Dr. Omar EL Norway, Dr. Ibrahim Mahdi et.al (November 2015)

Stakeholders play a significant role in project success or failure. The paper aims to provide an approach for effective management to the stakeholders of construction projects in Egypt. 30 factors were elected for conducting the research those factors were summed into six groups that were Precondition, Stakeholder Identification, Stakeholder Assessment, Decision making, Continuous Support and General factors group.

An online survey was conducted to 136 selected professionals and 19 surveys were handed manually. The result of the survey indicated that the ten most effective factors that has a great influence on proper and effective stakeholder management are Managing stakeholders with social responsibilities, Defining and formulating a clear statement of project missions.

12. Mahmood Rajablu, Govindan Marthandan et.al (December 2015)

This paper utilizes the body of knowledge of development in the field of project management and uses stakeholder theory combined with a no. of complementary theories to achieve its goal and objectives. Six key influential attributes to examine their direct and mediating effect on project success. The quantitative survey data are analysed using SEM statistical techniques and procedures to produce research result. This result has led to the development of new typology of stakeholder influential attributes (TSIA) and a stakeholder project management model (SBPMM) that aid managing for stakeholders' strategy and principle.

13.Samuel Lloyd Fummey et.al (November 2016)

The main aim of this paper is to identify the various key project stakeholders and also to determine their roles and responsibilities and the impact that they will have on the project success. The paper also determines the critical success factors for construction projects in relation to project managers, client, contractor etc. This research also focussed on key elements for project success in Ghana questionnaire survey was carried out for analysis of data.

14. S.Nauman, M.S.S Piraacha et.al (December 2016)

This paper aims to identify the most significant project stakeholders and investigate the relationship between them. Data was collected from 133 project managers and key project team members working in various construction projects. Results demonstrated that the clients and end users are ranked as the most important project stakeholders.

15.P. Ganesh Prabhu et.al (2016)

The main objective of this literature is to study one of the important components of Stakeholder Management that is Stakeholder Analysis. Two case studies were conducted in the Southern Part of Tamil Nadu and the data collection was carried out by the project

execution team through questionnaire. During the collection of data the key stakeholders were identified to know how to manage their interest, power attitude level etc. for quality improvement. The analysis of the result was done using the Microsoft excel software and modelling of stakeholder is done using the software.

16. Goodenough D. Oppong, Albert P.C Chan, Ayirebi Dansoh et.al (April 2018)

This paper aim to identify key performance indicators that are necessary for effective evaluation of stakeholder management. The analysis of 67 responses showed that there are 10 key performance indicators that are essential for efficient stakeholder management process.

17. Alice Frida Umumararunja, Dr. Patrick Mulyungi et.al (September 2018)

This research was aimed to study the influence of stakeholder involvement on successful implementation of housing projects in Rwanda. This study was achieved by use of three specific objectives namely to access the influence of stakeholder involvement in project planning on successful implementation of gate real estate project, to examine the effect of stakeholder involvement in project implementation and to analyse the influence of stakeholder involvement in monitoring of the project. A sample size of 105 that includes house buyers, house developers, and Rwanda housing Authority Staff participated in the study. SPSS software was used to process the data and analysis was made by use of frequency percentages, mean, standard deviation, skewness and regression analysis to study relationship between the study variables.

18. J.Scott Sutterfield, Shawnta S.Friday et.al(2018)

This is a case study of a failed Department of Defence (DOD) project even though it was fully satisfied and badly needed. This paper identifies the potential causes of the project failure. Therefore it provides a project stakeholder management strategy framework to facilitate better decision making on the part of the project managers.

19. Maame Aba Wusuah Affare et.al (2018)

The aim of the paper is to establish the importance of communication system in the Ghanaian Construction Industry. The following questions were asked for the research how have project professionals communicated on construction projects in Ghana? How do project professionals value communication on projects. Also, the research sort to find out whether project communication has any effect on project delivery in Ghana. The research sampled 97 professionals working with consultants, project clients and contractors. Finally the research establishes that poor communication has a negative impact on the project resulting in project delays and cost overruns and project abandonment.

20. Richard Kwame Ankukumah et.al(2019)

The aim of the study was to identify the negative impact of stakeholders involvement in the project. Three objectives were set for this research work: To identify the impact of poor inclusion of stakeholders in projects scheduling and execution; To identify the approaches that would help to effectively involve stakeholders in projects scheduling and execution; and to recommend strategies for dealing effectively with stakeholders' pressures and

claims in projects scheduling and execution in Ghana. Structured questionnaire was used to gather information from the respondents in order to obtain data for analysis of their views.

21 Aki Aapaoja, Harri Haapasalo et.al (2019)

Current construction practices are highly demanding and complex. Hence the project faces challenges in both identifying and classifying stakeholders needs and requirements. This paper aims in introducing a framework to assist the project managers in facilitating stakeholder management and requirement especially in the project initiation phase. The framework optimizes the value creation of the project through stakeholder identification, classification, and re-quirement engineering.

22. Menoka Bal, David Bryde ,Damian Fearon and Edward Ochieng et.al (2019)

Achieving sustainability in construction projects is a very complex concept and also there are many diverse stakeholders involved in the project. Some stakeholders are generally recognized as important while others are important for the decision making process. This paper aims to develop a systematic approach to engage with stakeholders with high salience in relation to sustainability. The data suggests six steps to a stakeholder engagement process:

(i) identification; (ii) relating stakeholders to different sustainability related targets (iii) prioritization; (iv) managing; (v) measuring performance; and (vi) putting targets into action.

23. Jorbe Joseph Molwus et.al (2019)

The aim of this paper is to develop a Comprehensive Framework for Stakeholder management in construction projects. For the fulfilment of the research paper previous literature papers were analysed. The objectives were to analyse the current practices of stakeholder management, the effect of procurement routes and contract forms on stakeholder management. Data was collected using survey among construction professionals. Data was analysed using statistical techniques including structural equation modelling (SEM). Based on a combination of the findings from literature review and data analyses, a life cycle based framework for stakeholder management in construction projects is developed using Integrated Definition (IDEF0) modelling.

2.2 INFERENCE OF LITERATURE REVIEW

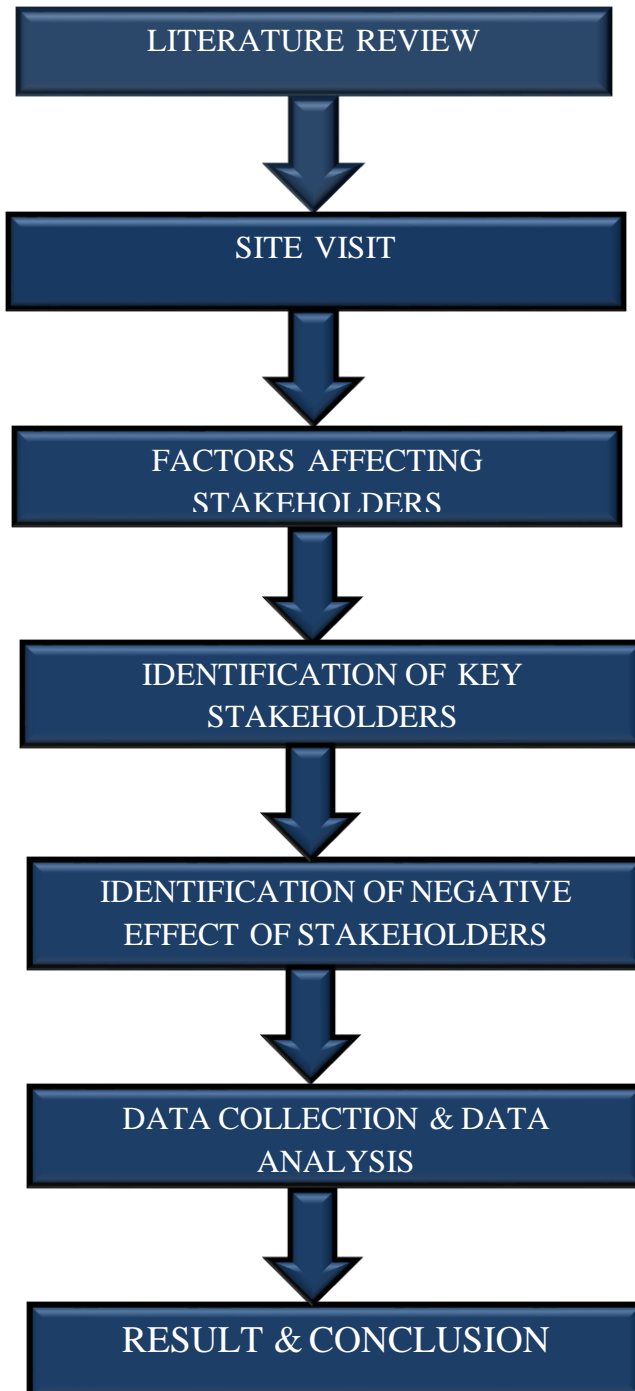
| Sno | RESEACHER | TOPIC | RESEARCH WORK |
|------------|--|--|---|
| 1 | Jing Yang | Exploring Critical Success Factors for Stakeholder Management in Construction Projects | 15 CSFs were identified through literature reviews and by interviews and questionnaire surveys. |
| 2 | Saipol Bari | A Review on the issues and strategies of stakeholder in construction industry | Issues regarding stakeholder strategies and managing stakeholders are identified and disused in this paper. |
| 3 | Jurbe Molwus and Bilge Erdo Bilge Erdogan | Study of the current practices of stakeholder management in construction projects. | Internal stakeholder collaboration in carrying out stakeholder management, stakeholder dynamics and the use of available techniques for stakeholder engagement. |
| 4 | Xiaolong Gan and Lei GG Guo | A framework for Stakeholder Analysis in Construction Projects. | A framework for stakeholder analysis mainly included three dimensions: interest, contribution and power. Two perspectives were provided for stakeholder analysis: importance and influence. |
| 5 | S.B Ekung and E .Okonkwo | Factors Influencing Construction Stakeholders Engagement Outcome in Nigeria | Qualitative and quantitative data was collected through interviews and questionnaire survey. 32 factors were highlighted as the key for stakeholder engagement process. |
| 6 | Stefan Olander | External Stakeholder Management in Construction process | The main tools that are suggested in this study are the stakeholder map and the Power interest grid. |
| 7 | Andrea Caputo | Systematic Stakeholder Management for real estate development projects. | Identify the stakeholders, estimate their needs and interests, analyse the potential impact these can have on decision about project. |
| 8 | Niu Jing min, Thomas G. Lechler and Jiang Jun Long | Success Criteria Framework for real estate Project. | The framework provided in the literature can be used to evaluate project status and forecast the result at every stage of the project. |
| 9 | Goodenough D.Oppong And Albert P.C. Chan | Key Performance Indicators of Stakeholder Management in Construction Projects. | 10 key performance indicators that is essential for efficient stakeholder management process. |
| 10 | Ramakrishna Nallathiga | Determinants of Success of Real Estate Projects. | A structured questionnaire is applied to find the factors determining the success in relation to Client, Consultant and Contractor. |
| 11 | Salah Hammad | Investigating the Stakeholder Management in Construction projects in the Gaza strip | The main aim of this research paper is to identify the role of stakeholders in construction projects in the Gaza strip. A questionnaire survey was carried |

| | | | |
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| | | | out. |
| 12 | P. Ganesh Prabhu | Study on the influence of Stakeholder in Construction Industry | The main objective of this literature is to study one of the important components of Stakeholder Management that is Stakeholder Analysis |
| 13 | Dr. Omar El Norway and Dr. Ibrahim Mahdi | Developing Methodology for Stakeholder Management to achieve Project Success | 30 factors were elected for conducting the research those factors was summed into six groups. An online survey was conducted to 136 selected professionals and 19 surveys were handed manually. |
| 14 | S.Nauman and MSS Piracha | Project Stakeholder Management- a developing country prospective | This paper aims to identify the most significant project stakeholders and investigate the relationship between them. Results demonstrated that the clients and end users are ranked as the most important project stakeholders. |
| 15 | Mahmoud Rajablu | Managing for Stakeholders- The Role of Stakeholder based Management in Project Success | Six key influential attributes to examine their direct and mediating effect on project success. The quantitative survey data are analysed using SEM statistical techniques and procedures to produce research result. |
| 16 | Alice Frida Umumararungu | Influence of Stakeholder Involvement on successful implementation of Housing Projects in Rwanda | This study was achieved by use of three specific objectives. A sample size of 105 that includes house buyers, house developers, and Rwanda housing Authority Staff participated in the study. |
| 17 | J.Scott Sutterfield, Shawnta S.Friday | A Case Study of Project and Stakeholder Management | This paper identifies the potential causes of the project failure. Therefore it provides a project stakeholder management strategy framework to facilitate better decision making on the part of the project managers |
| 18 | Maame Aba Wusuah Affare | An Assessment of Project Communication Management on Construction Projects in Ghana | The aim of the paper is to establish the importance of communication system in the Ghanaian Construction Industry. |
| 19 | Richard Kwame Ankukumah | The Impact of Poor Stakeholders Involvement in the Planning and Implementation of Construction Projects | The aim of the study was to identify the negative impact of stakeholders involvement in the project. Structured questionnaire was used to gather information from the respondents in order to obtain data for analysis of their views. |
| 20 | Aki Aapaoja, Harri Haapasalo | A Framework for Stakeholder Identification and Classification in Construction Projects. | This paper aims in introducing a framework to assist the project managers in facilitating stakeholder management and requirement especially in the project initiation |

| | | | |
|----|---|---|--|
| | | | phase. |
| 21 | Menoka Bal, David Bryde ,Damian Fearon | Stakeholder Engagement: Achieving Sustainability in the Construction Sector | This paper aims to develop a systematic approach to engage with stakeholders with high salience in relation to sustainability. The data suggests six steps to a stakeholder engagement process |
| 22 | Jorbe Joseph Molwus | Stakeholder Management in Construction Projects: A Life Cycle Based Framework | A life cycle based framework for stakeholder management in construction projects is developed using Integrated Definition0 (IDEF0) modelling. |
| 23 | Samuel Lloyd Fummey | Studies on Exploring Critical Success Factors for Stakeholders Management in Construction Projects in | The paper aims to determine the critical success factors for construction projects in relation to project managers, client, contractor etc. Questionnaire survey was carried out for analysis of data. |

CHAPTER 3
RESEARCH METHODOLOGY

3.1 RESEARCH FLOWCHART



3.2 SITE DETAILS

1.LULU MALL, LUCKNOW



Fig.3.1-Site Location

Project- Lullu Mall, Lucknow

Owner- Lullu Group International

Contractor-Katerra Company

Area-GBA-118925sqm, GLA-67423sqm

3.2.1-SITE VISIT



Fig.3.2- Levelling of Earth

2.ROHIT GRAND, LUCKNOW



Fig.3.3-Formwork of a Building

3.3 FACTORS AFFECTING PROJECT SUCCESS IN REAL ESTATE PROJECT

3.3.1 PROJECT MANAGER CRITERIA

Project manager criteria for project success are Schedule, Quality, Cost, Stakeholder Satisfaction and Performance in order to achieve project success all these factors should be fulfilled.

1. Schedule- Project success often depends upon the schedule of the project. It is critical for Project managers to be on schedule with the original timeline of the project it is recommended to do the weekly evaluation of the schedule.

2.Quality- it is the duty of the Project Manager to ensure that the project meets the standard Quality that set during the planning phase the technical ability of the project management team plays a very important in achieving quality.

3.Cost- Project Managers face a lot of challenges in ensuring that the project gets completed within the allotted budget a lot of factors affect the cost of the project such as resource allocation, timely completion of different phases of project etc.

4.Stakeholder Satisfaction- Project Managers should first identify the key stakeholders and ensure that their needs and expectations are fulfilled through effective communication.

3.3.2 OWNERS CRITERIA

Owners' criteria for measuring success are Quality assurance of the project, timely completion of the project as per contract, Project completion as per the budget, Regular Communication flow with the project Management Team, Ability to make timely decision and Health and Safety procedures

3.3.3 DESIGNERS CRITERIA

Designers criteria for measuring success are satisfied clients, Detailed Project plan with proper schedule, Quality assurance and Quality delivery of project, Timely payment as per contract, Regular Communication flow, Adequacy of plans and specifications, Adaptability towards changes and modification and Health and Safety procedures.

3.3.4 CONTRACTORS CRITERIA

Contractor's criteria for project success are to meet on time project schedule, to ensure profit, to ensure that the project is under budget, to make sure that the project meets the standard quality specification, no claims (owners, subcontractors), health and safety procedures are followed and client satisfaction.

3.4 DATA PROCESSING

The questionnaire quantitative data analysis was done by using the Statistical Package for the Social Sciences SPSS and the following statistical tools were used:

- 1 Descriptive Statistics
- 2 Relative Importance Index
- 3 One Sample T-Test

• 3.4.1 Relative Importance Index (RII)

Likert scaling was used for ranking questions that have an agreed level. The respondents were required to rate the importance of each factor on a 5-point Likert scale using 5 for not important, 4 for of little importance, 3 for somewhat important, 2 for important and 1 for very important. Then, the Relative Importance Index was computed using the following equation: **Relative Importance Index: $\Sigma w/AN = (5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1)/5N$**

Where W is the weighting given to each factor by the respondent, ranging from 1 to 5, (n_1 = number of respondents for not important, n_2 = number of respondents for little importance, n_3 = number of respondents for somewhat important, n_4 = number of respondents for important, n_5 = number of respondents for very important). "A" is the highest weight (i.e. 5 in the study) and N is the total number of samples. The relative importance index ranges from 0 to 1 (Tam and Le, 2006).

- **3.4.2 One Sample T-Test**

The one sample *t*-test is a statistical procedure used to determine whether a sample of observations could have been generated by a process with a specific mean. Suppose you are interested in determining whether an assembly line produces laptop computers that weigh five pounds. To test this hypothesis, you could collect a sample of laptop computers from the assembly line, measure their weights, and compare the sample with a value of five using a one-sample *t*-test

3.5 RESEARCH HPOTHESES

FIRST HYPOTHESIS

There is a positive relationship between the Key Stakeholders and a successful Stakeholder Management process in real estate projects.

SECOND HYPOTHESIS

There is a significant degree of agreement among the respondents on the negative effect the Stakeholder Management process has on a real estate projects.

THIRD HYPOTHESIS

There is a significant degree of agreement among the respondents on the factors affecting the successful stakeholder management process on a real estate projects.

- **3.6 DATA ANALYSIS**

QUESTION-1 What is your job title?

Table- 3.1 Job title of different Stakeholders

| JOB TITLE | FREQUENCY | PERCENTAGE |
|------------------|------------------|-------------------|
| Architect | 3 | 15% |
| Project Manager | 5 | 25% |
| Consultant | 2 | 10% |
| Engineer | 7 | 35% |
| Others | 3 | 15% |
| Total | 20 | 100% |

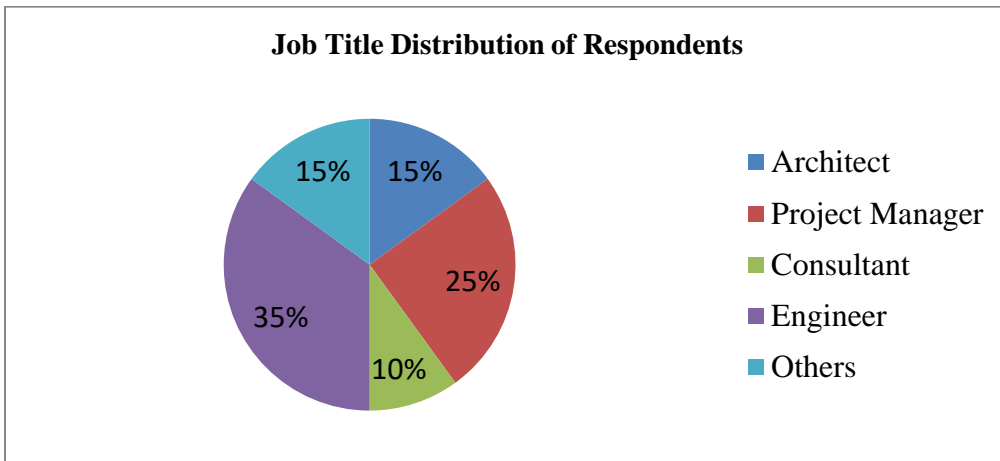


Fig.3.4- Pie chart showing different Stakeholders considered in the study

Question 2- Years of experience of the following Stakeholders?

Table 3.2 Stakeholders Experience

| EXPERIENCE IN YEARS | FREQUENCY | PERCENTAGE |
|---------------------|-----------|-------------|
| 0-5 | 6 | 30% |
| 6-10 | 7 | 35% |
| 11-15 | 2 | 10% |
| 16-20 | 4 | 20% |
| More than 20 | 1 | 5% |
| Total | 20 | 100% |

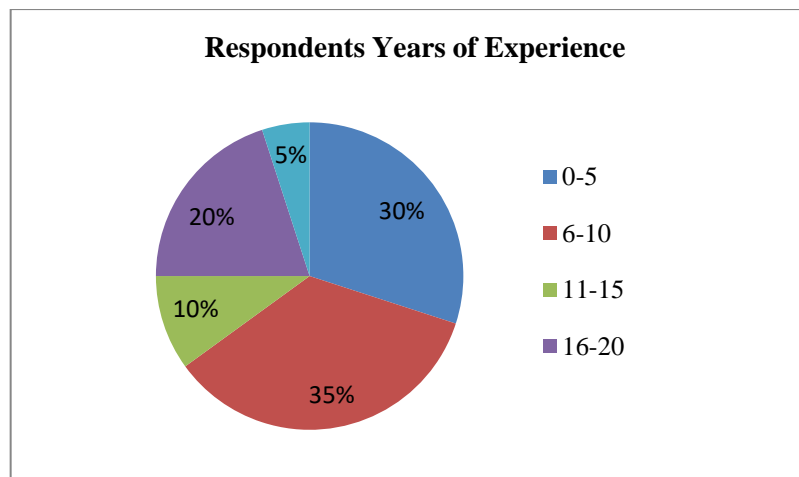


Fig.3.5- Pie chart showing the experience(in years) of different Stakeholders

Question 3- To what extent do you think the following individuals are the key Stakeholders in a real estate projects?

| Table3.3 -Descriptive Statistics | | | | | |
|----------------------------------|----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| CLIENT | 20 | 1 | 4 | 1.25 | 0.641 |
| PROJECT MANAGER | 20 | 1 | 2 | 1.50 | 0.513 |
| ARCHITECTURE/DESIGNER | 20 | 1 | 4 | 1.68 | 0.493 |
| CONSULTANT | 20 | 1 | 4 | 1.89 | 0.492 |
| ENGINEER | 20 | 1 | 3 | 2.35 | 0.745 |
| CONTRACTOR | 20 | 1 | 3 | 2.20 | 0.696 |
| SUPPLIER | 20 | 1 | 3 | 2.25 | 0.716 |
| FINANCIAL GROUPS | 20 | 1 | 3 | 1.45 | 0.686 |
| GOVERNMENT AUTHORITIES | 20 | 1 | 4 | 1.65 | 0.988 |

T-Test

| Table 3.4 -One-Sample Statistics | | | | |
|----------------------------------|----|------|----------------|-----------------|
| | N | Mean | Std. Deviation | Std. Error Mean |
| CLIENT | 20 | 1.25 | 0.641 | 0.143 |
| PROJECT MANAGER | 20 | 1.50 | 0.513 | 0.115 |
| ARCHITECTURE/DESIGNER | 20 | 1.65 | 0.493 | 0.109 |
| CONSULTANT | 20 | 1.85 | 0.492 | 0.109 |
| ENGINEER | 20 | 2.35 | 0.745 | 0.167 |
| CONTRACTOR | 20 | 2.20 | 0.696 | 0.156 |
| SUPPLIER | 20 | 2.25 | 0.716 | 0.160 |
| FINANCIAL GROUPS | 20 | 1.45 | 0.686 | 0.153 |
| GOVERNMENT AUTHORITIES | 20 | 1.65 | 0.988 | 0.221 |

TEST HYPOTHESIS

The Null Hypothesis (Ho)- There is a insignificant effect of the key stakeholders on the successful Stakeholder management process.

The Alternative Hypothesis (Ha)- There is a significant effect of the key stakeholders on the Successful Stakeholder management process.

| Table 3.5-One-Sample Test | | | | | | |
|---------------------------|--------|----|-----------------|-----------------|-------------------------|-------|
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence interval | |
| | | | | | Lower | Upper |
| CLIENT | 8.753 | 19 | 0.001 | 1.250 | 0.95 | 1.55 |
| PROJECT MANAGER | 13.077 | 19 | 0.001 | 1.500 | 1.26 | 1.74 |
| ARCHITECTURE/DESIGNER | 15.079 | 19 | 0.001 | 1.650 | 1.42 | 1.88 |
| CONSULTANT | 16.907 | 19 | 0.003 | 1.850 | 1.62 | 2.08 |
| ENGINEER | 14.104 | 19 | 0.003 | 2.350 | 2.00 | 2.70 |
| CONTRACTOR | 14.139 | 19 | 0.001 | 2.200 | 1.87 | 2.53 |
| SUPPLIER | 14.047 | 19 | 0.001 | 2.250 | 1.91 | 2.59 |
| FINANCIAL GROUPS | 9.448 | 19 | 0.012 | 1.450 | 1.13 | 1.77 |
| GOVERNMENT AUTHORITIES | 7.468 | 19 | 0.002 | 1.650 | 1.19 | 2.11 |

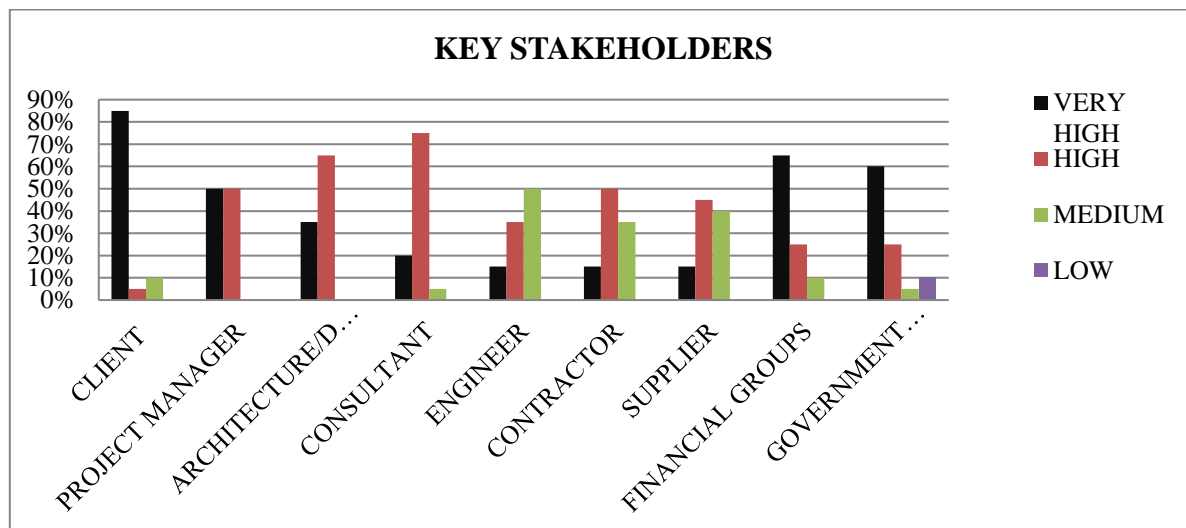


Fig.3.6- The above histogram shows the level of importance of different Stakeholders in the project

Question 4- What are the negative effect of Stakeholders involvement in a real estate projects?

| FACTORS | N | Minimum | Maximum | Mean | Std. Deviation |
|---|----------|----------------|----------------|-------------|-----------------------|
| Rejected Projects | 20 | 2 | 4 | 3.05 | 0.394 |
| Slow Information flow from Stakeholders | 20 | 1 | 4 | 2.45 | 0.945 |
| Delays and Cost overruns | 20 | 1 | 4 | 2.15 | 0.933 |
| Struggle to Clearly define Project Objectives | 20 | 2 | 4 | 2.75 | 0.967 |
| Slow Decision making | 20 | 1 | 4 | 1.70 | 0.733 |
| Poor Communication | 20 | 1 | 4 | 1.55 | 0.759 |
| Additional Works | 20 | 1 | 4 | 2.50 | 0.607 |
| Changes in the Scope of Work | 20 | 1 | 4 | 2.15 | 0.988 |
| Inadequate resources assigned to the project | 20 | 1 | 4 | 2.15 | 0.580 |
| Conflict between the Stakeholders | 20 | 2 | 4 | 2.70 | 0.462 |

T-Test

| FACTORS | N | Mean | Std. Deviation | Std. Error Mean |
|---|----------|-------------|-----------------------|------------------------|
| Rejected Projects | 20 | 3.05 | 0.394 | 0.088 |
| Slow Information flow from Stakeholders | 20 | 2.45 | 0.945 | 0.211 |
| Delays and Cost overruns | 20 | 2.15 | 0.933 | 0.209 |
| Struggle to Clearly define Project Objectives | 20 | 2.75 | 0.967 | 0.216 |
| Slow Decision making | 20 | 1.70 | 0.733 | 0.164 |
| Poor Communication | 20 | 1.55 | 0.759 | 0.170 |
| Additional Works | 20 | 2.50 | 0.607 | 0.136 |
| Changes in the Scope of Work | 20 | 2.15 | 0.988 | 0.221 |
| Inadequate resources assigned to the project | 20 | 2.15 | 0.587 | 0.130 |
| Conflict between the Stakeholders | 20 | 2.70 | 0.470 | 0.104 |

TEST HYPOTHESIS

The Null Hypothesis(Ho)- There is a insignificant effect of the negative factors of stakeholder involvement on the successful stakeholder management process.

The Alternative Hypothesis(Ha)- There is a significant effect of the negative factors of stakeholder involvement on the successful stakeholder management process.

| Table 3.8-One-Sample Test | | | | | | |
|---|--------|----|-----------------|-----------------|-------------------------|--------|
| FACTORS | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence interval | |
| | | | | | Lower | Upper |
| | | | | | Rejected Projects | 34.616 |
| Slow Information flow from Stakeholders | 11.600 | 19 | 0.001 | 2.450 | 2.01 | 2.89 |
| Delays and Cost overruns | 10.302 | 19 | 0.000 | 2.150 | 1.71 | 2.59 |
| Struggle to Clearly define Project Objectives | 12.724 | 19 | 0.006 | 2.750 | 2.30 | 3.20 |
| Slow Decision making | 10.376 | 19 | 0.000 | 1.700 | 1.36 | 2.04 |
| Poor Communication | 9.131 | 19 | 0.000 | 1.550 | 1.19 | 1.91 |
| Additional Works | 18.420 | 19 | 0.012 | 2.500 | 2.22 | 2.78 |
| Changes in the Scope of Work | 9.731 | 19 | 0.003 | 2.150 | 1.69 | 2.61 |
| Inadequate resources assigned to the project | 16.376 | 19 | 0.001 | 2.150 | 1.88 | 2.42 |
| Conflict between the Stakeholders | 25.682 | 19 | 0.001 | 2.700 | 2.48 | 2.92 |

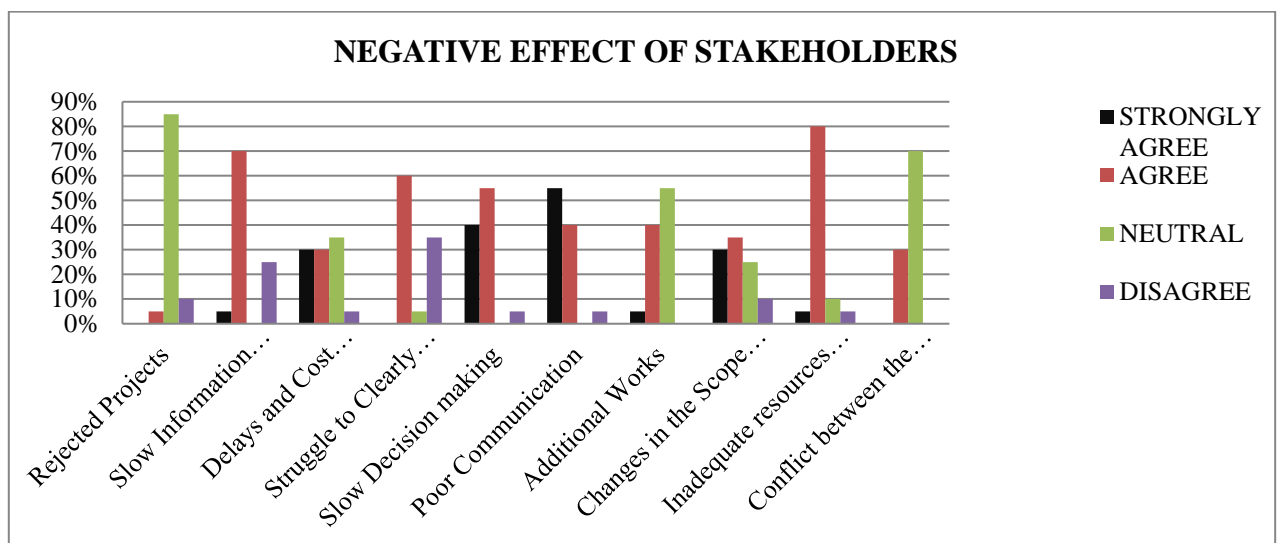


Fig.3.7-The above histogram shows the different factors that are introduced due to improper Stakeholder Management

Question 5 - To what extent does the following Client related factors influence the project success?

| Table3.9 -Descriptive Statistics | | | | | |
|---|----|---------|---------|------|----------------|
| CLIENT RELATED FACTORS | N | Minimum | Maximum | Mean | Std. Deviation |
| Quality assurance and Quality delivery of project | 20 | 1 | 2 | 1.35 | 0.489 |
| Timely completion of project as per contract | 20 | 1 | 2 | 1.10 | 0.308 |
| Project completion as per the budget | 20 | 1 | 2 | 1.20 | 0.410 |
| Regular Communication flow with the project Management Team | 20 | 1 | 2 | 1.75 | 0.444 |
| Ability to make timely decision | 20 | 1 | 3 | 2.00 | 0.562 |
| Health and Safety procedures | 20 | 1 | 2 | 1.55 | 0.510 |

T-Test

| Table 3.10 -One-Sample Statistics | | | | |
|---|----|------|----------------|-----------------|
| CLIENT RELATED FACTORS | N | Mean | Std. Deviation | Std. Error Mean |
| Quality assurance and Quality delivery of project | 20 | 1.35 | 0.489 | 0.109 |
| Timely completion of project as per contract | 20 | 1.10 | 0.308 | 0.069 |
| Project completion as per the budget | 20 | 1.20 | 0.410 | 0.092 |
| Regular Communication flow with the project Management Team | 20 | 1.75 | 0.444 | 0.099 |
| Ability to make timely decision | 20 | 2.00 | 0.562 | 0.126 |
| Health and Safety procedures | 20 | 1.55 | 0.510 | 0.114 |

TEST HYPOTHESIS

The Null Hypothesis(Ho)- There is a insignificant effect of the following client related factors on the successful stakeholder management process.

The Alternative Hypothesis(Ha)- There is a significant effect of the following client related factors on the successful stakeholder management process.

| Table 3.11-One-Sample Test | | | | | | |
|---|---|--------|-----------------|-----------------|-------------------------|-------|
| CLIENT RELATED FACTORS | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence interval | |
| | | | | | Lower | Upper |
| | Quality assurance and Quality delivery of project | 12.337 | 19 | 0.001 | 1.350 | 1.12 |
| Timely completion of project as per contract | 15.983 | 19 | 0.001 | 1.100 | 0.96 | 1.24 |
| Project completion as per the budget | 13.077 | 19 | 0.000 | 1.200 | 1.01 | 1.39 |
| Regular Communication flow with the project Management Team | 17.616 | 19 | 0.002 | 1.750 | 1.54 | 1.96 |
| Ability to make timely decision | 15.916 | 19 | 0.001 | 2.000 | 1.74 | 2.26 |
| Health and Safety procedures | 13.581 | 19 | 0.001 | 1.550 | 1.31 | 1.79 |

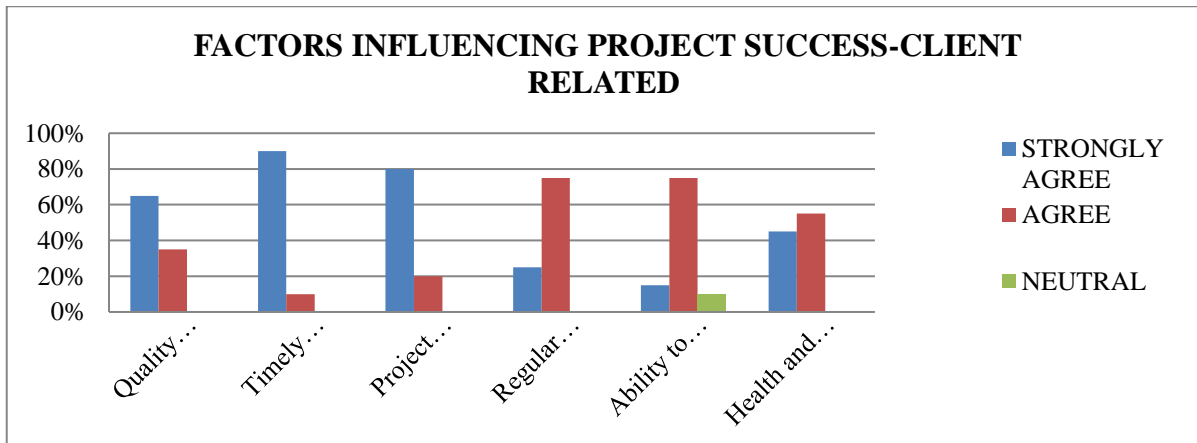


Fig.3.8-The above histogram shows the importance level of different factors that affect the project success related to the Client

Question 6- To what extent does the following Project Manager related factors influence the project success?

| Table3.12 -Descriptive Statistics | | | | | |
|---|----------|----------------|----------------|-------------|-----------------------|
| PROJECT MANAGER RELATED FACTORS | N | Minimum | Maximum | Mean | Std. Deviation |
| Quality assurance and Quality delivery of project | 20 | 1 | 4 | 1.30 | 0.470 |
| Timely completion of project as per contract | 20 | 1 | 4 | 1.35 | 0.489 |
| Project completion as per the budget | 20 | 1 | 4 | 1.20 | 0.410 |
| Regular Communication flow with the project Management Team | 20 | 1 | 4 | 1.10 | 0.308 |
| Ability to make timely decision | 20 | 1 | 3 | 1.75 | 0.639 |
| Technical ability of Project Management team | 20 | 1 | 2 | 1.85 | 0.366 |
| Adaptability towards changes and modification | 20 | 1 | 3 | 2.00 | 0.562 |
| Health and Safety procedures | 20 | 1 | 2 | 1.20 | 0.410 |

T-Test

| Table 3.13 -One-Sample Statistics | | | | |
|---|----------|-------------|-----------------------|------------------------|
| PROJECT MANAGER RELATED FACTORS | N | Mean | Std. Deviation | Std. Error Mean |
| Quality assurance and Quality delivery of project | 20 | 1.30 | 0.470 | 0.105 |
| Timely completion of project as per contract | 20 | 1.35 | 0.489 | 0.109 |
| Project completion as per the budget | 20 | 1.20 | 0.410 | 0.092 |
| Regular Communication flow with the project Management Team | 20 | 1.10 | 0.308 | 0.069 |
| Ability to make timely decision | 20 | 1.75 | 0.639 | 0.143 |
| Technical ability of Project Management team | 20 | 1.85 | 0.366 | 0.082 |
| Adaptability towards changes and modification | 20 | 2.00 | 0.562 | 0.126 |
| Health and Safety procedures | 20 | 1.20 | 0.410 | 0.092 |

TEST HYPOTHESIS

The Null Hypothesis(Ho)- There is a insignificant effect of the following Project Manager related factors on the successful stakeholder management process.

The Alternative Hypothesis(Ha)- There is a significant effect of the following Project Manager related factors on the successful stakeholder management process.

| PROJECT MANAGER RELATED FACTORS | | | | | | |
|---|--------|----|-----------------|-----------------|-------------------------|-------|
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence interval | |
| | | | | | Lower | Upper |
| Quality assurance and Quality delivery of project | 12.365 | 19 | 0.001 | 1.300 | 1.08 | 1.52 |
| Timely completion of project as per contract | 12.337 | 19 | 0.000 | 1.350 | 1.12 | 1.58 |
| Project completion as per the budget | 13.077 | 19 | 0.001 | 1.200 | 1.01 | 1.39 |
| Regular Communication flow with the project Management Team | 15.983 | 19 | 0.001 | 1.100 | 0.96 | 1.24 |
| Ability to make timely decision | 12.254 | 19 | 0.001 | 1.750 | 1.45 | 2.05 |
| Technical ability of Project Management team | 22.584 | 19 | 0.003 | 1.850 | 1.68 | 2.02 |
| Adaptability towards changes and modification | 15.916 | 19 | 0.006 | 2.000 | 1.74 | 2.26 |
| Health and Safety procedures | 13.077 | 19 | 0.000 | 1.200 | 1.01 | 1.39 |

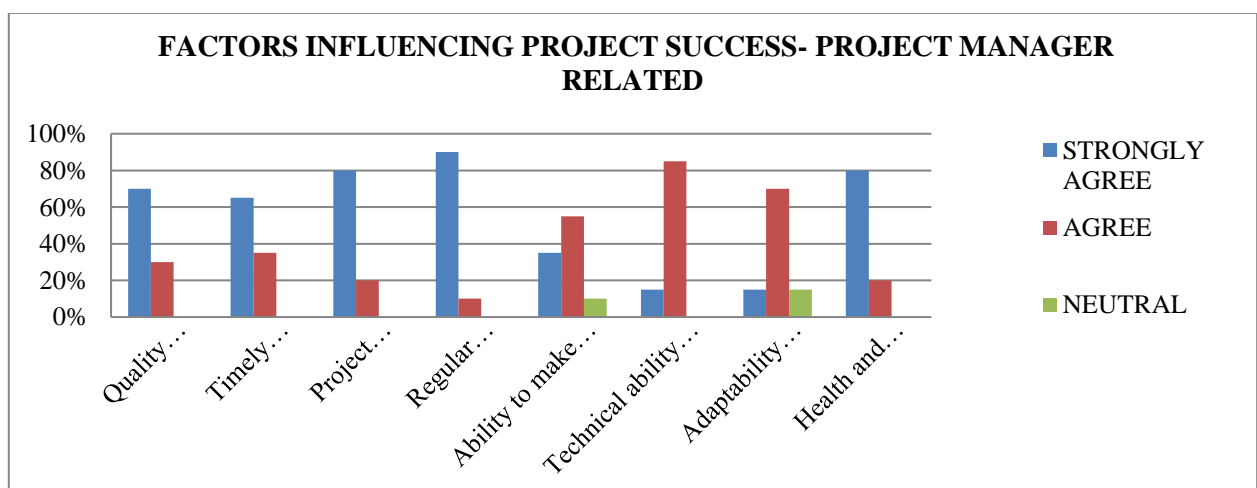


Fig.3.9-The above histogram shows the importance level of different factors that affect the project success related to the Project Manager

Question 7- To what extent does the following Architecture related factors influence the project success?

| Table3.15 -Descriptive Statistics | | | | | |
|---|----|---------|---------|------|----------------|
| ARCHITECTURE RELATED FACTORS | N | Minimum | Maximum | Mean | Std. Deviation |
| Detailed Project plan with proper schedule | 20 | 1 | 3 | 1.40 | 0.754 |
| Quality assurance and Quality delivery of project | 20 | 1 | 3 | 1.85 | 0.671 |
| Timely payment as per contract | 20 | 1 | 3 | 1.55 | 0.605 |
| Regular Communication flow | 20 | 1 | 3 | 2.00 | 0.324 |
| Adequacy of plans and specifications | 20 | 1 | 3 | 1.40 | 0.598 |
| Adaptability towards changes and modification | 20 | 1 | 3 | 2.65 | 0.587 |
| Health and Safety procedures | 20 | 1 | 3 | 2.55 | 0.759 |

T-Test

| Table 3.16 -One-Sample Statistics | | | | |
|---|----|------|----------------|-----------------|
| ARCHITECTURE RELATED FACTORS | N | Mean | Std. Deviation | Std. Error Mean |
| Detailed Project plan with proper schedule | 20 | 1.40 | 0.754 | 0.169 |
| Quality assurance and Quality delivery of project | 20 | 1.85 | 0.671 | 0.150 |
| Timely payment as per contract | 20 | 1.55 | 0.605 | 0.135 |
| Regular Communication flow | 20 | 2.00 | 0.324 | 0.073 |
| Adequacy of plans and specifications | 20 | 1.40 | 0.598 | 0.134 |
| Adaptability towards changes and modification | 20 | 2.65 | 0.587 | 0.131 |
| Health and Safety procedures | 20 | 2.55 | 0.759 | 0.170 |

TEST HYPOTHESIS

The Null Hypothesis(Ho)- There is a insignificant effect of the following Architecture related factors on the successful stakeholder management process.

The Alternative Hypothesis(Ha)- There is a significant effect of the following Architecture related factors on the successful stakeholder management process.

| Table 3.17-One-Sample Test | | | | | | |
|---|--------|----|-----------------|-----------------|--|-------|
| ARCHITECTURE RELATED FACTORS | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence interval | |
| | | | | | Lower | Upper |
| | | | | | Detailed Project plan with proper schedule | 8.304 |
| Quality assurance and Quality delivery of project | 12.333 | 19 | 0.012 | 1.850 | 1.54 | 2.16 |
| Timely payment as per contract | 11.461 | 19 | 0.003 | 1.550 | 1.27 | 1.83 |
| Regular Communication flow | 27.568 | 19 | 0.000 | 2.000 | 1.85 | 2.15 |
| Adequacy of plans and specifications | 10.466 | 19 | 0.001 | 1.400 | 1.12 | 1.68 |
| Adaptability towards changes and modification | 20.184 | 19 | 0.000 | 2.650 | 2.38 | 2.92 |
| Health and Safety procedures | 15.022 | 19 | 0.001 | 2.550 | 2.19 | 2.91 |

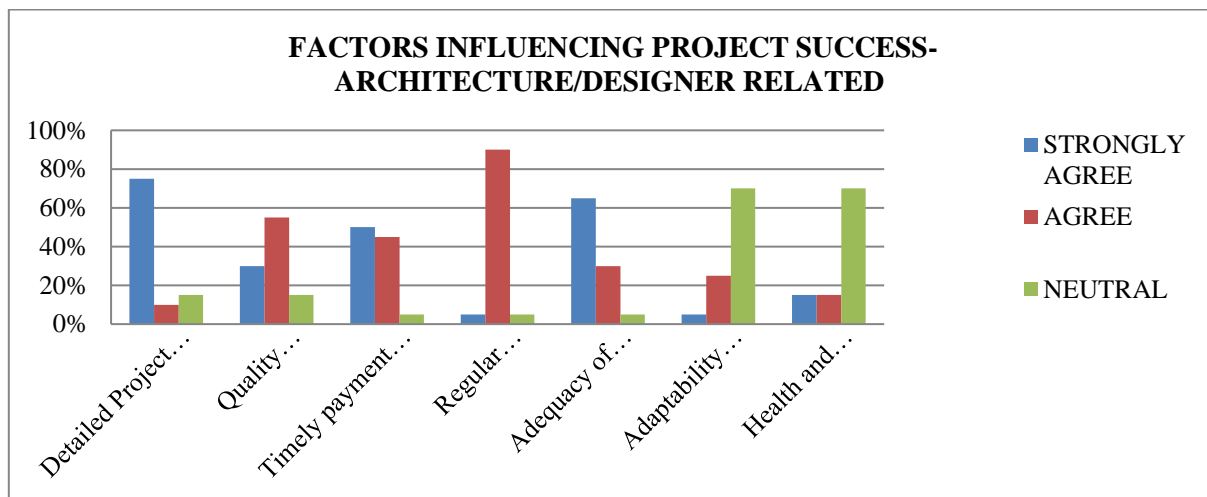


Fig.3.10 The above histogram shows the importance level of different factors that affect the project success related to the Architecture

QUESTION 8- To what extent does the following Contractor related factors influence the project success?

| Table 3.18 -Descriptive Statistics | | | | | |
|---|----|---------|---------|------|----------------|
| CONTRACTOR RELATED FACTORS | N | Minimum | Maximum | Mean | Std. Deviation |
| Quality assurance and Quality delivery of project | 20 | 1 | 2 | 1.70 | 0.470 |
| Timely payment as per contract | 20 | 1 | 2 | 1.15 | 0.366 |
| Timely Completion of project as per contract | 20 | 1 | 3 | 1.30 | 0.733 |
| Regular Communication flow | 20 | 1 | 3 | 1.95 | 0.394 |
| Adaptability towards changes and modification | 20 | 2 | 4 | 2.85 | 0.813 |
| Health and Safety procedures | 20 | 1 | 3 | 2.00 | 0.725 |

T-Test

| Table 3.19 -One-Sample Statistics | | | | |
|---|----|------|----------------|-----------------|
| CONTRACTOR RELATED FACTORS | N | Mean | Std. Deviation | Std. Error Mean |
| Quality assurance and Quality delivery of project | 20 | 1.70 | 0.470 | 0.105 |
| Timely payment as per contract | 20 | 1.15 | 0.366 | 0.082 |
| Timely Completion of project as per contract | 20 | 1.30 | 0.733 | 0.164 |
| Regular Communication flow | 20 | 1.95 | 0.394 | 0.088 |
| Adaptability towards changes and modification | 20 | 2.85 | 0.813 | 0.182 |
| Health and Safety procedures | 20 | 2.00 | 0.725 | 0.162 |

TEST HYPOTHESIS

The Null Hypothesis(Ho)- There is a insignificant effect of the following Contractor related factors on the successful stakeholder management process.

The Alternative Hypothesis(Ha)- There is a significant effect of the following Contractor related factors on the successful stakeholder management process.

| Table 3.20-One-Sample Test | | | | | | |
|---|--------|----|-----------------|-----------------|---|--------|
| CONTRACTOR RELATED FACTORS | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence interval | |
| | | | | | Lower | Upper |
| | | | | | Quality assurance and Quality delivery of project | 16.170 |
| Timely payment as per contract | 14.038 | 19 | 0.001 | 1.150 | 0.98 | 1.32 |
| Timely Completion of project as per contract | 7.935 | 19 | 0.001 | 1.300 | 0.96 | 1.64 |
| Regular Communication flow | 22.132 | 19 | 0.002 | 1.950 | 1.77 | 2.13 |
| Adaptability towards changes and modification | 15.682 | 19 | 0.001 | 2.850 | 2.47 | 3.23 |
| Health and Safety procedures | 12.329 | 19 | 0.006 | 2.000 | 1.66 | 2.34 |

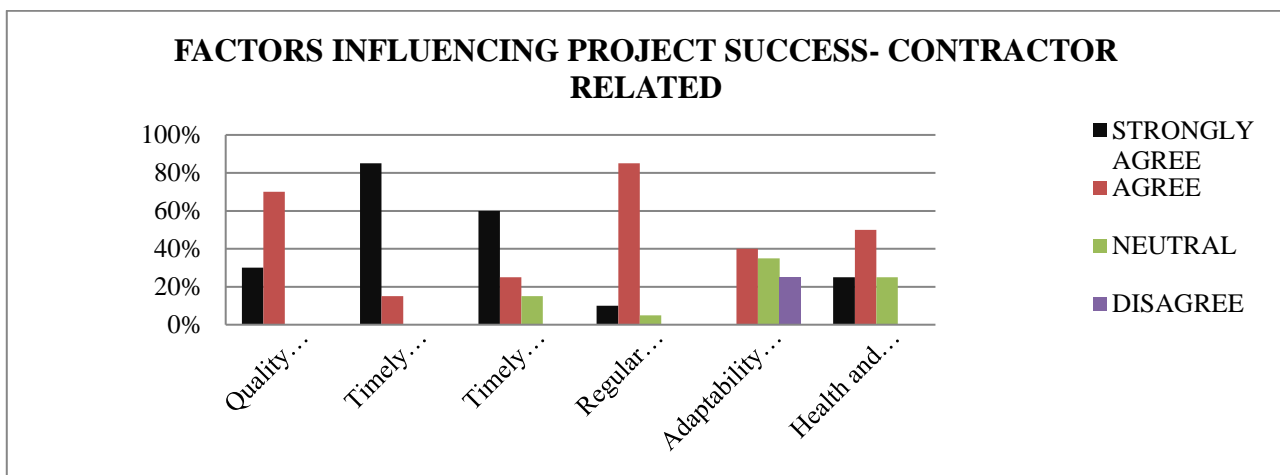


Fig.3.11-The above histogram shows the importance level of different factors that affect the project success related to the Contractor

CHAPTER-4

RESULT AND DISCUSSION

This chapter discusses the results that have been deduced from a field survey of questionnaires. Section one will present the profiles and all necessary information about the respondents, section two was designed to identify and rank the most common factors affecting the stakeholder management process in construction project.

Analysis of the questionnaire is done through SPSS Software by performing the T-Test.P-Value is also calculated in order to find the significance of the factors.Relative Importance Index(RII) is carried out to rank the following factors depending on the level of their importance.

4.1 SECTION ONE- Organizational profile

This section tells us about the experience of the respondents

TABLE 4.1

| EXPERIENCE IN YEARS | FREQUENCY | PERCENTAGE |
|----------------------------|------------------|-------------------|
| 0-5 | 6 | 30% |
| 6-10 | 7 | 35% |
| 11-15 | 2 | 10% |
| 16-20 | 4 | 20% |
| More than 20 | 1 | 5% |
| Total | 20 | 100% |

The above table shows the years of experience of different respondents. The table shows 30% (6 out of 20) respondents have experience between 0-5. 35% (7 out of 20) respondents have experience between 6-10. 10% (2 out of 20) respondents have experience between 11-15. 20%(4 out of 20) have experience between 16-20. 5%(1 out of 20) have experience more than 20 years. This shows the variety in the level of experience of different stakeholder hence it increases the reliability of the questionnaire.

4.2 SECTION TWO – As per the study following factors were found out that affects the Stakeholder Management process in real estate

This part consists of result and discussion of different factors that affect Stakeholder Management process in real estate. This section consists of the following questionnaire

- Key Stakeholders involved in a real estate project
- The negative effect of Stakeholder involvement in real estate
- The Client related factor affecting project success
- Project manager related factors affecting Project success
- Architecture related factors affecting Project success
- Contractor related factors affecting Project success

Table 4.2.1 -RII and test value for the following factors that affects the Stakeholder Management process in real estate

| 1.KEY STAKEHOLDERS | MEAN | RII | P-VALUE | RANK |
|---|-------------|------------|----------------|-----------------|
| CLIENT | 1.25 | 0.95 | 0.001 | 1 st |
| PROJECT MANAGER | 1.50 | 0.90 | 0.001 | 3 rd |
| ARCHITECTURE/DESIGNER | 1.65 | 0.87 | 0.001 | 5 th |
| CONSULTANT | 1.85 | 0.83 | 0.003 | 6 th |
| ENGINEER | 2.35 | 0.73 | 0.003 | 9 th |
| CONTRACTOR | 2.20 | 0.76 | 0.001 | 7 th |
| SUPPLIER | 2.25 | 0.75 | 0.001 | 8 th |
| FINANCIAL GROUPS | 1.45 | 0.91 | 0.012 | 2 nd |
| GOVERNMENT AUTHORITIES | 1.65 | 0.89 | 0.002 | 4 th |
| 2.NEGATIVE EFFECTS OF STAKEHOLDERS | | | | |
| Rejected Projects | 3.050 | 0.51 | 0.002 | 8 th |
| Slow Information flow from Stakeholders | 2.450 | 0.71 | 0.001 | 4 th |
| Delays and Cost overruns | 2.150 | 0.77 | 0.000 | 3 rd |
| Struggle to Clearly define Project Objectives | 2.750 | 0.65 | 0.006 | 7 th |
| Slow Decision making | 1.700 | 0.86 | 0.000 | 2 nd |
| Poor Communication | 1.550 | 0.89 | 0.000 | 1 st |
| Additional Works | 2.500 | 0.70 | 0.012 | 5 th |
| Changes in the Scope of Work | 2.150 | 0.77 | 0.003 | 3 rd |
| Inadequate resources assigned to the project | 2.150 | 0.77 | 0.001 | 3 rd |
| Conflict between the Stakeholders | 2.700 | 0.66 | 0.001 | 6 th |
| 3. CLIENT RELATED FACTORS | | | | |
| Quality assurance and Quality delivery of project | 1.35 | 0.93 | 0.001 | 3 rd |
| Timely completion of project as per contract | 1.10 | 0.98 | 0.001 | 1 st |
| Project completion as per the budget | 1.20 | 0.96 | 0.000 | 2 nd |
| Regular Communication flow with the project Management Team | 1.75 | 0.85 | 0.002 | 5 th |
| Ability to make timely decision | 2.00 | 0.81 | 0.001 | 6 th |
| Health and Safety procedures | 1.55 | 0.89 | 0.001 | 4 th |
| 4.PROJECT MANAGER RELATED FACTORS | | | | |
| Quality assurance and Quality delivery of project | 1.30 | 0.94 | 0.001 | 3 rd |
| Timely completion of project as per contract | 1.35 | 0.93 | 0.000 | 4 th |
| Project completion as per the budget | 1.20 | 0.96 | 0.001 | 2 nd |
| Regular Communication flow with the project Management Team | 1.10 | 0.98 | 0.001 | 1 st |
| Ability to make timely decision | 1.75 | 0.85 | 0.001 | 5 th |
| Technical abilityof Project Management team | 1.85 | 0.83 | 0.003 | 6 th |
| Adaptability towards changes and modification | 2.00 | 0.77 | 0.006 | 7 th |
| Health and Safety procedures | 1.20 | 0.96 | 0.000 | 2 nd |
| 5. ARCHITECTURE RELATED FACTORS | | | | |
| Detailed Project plan with proper | 1.40 | 0.92 | 0.001 | 1 st |

| | | | | |
|---|------|------|-------|-----------------|
| schedule | | | | |
| Quality assurance and Quality delivery of project | 1.85 | 0.83 | 0.012 | 3 rd |
| Timely payment as per contract | 1.55 | 0.89 | 0.003 | 2 nd |
| Regular Communication flow | 2.00 | 0.8 | 0.000 | 4 th |
| Adequacy of plans and specifications | 1.40 | 0.92 | 0.001 | 1 st |
| Adaptability towards changes and modification | 2.65 | 0.67 | 0.000 | 6 th |
| Health and Safety procedures | 2.55 | 0.69 | 0.001 | 5 th |
| 6. CONTRACTOR RELATED FACTORS | | | | |
| Quality assurance and Quality delivery of project | 1.70 | 0.86 | 0.001 | 3 rd |
| Timely payment as per contract | 1.15 | 0.97 | 0.001 | 1 st |
| Timely Completion of project as per contract | 1.30 | 0.89 | 0.001 | 2 nd |
| Regular Communication flow | 1.95 | 0.81 | 0.002 | 4 th |
| Adaptability towards changes and modification | 2.85 | 0.63 | 0.001 | 6 th |
| Health and Safety procedures | 2.00 | 0.80 | 0.006 | 5 th |

- **Follwing factors were considered as important from the above analysis those were as follows-**

1. **Key Stakeholders-** The above table shows that Client is regarded as the key Stakeholder with RII(0.95) for the project success in real estate. With p-value less than 0.05 it shows that there is a significant effect of the key stakeholders on the successful stakeholder management process.
2. **Negative Effects of Stakeholders-** The above table shows that Poor communication with RII(0.89) is regarded as the most negative factor in the Stakeholder management process in real estate With p-value less than 0.05 it shows that there is a significant effect of the negative factors of Stakeholder involvement on the successful stakeholder management process.
3. **Client Related Factors-** The above table shows that “ Timely completion of project as per contract” with RII(0.98) is regarded as the most important client related factor for successful completion of project. With p-value less than 0.05 it shows that there is a significant effect of the following factors of on the successful stakeholder management process.
4. **Project Manager Related Factors-** The above table shows that “ Regular Communication flow with Project Management team”with RII(0.98) is regarded as the most important Project Manager related factor for successful completion of project. With p-value less than 0.05 it shows that there is a significant effect of the following factors on the successful stakeholder management process.
5. **Architecture Related Factors-** The above table shows that “Adequacy of plans and specifications”with RII(0.92) is regarded as the most important Architecture related factor for successful completion of project. With p-value less than 0.05 it shows that there is a significant effect of the following factors on the successful stakeholder management process.
6. **Contractor Related Factors-** The above table shows that “ Timely payment as per contract”with RII(0.97) is regarded as the most important Contractor related factor for successful completion of project. With p-value less than 0.05 it shows that there is a significant effect of the following factors on the successful stakeholder management process.

CHAPTER-5

5.1 CONCLUSION

This research aims to identify the effect of Stakeholders on project success in real estate industry. This study aims to define the roles and responsibilities of different Stakeholders involved in the project.

This research had three primary objectives, which were achieved through the data collection using survey techniques and the detail analysis of the survey results. The objectives were

1. To identify the Effects that the Stakeholder Management process will have on real estate projects.
2. To identify the key Stakeholders involved in a real estate projects.
3. To determine the factors affecting the Stakeholder Management in project success .

The data was analysed using SPSS Software by conducting T-Test and Relative importance index in order to determine the ranking of the most important factors that affect the Stakeholder Management process. The questionnaire was distributed to Architectures, Project Managers, Consulted and Engineers.

According to the analysis following were regarded as the key stakeholders in the real estate projects.

- Client (1 position)
- Financial groups (2 position)
- Project Manager (3 position)
- Government Authority (4 position)
- Architecture (5 position)
- Consultant (6 position)
- Contractor (7 position)
- Supplier (8 position)
- Engineer (9 position)

The negative effect that the stakeholders have on real estate projects these three factors were considered as the most important

- Poor Communication with RII of 89%
- Slow decision making with RII of 86%
- Inadequate resoruce assigned to the project with RII of 77%

Following factors were regarded as important for the Stakeholder Management process.

1.Client related factors The three most important factors were

- 1 Timely completion of project as per contract (RII 98%)
- 2 Project completion as per the budget (RII 96%)
- 3 Quality assurance and Quality delivery of projects (RII 93%)

2.Project Manager related factors

- 1 Regular Communication flow with the project Management Team (RII 98%)
- 2 Project completion as per the budget (RII 96%)
- 3 Quality assurance and Quality delivery of project (RII 94%)

3.Architecture related factors

- 1 Detailed Project plan with proper schedule & Adequacy of plans and specifications (RII 92%)
- 2 Timely payment as per contract (RII 89%)
- 3 Quality assurance and Quality delivery of project (RII 83%)

4.Contractor related factors

- 1 Timely payment as per contract (RII 97%)
- 2 Timely Completion of project as per contract (RII 89%)
- 3 Quality assurance and Quality delivery of project (RII 86%)

The paper will help to have a better understanding of the influence the stakeholders have on the real estate sector. Thus it can be concluded that Stakeholders play a very important role in real estate industry and they should be properly managed in order to reduce the delay in completion of project. .

5.2 Suggestions for Future Research

Based on the limitations of the research, two suggestions are proposed for future studies. They are listed as follows:

1. Since this project is conducted on private real estate projects only it will be necessary to conduct additional research on governmental projects in order to have a better understanding of Stakeholder Management process and their Effects on project success
2. Need to involve more no.of respondents and also involve more no.of Stakeholders in a construction project and the study should also emphasise on evaluating the impact of different Stakeholders at different stages of Construction.

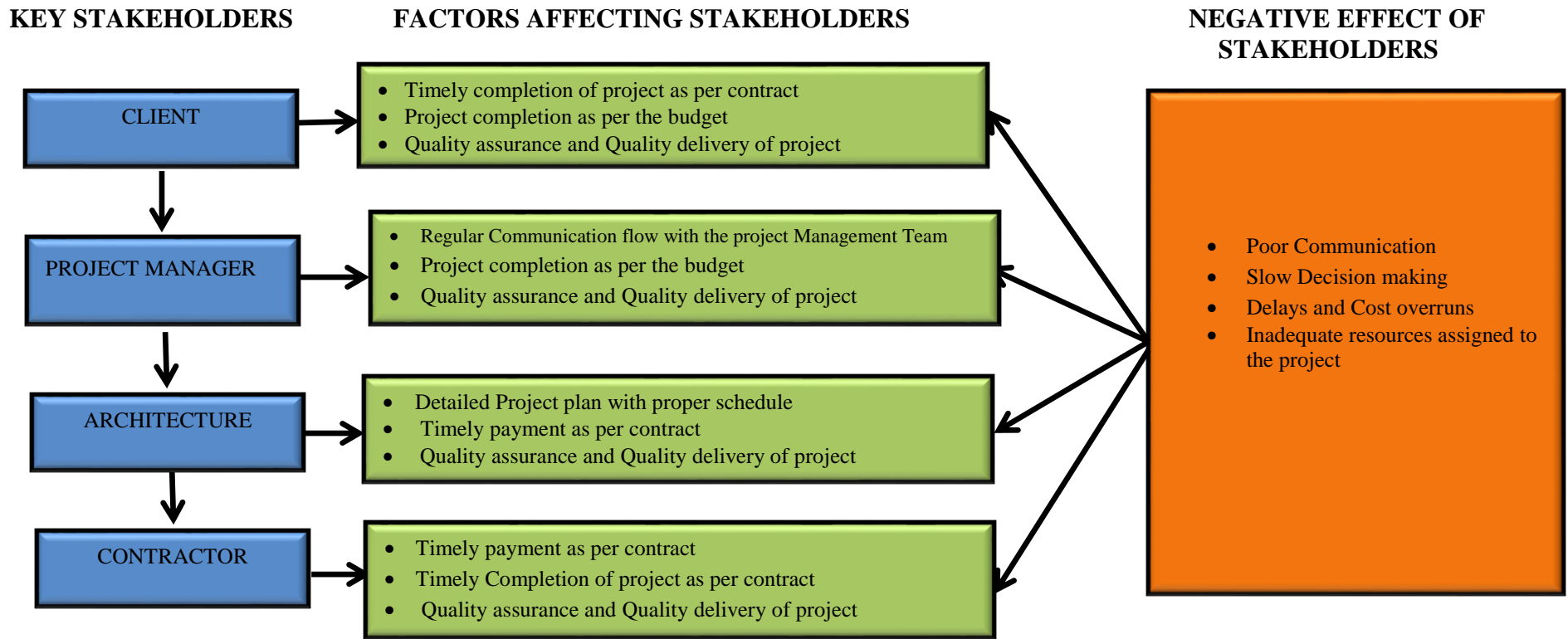


FIG. 5.1 A FRAMEWORK FOR EFFECTIVE MANAGEMENT OF STAKEHOLDER IN REAL ESTATE

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QUESTIONNAIRE SURVEY

Tawheed

- Please provide the correct information by ticking [X] on the required options and filling up the space where required.

PART- 1 GENERAL INFORMATION

| | | | | | | |
|---|--|---------------------------------|--|----------------------------------|--------------------------------|------------------------------|
| 1 | PROJECT NAME- <u>Phoenix Palacessio Mall</u> | | | | | |
| 2 | JOB TITLE | <input type="radio"/> ARCHITECT | <input checked="" type="radio"/> PROJECT MANAGER | <input type="radio"/> CONSULTANT | <input type="radio"/> ENGINEER | <input type="radio"/> OTHERS |
| 3 | EXPERIENCE IN YEARS | <input type="radio"/> 0-5 | <input checked="" type="radio"/> 6-10 | <input type="radio"/> 11-15 | <input type="radio"/> 16-20 | <input type="radio"/> <20 |

PART- 2 FACTORS AFFECTING STAKEHOLDER MANAGEMENT IN REAL ESTATE

Q 4 To what extent do you think that the following individuals are the key Stakeholders in a real estate project?

| | IDENTIFICATION OF STAKEHOLDERS | LEVEL OF IMPORTANCE | | | | |
|---|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|----------|
| | | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW |
| | | (1) | (2) | (3) | (4) | (5) |
| 1 | CLIENT | | | <input checked="" type="checkbox"/> | | |
| 2 | PROJECT MANAGER | <input checked="" type="checkbox"/> | | | | |
| 3 | ARCHITECTURE/DESIGNER | <input checked="" type="checkbox"/> | | | | |
| 4 | CONSULTANT | | <input checked="" type="checkbox"/> | | | |
| 5 | ENGINEER | <input checked="" type="checkbox"/> | | | | |
| 6 | CONTRACTOR | <input checked="" type="checkbox"/> | | | | |
| 7 | SUPPLIER | | <input checked="" type="checkbox"/> | | | |
| 8 | FINANCIAL GROUPS | | | <input checked="" type="checkbox"/> | | |
| 9 | GOVERNMENT AUTHORITIES | | | | <input checked="" type="checkbox"/> | |

Q 5- How do you evaluate the attributes of different Stakeholders involved in a project?

| I | STAKEHOLDERS | POWER- Stakeholder capacity to make a change in the project | | | | | PROXIMITY- relation type between stakeholder and project | | | | | |
|---|--------------|---|-------------------------------------|--------|-----|----------|--|------|--------|-----|----------|--|
| | | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW | |
| | | (1) | (2) | (3) | (4) | (5) | (1) | (2) | (3) | (4) | (5) | |
| 1 | CLIENT | | <input checked="" type="checkbox"/> | | | | <input checked="" type="checkbox"/> | | | | | |

| | | | | | | | | | | | |
|---|-----------------|---|---|--|---|--|--|---|---|--|--|
| 2 | PROJECT MANAGER | | ✓ | | | | | ✓ | | | |
| 3 | CONSULTANT | ✓ | | | | | | | ✓ | | |
| 4 | ARCHITECTURE | ✓ | | | | | | | ✓ | | |
| 5 | ENGINEER | | ✓ | | | | | | ✓ | | |
| 6 | CONTRACTOR | | | | ✓ | | | | ✓ | | |

Q 6- How do you evaluate the attributes of different Stakeholders involved in a project?

| 2 | STAKEHOLDERS | URGENCY- Level of response to claims made by each stakeholders in the project | | | | | KNOWLEDGE- Stakeholder knowledge of project activities | | | | |
|---|-----------------|---|----------|------------|---------|--------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | | | ✓ | | | | | ✓ | | |
| 2 | PROJECT MANAGER | | ✓ | | | | ✓ | | | | |
| 3 | CONSULTANT | | ✓ | | | | | ✓ | | | |
| 4 | ARCHITECTURE | | ✓ | | | | ✓ | | | | |
| 5 | ENGINEER | | ✓ | | | | ✓ | | | | |
| 6 | CONTRACTOR | | ✓ | | | | | ✓ | | | |

Q 7- How do you evaluate the attributes of different Stakeholders involved in a project?

| 3 | STAKEHOLDERS | VESTED INTEREST- Stakeholder interest in the project | | | | |
|---|-----------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | |
| 2 | PROJECT MANAGER | | ✓ | | | |
| 3 | CONSULTANT | | ✓ | | | |
| 4 | ARCHITECTURE | ✓ | | | | |
| 5 | ENGINEER | | ✓ | | | |
| 6 | CONTRACTOR | | | ✓ | | |

Q 8- What are the negative effect of stakeholders involvement in real estate projects?

| | Category | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|---|---|--------------------|-----------|-------------|--------------|-----------------------|
| 1 | Rejected Projects | | | ✓ | | |
| 2 | Slow Information flow from Stakeholders | | ✓ | | | |
| 3 | Delays and Cost overruns | | | ✓ | | |
| 4 | Struggle to Clearly define Project | | ✓ | | | |

| | | | | | | |
|----|--|---|---|---|--|--|
| | objectives | | ✓ | | | |
| 5 | Slow decision making | ✓ | | | | |
| 6 | Poor Communication | | ✓ | | | |
| 7 | Additional Works | | | ✓ | | |
| 8 | Changes in the Scope of work | | ✓ | | | |
| 9 | Inadequate resources assigned to the project | | | ✓ | | |
| 10 | Conflict between the Stakeholders | | | ✓ | | |

Q 9- To what extent do you think that the following methods are effective in engaging with Stakeholders?

| Methods | Strongly agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|----------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Meetings | ✓ | | | | |
| Social Contacts | | | ✓ | | |
| Stakeholder register | | | ✓ | | |
| Workshops | | ✓ | | | |
| Interviews | | ✓ | | | |

Q 10- To what extent does the following factors influence the project success?

| | Factors affecting project success- Client related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 2 | Timely completion of project as per contract | | ✓ | | | |
| 3 | Project completion as per the budget | ✓ | | | | |
| 4 | Regular Communication flow with the project Management Team | | ✓ | | | |
| 5 | Ability to make timely decision | | | ✓ | | |
| 6 | Health and Safety procedures | ✓ | | | | |

Q 11-To what extent does the following factors influence the project success?

| | Factors affecting project success- Project Manager related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 2 | Timely completion of project as per contract | | ✓ | | | |
| 3 | Project completion as per the budget | ✓ | | | | |
| 4 | Regular Communication flow with the project Management Team | | ✓ | | | |
| 5 | Ability to make timely decision | | | ✓ | | |
| 6 | Technical ability of Project Management team | | ✓ | | | |
| 7 | Adaptability towards changes and modification | | | ✓ | | |
| 8 | Health and Safety procedures | ✓ | | | | |

Q 12- To what extent does the following factors influence the project success?

| | Factors affecting project success- Architecture/Designer related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Detailed Project plan with proper schedule | | ✓ | | | |
| 2 | Quality assurance and Quality delivery of project | | | ✓ | | |
| 3 | Timely payment as per contract | | | ✓ | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adequacy of plans and specifications | | | ✓ | | |
| 6 | Adaptability towards changes and modification | | | ✓ | | |
| 7 | Health and Safety procedures | ✓ | | | | |

Q 13- To what extent does the following factors influence the project success?

| | Factors affecting project success- Contractor related | Level of importance | | | | |
|---|---|---------------------|-----------|-------------|--------------|-----------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely payment as per contract | ✓ | | | | |
| 3 | Timely Completion of project as per contract | | ✓ | | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adaptability towards changes and modification | | ✓ | | | |
| 6 | Health and Safety procedures | ✓ | | | | |

Destiny Hospitality Services Pvt. Ltd.
 16/11/20
 Authorised Signatory
 Project Manager

- Please provide the correct information by ticking [X] on the required options and filling up the space where required.

PART- 1 GENERAL INFORMATION

| | | | | | | |
|---|--|--------------------------------------|---------------------------------------|----------------------------------|---|------------------------------|
| 1 | PROJECT NAME- Rizvi Interiors Decorators | | | | | |
| 2 | JOB TITLE | <input type="radio"/> ARCHITECT | <input type="radio"/> PROJECT MANAGER | <input type="radio"/> CONSULTANT | <input checked="" type="radio"/> ENGINEER | <input type="radio"/> OTHERS |
| 3 | EXPERIENCE IN YEARS | <input checked="" type="radio"/> 0-5 | <input type="radio"/> 6-10 | <input type="radio"/> 11-15 | <input type="radio"/> 16-20 | <input type="radio"/> <20 |

PART- 2 FACTORS AFFECTING STAKEHOLDER MANAGEMENT IN REAL ESTATE

Q 4 To what extent do you think that the following individuals are the key Stakeholders in a real estate project?

| | IDENTIFICATION OF STAKEHOLDERS | LEVEL OF IMPORTANCE | | | | |
|---|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----|----------|
| | | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW |
| | | (1) | (2) | (3) | (4) | (5) |
| 1 | CLIENT | <input checked="" type="checkbox"/> | | | | |
| 2 | PROJECT MANAGER | | <input checked="" type="checkbox"/> | | | |
| 3 | ARCHITECTURE/DESIGNER | | <input checked="" type="checkbox"/> | | | |
| 4 | CONSULTANT | | <input checked="" type="checkbox"/> | | | |
| 5 | ENGINEER | | <input checked="" type="checkbox"/> | | | |
| 6 | CONTRACTOR | | | <input checked="" type="checkbox"/> | | |
| 7 | SUPPLIER | | <input checked="" type="checkbox"/> | | | |
| 8 | FINANCIAL GROUPS | <input checked="" type="checkbox"/> | | | | |
| 9 | GOVERNMENT AUTHORITIES | <input checked="" type="checkbox"/> | | | | |

Q 5- How do you evaluate the attributes of different Stakeholders involved in a project?

| 1 | STAKEHOLDERS | POWER- Stakeholder capacity to make a change in the project | | | | | PROXIMITY- relation type between stakeholder and project | | | | |
|---|--------------|---|------|--------|-----|----------|--|------|--------|-----|----------|
| | | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW |
| | | (1) | (2) | (3) | (4) | (5) | (1) | (2) | (3) | (4) | (5) |
| 1 | CLIENT | <input checked="" type="checkbox"/> | | | | | <input checked="" type="checkbox"/> | | | | |

| | | | | | | | | | | | |
|---|-----------------|---|---|---|--|--|---|---|---|--|--|
| 2 | PROJECT MANAGER | ✓ | | | | | ✓ | | | | |
| 3 | CONSULTANT | | | ✓ | | | | ✓ | | | |
| 4 | ARCHITECTURE | | ✓ | | | | | ✓ | | | |
| 5 | ENGINEER | | ✓ | | | | | | ✓ | | |
| 6 | CONTRACTOR | | ✓ | | | | | ✓ | | | |

Q 6- How do you evaluate the attributes of different Stakeholders involved in a project?

| 2 | STAKEHOLDERS | URGENCY- Level of response to claims made by each stakeholder in the project | | | | | KNOWLEDGE- Stakeholder knowledge of project activities | | | | |
|---|-----------------|--|----------|------------|---------|--------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | | ✓ | | | | |
| 2 | PROJECT MANAGER | | ✓ | | | | ✓ | | | | |
| 3 | CONSULTANT | ✓ | | | | | | ✓ | | | |
| 4 | ARCHITECTURE | | ✓ | | | | ✓ | | | | |
| 5 | ENGINEER | | ✓ | ✓ | | | | ✓ | | | |
| 6 | CONTRACTOR | ✓ | | | | | | ✓ | | | |

Q 7- How do you evaluate the attributes of different Stakeholders involved in a project?

| 3 | STAKEHOLDERS | VESTED INTEREST- Stakeholder interest in the project | | | | |
|---|-----------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | |
| 2 | PROJECT MANAGER | ✓ | | | | |
| 3 | CONSULTANT | | ✓ | | | |
| 4 | ARCHITECTURE | ✓ | | | | |
| 5 | ENGINEER | | ✓ | | | |
| 6 | CONTRACTOR | | ✓ | | | |

Q 8- What are the negative effect of stakeholders involvement in real estate projects?

| | Category | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|---|---|--------------------|-----------|-------------|--------------|-----------------------|
| 1 | Rejected Projects | | | ✓ | | |
| 2 | Slow Information flow from Stakeholders | | ✓ | | | |
| 3 | Delays and Cost overruns | ✓ | | | | |
| 4 | Struggle to Clearly define Project | | ✓ | | | |

| | | | | | | |
|----|--|---|---|---|--|--|
| | objectives | | | | | |
| 5 | Slow decision making | ✓ | | | | |
| 6 | Poor Communication | | ✓ | | | |
| 7 | Additional Works | | | ✓ | | |
| 8 | Changes in the Scope of work | | | ✓ | | |
| 9 | Inadequate resources assigned to the project | | ✓ | | | |
| 10 | Conflict between the Stakeholders | | | ✓ | | |

Q 9- To what extent do you think that the following methods are effective in engaging with Stakeholders?

| Methods | Strongly agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|----------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Meetings | ✓ | | | | |
| Social Contacts | | ✓ | | | |
| Stakeholder register | | | ✓ | | |
| Workshops | ✓ | | | | |
| Interviews | | ✓ | | | |

Q 10- To what extent does the following factors influence the project success?

| | Factors affecting project success- Client related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely completion of project as per contract | ✓ | | | | |
| 3 | Project completion as per the budget | | ✓ | | | |
| 4 | Regular Communication flow with the project Management Team | | ✓ | | | |
| 5 | Ability to make timely decision | | ✓ | | | |
| 6 | Health and Safety procedures | | ✓ | | | |

Q 11- To what extent does the following factors influence the project success?

| | Factors affecting project success- Project Manager related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely completion of project as per contract | ✓ | | | | |
| 3 | Project completion as per the budget | ✓ | | | | |
| 4 | Regular Communication flow with the project Management Team | ✓ | | | | |
| 5 | Ability to make timely decision | ✓ | | | | |
| 6 | Technical ability of Project Management team | | ✓ | | | |
| 7 | Adaptability towards changes and modification | | ✓ | | | |
| 8 | Health and Safety procedures | | ✓ | | | |

Q 12- To what extent does the following factors influence the project success?

| | Factors affecting project success- Architecture/Designer related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Detailed Project plan with proper schedule | ✓ | | | | |
| 2 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 3 | Timely payment as per contract | ✓ | | | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adequacy of plans and specifications | ✓ | | | | |
| 6 | Adaptability towards changes and modification | | ✓ | | | |
| 7 | Health and Safety procedures | | ✓ | | | |

Q 13- To what extent does the following factors influence the project success?

| | Factors affecting project success- Contractor related | Level of importance | | | | |
|---|---|---------------------|-----------|-------------|--------------|-----------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 2 | Timely payment as per contract | ✓ | | | | |
| 3 | Timely Completion of project as per contract | ✓ | | | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adaptability towards changes and modification | | ✓ | | | |
| 6 | Health and Safety procedures | | ✓ | | | |



Project Engineer

- Please provide the correct information by ticking [X] on the required options and filling up the space where required.

PART- 1 GENERAL INFORMATION

| | | | | | | |
|---|---------------------------------------|---------------------------------|--|----------------------------------|--------------------------------|------------------------------|
| 1 | PROJECT NAME- <u>BBD Times Square</u> | | | | | |
| 2 | JOB TITLE | <input type="radio"/> ARCHITECT | <input checked="" type="radio"/> PROJECT MANAGER | <input type="radio"/> CONSULTANT | <input type="radio"/> ENGINEER | <input type="radio"/> OTHERS |
| 3 | EXPERIENCE IN YEARS | <input type="radio"/> 0-5 | <input checked="" type="radio"/> 6-10 | <input type="radio"/> 11-15 | <input type="radio"/> 16-20 | <input type="radio"/> <20 |

PART- 2 FACTORS AFFECTING STAKEHOLDER MANAGEMENT IN REAL ESTATE

Q 4 To what extent do you think that the following individuals are the key Stakeholders in a real estate project?

| | IDENTIFICATION OF STAKEHOLDERS | LEVEL OF IMPORTANCE | | | | |
|---|--------------------------------|---------------------|------|--------|-----|----------|
| | | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW |
| | | (1) | (2) | (3) | (4) | (5) |
| 1 | CLIENT | ✓ | | | | |
| 2 | PROJECT MANAGER | | ✓ | | | |
| 3 | ARCHITECTURE/DESIGNER | ✓ | | | | |
| 4 | CONSULTANT | | | ✓ | | |
| 5 | ENGINEER | | ✓ | | | |
| 6 | CONTRACTOR | | ✓ | | | |
| 7 | SUPPLIER | | | ✓ | | |
| 8 | FINANCIAL GROUPS | | ✓ | | | |
| 9 | GOVERNMENT AUTHORITIES | ✓ | | | | |

Q 5- How do you evaluate the attributes of different Stakeholders involved in a project?

| I | STAKEHOLDERS | POWER- Stakeholder capacity to make a change in the project | | | | | PROXIMITY- relation type between stakeholder and project | | | | |
|---|--------------|---|------|--------|-----|----------|--|------|--------|-----|----------|
| | | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW | VERY HIGH | HIGH | MEDIUM | LOW | VERY LOW |
| | | (1) | (2) | (3) | (4) | (5) | (1) | (2) | (3) | (4) | (5) |
| 1 | CLIENT | ✓ | | | | | ✓ | | | | |

| | | | | | | | | | | |
|---|-----------------|---|---|---|--|--|---|---|---|--|
| 2 | PROJECT MANAGER | | ✓ | | | | ✓ | | | |
| 3 | CONSULTANT | | | ✓ | | | | ✓ | | |
| 4 | ARCHITECTURE | ✓ | | | | | | | ✓ | |
| 5 | ENGINEER | | ✓ | | | | | ✓ | | |
| 6 | CONTRCTOR | | ✓ | | | | | ✓ | | |

Q 6- How do you evaluate the attributes of different Stakeholders involved in a project?

| 2 | STAKEHOLDERS | URGENCY- Level of response to claims made by each stakeholders in the project | | | | | KNOWLEDGE- Stakeholder knowledge of project activities | | | | |
|---|-----------------|---|----------|------------|---------|--------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | | | ✓ | | | |
| 2 | PROJECT MANAGER | ✓ | | | | | ✓ | | | | |
| 3 | CONSULTANT | | ✓ | | | | ✓ | | | | |
| 4 | ARCHITECTURE | ✓ | | | | | ✓ | | | | |
| 5 | ENGINEER | | | ✓ | | | | ✓ | | | |
| 6 | CONTRCTOR | ✓ | | | | | | ✓ | | | |

Q 7- How do you evaluate the attributes of different Stakeholders involved in a project?

| 3 | STAKEHOLDERS | VESTED INTEREST- Stakeholder interest in the project | | | | |
|---|-----------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | |
| 2 | PROJECT MANAGER | ✓ | | | | |
| 3 | CONSULTANT | | ✓ | | | |
| 4 | ARCHITECTURE | ✓ | | | | |
| 5 | ENGINEER | | | ✓ | | |
| 6 | CONTRCTOR | | | ✓ | | |

Q 8- What are the negative effect of stakeholders involvement in real estate projects?

| | Category | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|---|---|--------------------|-----------|-------------|--------------|-----------------------|
| 1 | Rejected Projects | | | ✓ | | |
| 2 | Slow Information flow from Stakeholders | | ✓ | | | |
| 3 | Delays and Cost overruns | ✓ | | | | |
| 4 | Struggle to Clearly define Project | | ✓ | | | |

| | | | | | | |
|----|--|--|---|---|--|--|
| | objectives | | | | | |
| 5 | Slow decision making | | ✓ | | | |
| 6 | Poor Communication | | ✓ | | | |
| 7 | Additional Works | | | ✓ | | |
| 8 | Changes in the Scope of work | | ✓ | | | |
| 9 | Inadequate resources assigned to the project | | ✓ | | | |
| 10 | Conflict between the Stakeholders | | | ✓ | | |

Q 9- To what extent do you think that the following methods are effective in engaging with Stakeholders?

| Methods | Strongly agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|----------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Meetings | ✓ | | | | |
| Social Contacts | | ✓ | | | |
| Stakeholder register | | ✓ | | | |
| Workshops | ✓ | | | | |
| Interviews | | ✓ | | | |

Q 10- To what extent does the following factors influence the project success?

| | Factors affecting project success- Client related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely completion of project as per contract | ✓ | | | | |
| 3 | Project completion as per the budget | | ✓ | | | |
| 4 | Regular Communication flow with the project Management Team | | ✓ | | | |
| 5 | Ability to make timely decision | | ✓ | | | |
| 6 | Health and Safety procedures | | ✓ | | | |

Q 11- To what extent does the following factors influence the project success?

| | Factors affecting project success- Project Manager related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely completion of project as per contract | ✓ | | | | |
| 3 | Project completion as per the budget | ✓ | | | | |
| 4 | Regular Communication flow with the project Management Team | ✓ | | | | |
| 5 | Ability to make timely decision | ✓ | | | | |
| 6 | Technical ability of Project Management team | | ✓ | | | |
| 7 | Adaptability towards changes and modification | | ✓ | | | |
| 8 | Health and Safety procedures | | ✓ | | | |

Q 12- To what extent does the following factors influence the project success?

| | Factors affecting project success- Architecture/Designer related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Detailed Project plan with proper schedule | ✓ | | | | |
| 2 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 3 | Timely payment as per contract | ✓ | | | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adequacy of plans and specifications | ✓ | | | | |
| 6 | Adaptability towards changes and modification | | ✓ | | | |
| 7 | Health and Safety procedures | | ✓ | | | |

Q 13- To what extent does the following factors influence the project success?

| | Factors affecting project success- Contractor related | Level of importance | | | | |
|---|---|---------------------|-----------|-------------|--------------|-----------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 2 | Timely payment as per contract | ✓ | | | | |
| 3 | Timely Completion of project as per contract | ✓ | | | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adaptability towards changes and modification | | ✓ | | | |
| 6 | Health and Safety procedures | | ✓ | | | |



- Please provide the correct information by ticking [X] on the required options and filling up the space where required.

PART-1 GENERAL INFORMATION

| | | | | | | |
|---|-------------------------------------|---------------------------------|---------------------------------------|----------------------------------|--------------------------------|------------------------------|
| 1 | PROJECT NAME- AZEZA BOTANICA | | | | | |
| 2 | JOB TITLE | <input type="radio"/> ARCHITECT | <input type="radio"/> PROJECT MANAGER | <input type="radio"/> CONSULTANT | <input type="radio"/> ENGINEER | <input type="radio"/> OTHERS |
| 3 | EXPERIENCE IN YEARS | <input type="radio"/> 0-5 | <input type="radio"/> 6-10 | <input type="radio"/> 11-15 | <input type="radio"/> 16-20 | <input type="radio"/> <20 |

PART-2 FACTORS AFFECTING STAKEHOLDER MANAGEMENT IN REAL ESTATE

Q 4 To what extent do you think that the following individuals are the key Stakeholders in a real estate project?

| | IDENTIFICATION OF STAKEHOLDERS | LEVEL OF IMPORTANCE | | | | |
|---|--------------------------------|---------------------|-------------|---------------|------------|-----------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | ✓ | | | |
| 2 | PROJECT MANAGER | ✓ | | | | |
| 3 | ARCHITECTURE/DESIGNER | ✓ | | | | |
| 4 | CONSULTANT | ✓ | | | | |
| 5 | ENGINEER | ✓ | | | | |
| 6 | CONTRACTOR | ✓ | | | | |
| 7 | SUPPLIER | ✓ | | | | |
| 8 | FINANCIAL GROUPS | ✓ | | | | |
| 9 | GOVERNMENT AUTHORITIES | ✓ | | | | |

Q 5- How do you evaluate the attributes of different Stakeholders involved in a project?

| 1 | STAKEHOLDERS | POWER- Stakeholder capacity to make a change in the project | | | | | PROXIMITY- relation type between stakeholder and project | | | | |
|---|--------------|---|-------------|---------------|------------|-----------------|--|-------------|---------------|------------|-----------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | | ✓ | | | | |

| | | | | | | | | | |
|---|-----------------|--|---|---|--|---|---|---|--|
| 2 | PROJECT MANAGER | | ✓ | | | ✓ | | | |
| 3 | CONSULTANT | | ✓ | | | | ✓ | | |
| 4 | ARCHITECTURE | | | ✓ | | | | ✓ | |
| 5 | ENGINEER | | | ✓ | | | | | |
| 6 | CONTRACTOR | | ✓ | | | | ✓ | | |

Q 6- How do you evaluate the attributes of different Stakeholders involved in a project?

| 2 | STAKEHOLDERS | URGENCY- Level of response to claims made by each stakeholders in the project | | | | | KNOWLEDGE- Stakeholder knowledge of project activities | | | | |
|---|-----------------|---|----------|------------|---------|--------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | | ✓ | | | | |
| 2 | PROJECT MANAGER | ✓ | | | | | ✓ | | | | |
| 3 | CONSULTANT | | ✓ | | | | | ✓ | | | |
| 4 | ARCHITECTURE | | ✓ | | | | | | | | |
| 5 | ENGINEER | | ✓ | | | | ✓ | | | | |
| 6 | CONTRACTOR | ✓ | | | | | | ✓ | | | |

Q 7- How do you evaluate the attributes of different Stakeholders involved in a project?

| 3 | STAKEHOLDERS | VESTED INTEREST- Stakeholder interest in the project | | | | |
|---|-----------------|--|----------|------------|---------|--------------|
| | | VERY HIGH (1) | HIGH (2) | MEDIUM (3) | LOW (4) | VERY LOW (5) |
| 1 | CLIENT | ✓ | | | | |
| 2 | PROJECT MANAGER | ✓ | ✓ | | | |
| 3 | CONSULTANT | | ✓ | | | |
| 4 | ARCHITECTURE | | ✓ | | | |
| 5 | ENGINEER | | | ✓ | | |
| 6 | CONTRACTOR | | ✓ | | | |

Q 8- What are the negative effect of stakeholders involvement in real estate projects?

| | Category | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|---|---|--------------------|-----------|-------------|--------------|-----------------------|
| 1 | Rejected Projects | | | ✓ | | |
| 2 | Slow Information flow from Stakeholders | | ✓ | | | |
| 3 | Delays and Cost overruns | ✓ | | | | |
| 4 | Struggle to Clearly define Project | | | ✓ | | |

| | | | | | | |
|----|--|---|---|---|---|--|
| | objectives | | | | | |
| 5 | Slow decision making | | ✓ | | | |
| 6 | Poor Communication | ✓ | | | | |
| 7 | Additional Works | | | ✓ | | |
| 8 | Changes in the Scope of work | | | | ✓ | |
| 9 | Inadequate resources assigned to the project | | ✓ | | | |
| 10 | Conflict between the Stakeholders | | ✓ | | | |

Q 9- To what extent do you think that the following methods are effective in engaging with Stakeholders?

| Methods | Strongly agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
|----------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Meetings | ✓ | | | | |
| Social Contacts | | ✓ | | | |
| Stakeholder register | | | ✓ | | |
| Workshops | | ✓ | | | |
| Interviews | ✓ | | | | |

Q 10- To what extent does the following factors influence the project success?

| | Factors affecting project success- Client related | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely completion of project as per contract | ✓ | | | | |
| 3 | Project completion as per the budget | ✓ | | | | |
| 4 | Regular Communication flow with the project Management Team | | ✓ | | | |
| 5 | Ability to make timely decision | | ✓ | | | |
| 6 | Health and Safety procedures | ✓ | | | | |

Q 11-To what extent does the following factors influence the project success?

| Factors affecting project success- Project Manager related | | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely completion of project as per contract | | | | | |
| 3 | Project completion as per the budget | | ✓ | | | |
| 4 | Regular Communication flow with the project Management Team | ✓ | | | | |
| 5 | Ability to make timely decision | | | | | |
| 6 | Technical ability of Project Management team | ✓ | | | | |
| 7 | Adaptability towards changes and modification | ✓ | | | | |
| 8 | Health and Safety procedures | ✓ | | | | |

Q 12- To what extent does the following factors influence the project success?

| Factors affecting project success- Architecture/Designer related | | Level of importance | | | | |
|---|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Detailed Project plan with proper schedule | ✓ | | | | |
| 2 | Quality assurance and Quality delivery of project | | ✓ | | | |
| 3 | Timely payment as per contract | ✓ | | | | |
| 4 | Regular Communication flow | | ✓ | | | |
| 5 | Adequacy of plans and specifications | | ✓ | | | |
| 6 | Adaptability towards changes and modification | | | ✓ | | |
| 7 | Health and Safety procedures | | | ✓ | | |

Q 13- To what extent does the following factors influence the project success?

| | Factors affecting project success- Contractor related | Level of importance | | | | |
|---|---|---------------------|-----------|-------------|--------------|-----------------------|
| | | Strongly Agree (1) | Agree (2) | Neutral (3) | Disagree (4) | Strongly Disagree (5) |
| 1 | Quality assurance and Quality delivery of project | ✓ | | | | |
| 2 | Timely payment as per contract | ✓ | | | | |
| 3 | Timely Completion of project as per contract | ✓ | | | | |
| 4 | Regular Communication flow | ✓ | | | | |
| 5 | Adaptability towards changes and modification | | ✓ | | | |
| 6 | Health and Safety procedures | ✓ | | | | |

Project Engineer

[Signature]
15/3/20

PAPER PUBLICATIONS

1. International Journal of emerging technologies and Innovative Research (JETIIR)
(An International Open Access Journal) | Impact factor: 5.87| UGC and ISSN
Approved Approval link
2. JETIR300699 REVIEW NOTIFICATION| JETIR (ISSN:2349-5162)| www.jetir.org
editor@jetir.org JETIR September 2020, Volume 7, Issue 9 www.jetir.org (ISSN2349-5162)

A REVIEW-EFFECTS OF STAKEHOLDER MANAGEMENT IN REAL ESTATE

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Abstract: Proper Stakeholder Management in Real Estate Industry plays a very vital role in achieving the project success along with many other factors such as scope, time and cost. Several Stakeholders are involved at different phases of project in real estate. The aim of this research paper is to identify the key stakeholders involved at different phases of the project identify their roles and responsibilities and also identify the different attributes of Stakeholders and the potential impact they can have on the decision making process. The purpose of this paper is to determine the factors affecting the project success in relation to Client, Project Manager, Design Team and the Contractor. Hence it will be useful in determining which factors impact the most in project success.

This paper also aims to provide a better understanding of Stakeholder Management Process, factors that affect Stakeholders in achieving project success in real estate. The positive and negative impact the Stakeholders have on the project and therefore the efficient management of Stakeholders in real estate projects.

IndexTerms - Stakeholder Management process, Stakeholders, Real Estate, Success factors.

I. INTRODUCTION

- ❖ Stakeholder was first defined in the year 1963 internal memorandum at the Stanford Research Institute as “groups without whose support the organization would cease to exist”. The theory was later developed by R. Edward Freeman in the 1980’s which has gained wide acceptance in business practice and in theories relating to strategic management, corporate governance, business purpose and corporate social responsibility (CSR)
- ❖ A **Stakeholder** may be referred to any group, individual, corporate, organization, member, or system that affect or can be affected by or perceive itself to be affected by an organizations actions
Project Stakeholder is defined as a person, group or organization with an interest in a project.

Stakeholder Management is a critical component to the successful delivery of any project, programme or an activity. Stakeholder management comprises of four steps

1. Identify, recognize and acknowledge stakeholder
2. Determine their influence and
3. Establish communication management plan
4. Influencing and engaging stakeholder

According to PMBOK (Project Management Body of Knowledge) a stakeholder is anyone who has an interest in the project or will be affected by its deliverable or output.

The Project Stakeholder Management has following four processes

1. **Identify Stakeholders-** The first step to ensure that all the stakeholders of a project is satisfied is to identify them. Identification process is the fundamental step for the project existence. The PMBOK specifies only the Project Charter in the Project Initiation process group. In other words this process identifies the major stakeholders of the project. In addition to the major stakeholders there are also the minor stakeholders who do not seem significant but can create project issues relative to their financial stake in it.
2. **Plan Stakeholder Engagement-** It is the component of the overall Project Management Plan and is created to specify how the project will interact with each stakeholder . It identifies and analyses two components for each stakeholder the first is the level of interest the stakeholder has in the project and the second is their ability to control it. Also the stakeholder technical knowledge plays a major factor in the planning process.

- 3 Manage Stakeholder Engagement-** In this process there is a constant communication made by the project managers to the Stakeholders in order to ensure that their needs are met. Stakeholder interactions are executed according to Stakeholder Management Plan and changes to the plan are made as necessary.
- 4 Monitor Stakeholder Engagement-** It is the Monitoring and Controlling process that must be executed on regular time interval throughout the process in order to assess the effectiveness of the Stakeholder Management Plan. This process could include reviewing stakeholder communications, gathering information about them or even asking them directly how they feel about the project or their specific concern.

II LITERATURE REVIEW

| Sno | RESEACHER | TOPIC | RESEARCH WORK |
|-----|--|--|---|
| 1 | Jing Yang | Exploring Critical Success Factors for Stakeholder Management in Construction Projects | 15 CSFs were identified through literature reviews and by interviews and questionnaire surveys. |
| 2 | Saipol Bari | A Review on the issues and strategies of stakeholder in construction industry | Issues regarding stakeholder strategies and managing stakeholders are identified and disused in this paper. |
| 3 | Jurbe Molwus and Bilge Erdo Bilge Erdogan | Study of the current practices of stakeholder management in construction projects. | Internal stakeholder collaboration in carrying out stakeholder management, stakeholder dynamics and the use of available techniques for stakeholder engagement. |
| 4 | Xiaolong Gan and Lei GG Guo | A framework for Stakeholder Analysis in Construction Projects. | A framework for stakeholder analysis mainly included three dimensions: interest, contribution and power. Two perspectives were provided for stakeholder analysis: importance and influence. |
| 5 | S.B Ekung and E.Okonkwo | Factors Influencing Construction Stakeholders Engagement Outcome in Nigeria | Qualitative and quantitative data was collected through interviews and questionnaire survey. 32 factors were highlighted as the key for stakeholder engagement process. |
| 6 | Stefan Olander | External Stakeholder Management in Construction process | The main tools that are suggested in this study are the stakeholder map and the Power interest grid. |
| 7 | Andrea Caputo | Systematic Stakeholder Management for real estate development projects. | Identify the stakeholders, estimate their needs and interests, analyse the potential impact these can have on decision about project. |
| 8 | Niu Jing min, Thomas G. Lechler and Jiang Jun Long | Success Criteria Framework for real estate Project. | The framework provided in the literature can be used to evaluate project status and forecast the result at every stage of the project. |
| 9 | Goodenough D.Oppong And Albert P.C. Chan | Key Performance Indicators of Stakeholder Management in Construction Projects. | 10 key performance indicators that is essential for efficient stakeholder management process. |
| 10 | Ramakrishna Nallathiga | Determinants of Success of Real Estate Projects. | A structured questionnaire is applied to find the factors determining the success in relation to Client, Consultant and Contractor. |
| 11 | Salah Hammad | Investigating the Stakeholder Management in Construction projects in the Gaza strip | The main aim of this research paper is to identify the role of stakeholders in construction projects in the Gaza strip. A questionnaire survey was carried out. |
| 12 | P. Ganesh Prabhu | Study on the influence of Stakeholder in Construction Industry | The main objective of this literature is to study one of the important components of Stakeholder Management that is Stakeholder Analysis |
| 13 | Dr. Omar El Norway and Dr. Ibrahim Mahdi | Developing Methodology for Stakeholder Management to achieve Project Success | 30 factors were elected for conducting the research those factors was summed into six groups. An online survey was conducted to 136 selected professionals and 19 surveys |

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|----|---------------------------------------|---|--|
| | | | were handed manually. |
| 14 | S.Nauman and MSS Piracha | Project Stakeholder Management- a developing country prospective | This paper aims to identify the most significant project stakeholders and investigate the relationship between them. Results demonstrated that the clients and end users are ranked as the most important project stakeholders. |
| 15 | Mahmoud Rajablu | Managing for Stakeholders- The Role of Stakeholder based Management in Project Success | Six key influential attributes to examine their direct and mediating effect on project success. The quantitative survey data are analysed using SEM statistical techniques and procedures to produce research result. |
| 16 | Alice Frida Umumarungu | Influence of Stakeholder Involvement on successful implementation of Housing Projects in Rwanda | This study was achieved by use of three specific objectives. A sample size of 105 that includes house buyers, house developers, and Rwanda housing Authority Staff participated in the study. |
| 17 | J.Scott Sutterfield, Shawnta S.Friday | A Case Study of Project and Stakeholder Management | This paper identifies the potential causes of the project failure. Therefore it provides a project stakeholder management strategy framework to facilitate better decision making on the part of the project managers |
| 18 | Maame Aba Wusuah Affare | An Assessment of Project Communication Management on Construction Projects in Ghana | The aim of the paper is to establish the importance of communication system in the Ghanaian Construction Industry. |
| 19 | Richard Kwame Ankukumah | The Impact of Poor Stakeholders Involvement in the Planning and Implementation of Construction Projects | The aim of the study was to identify the negative impact of stakeholders involvement in the project. Structured questionnaire was used to gather information from the respondents in order to obtain data for analysis of their views. |
| 20 | Aki Aapaoja, Harri Haapasalo | A Framework for Stakeholder Identification and Classification in Construction Projects. | This paper aims in introducing a framework to assist the project managers in facilitating stakeholder management and requirement especially in the project initiation phase. |
| 21 | Menoka Bal, David Bryde Damian Fearon | Stakeholder Engagement: Achieving Sustainability in the Construction Sector | This paper aims to develop a systematic approach to engage with stakeholders with high salience in relation to sustainability. The data suggests six steps to a stakeholder engagement process |
| 22 | Jorbe Joseph Molwus | Stakeholder Management in Construction Projects: A Life Cycle Based Framework | A life cycle based framework for stakeholder management in construction projects is developed using Integrated Definition0 (IDEF0) modelling. |
| 23 | Samuel Lloyd Fummey | Studies on Exploring Critical Success Factors for Stakeholders Management in Construction Projects in | The paper aims to determine the critical success factors for construction projects in relation to project managers, client, contractor etc. Questionnaire survey was carried out for analysis of data. |

III RESEARCH METHODOLOGY



IV. CONCLUSION

This paper aims to identify the effect of Stakeholders on project success in real estate industry. This study aims to define the roles and responsibilities of different Stakeholders involved in the project. Thus the paper will help to have a better understanding of the influence the stakeholders have on the real estate sector. The study aims to maximize the benefits that are derived from Stakeholders while minimizing the possible downside that arises with them. The study also helps to identify the most common factors that affect the stakeholder management process in the real estate.

The study aims to identify the key stakeholders involved at different phases of the project for timely completion of the project and within budget. Thus it can be concluded that Stakeholders play a very important role in real estate industry and they should be properly managed in order to reduce the delay in completion of project.

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