URBAN DEVELOPMENT AND CONSTRUCTION PROJECT MANAGEMENT: ISSUES CONSIDERING EXTERNAL STAKEHOLDERS

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Abstract

The stakeholder management has been a topic increasingly discussed in the literature about project management, though still existing, large gaps to be filled, especially in complex projects such as the implementation of science parks. Project management is promoted as an organizational strategic component that leads innovation, creates value and turns vision into reality. Stakeholders strongly influence project success, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for project management and implementation.

This projected work significantly targets investigating the effect of the external stakeholders on the continuous development and the importance of the administration viewpoints for the task leaders and chiefs. In this administration, the essential job is handled by the project venture administrator of the construction development.

Keywords: managing for stakeholders, project success, stakeholder management, project management, strategic management.

1.1   INTRODUCTION

The generation of new technologies is critical to the competitiveness of firms, regions and countries, so actions to improve the development of technology have been undertaken by the private sector and by different levels of government. Among these actions, one is noteworthy for its integrative character and for its results obtained in developed countries: the creation of science parks.

Stakeholder mapping is not constant for all risk management initiatives. A stakeholder may belong to different types, depending on the specific ERM activity. Changes in stakeholder mapping should also expected as stakeholders gain more knowledge and experience related to risk management.

Stakeholder management largely accounts for the success of projects, particularly that of complex projects [1]. Stakeholders can be defined as an individual or a group of individuals, who are influenced by or able to influence a project [2]. The strong cooperation of stakeholders is necessary for project success, since a project can be considered a temporary organization of stakeholders pursuing an aim together [3].

One of the most conventional sources, similar to Project Management Institute characterizes the stakeholders as: "people and associations who are effectively engaged with the project development and venture, or whose concentration might be emphatically or adversely influenced because of project undertaking execution or fruitful task accomplishment."

1.2   STAKEHOLDER THEORY

The idea of maximizing for stakeholders evolved through Freeman's "Strategic Management: A Stakeholder approach" which

became the theoretical ground for further developments. Stakeholder theory is a theory of organizational management and ethics [4]. It opposes the free market norm of shareholder capitalization and promotes stakeholder maximization. For many decades economists have been defining the purpose of a business as an instrument to capitalize on shareholders, this was also referred to thelegal purpose of a business. Stakeholder scholar [5] stated that this is a misinterpretation as law has notdefined the purpose of a business to capitalize on shareholders; law simply says to do the lawful. This may also reflect the purpose of a project as an instrument established to deliver benefits to its stakeholders that include the project owner.

1.3   METHODOLOGY

The head of the project development venture need to comprehensively examine project development venture stakeholder executives. The investigation of stakeholder executives is one of the mainly significant component original times of the project development venture. This method comprises of three different phases:

- Stakeholder executives detection and verification;
- Research and maintenance of their features and attributes, with ranking of their authority force;
- Scheming and formatting the accomplishment technique in suggestion to everyone.

The above of previously described phases are connected with mentioning at the contrast between the various groups of individual, person, or enterprises who are still logically consistent:

- which will leave effect on the project development venture;
- on which the project will leave an effect;
- which will be engaged in the project development venture;
- which can be a maintained, can turn out to be partner executives in project development venture, still in period that the project development venture could be imposed without them;
- which can become the inconsistent part of a project development venture. They can distinguish its accomplishment as a hazard for their organization.

Underneath figure 3.1 demonstrate the separation of an assortment of stakeholder partners.
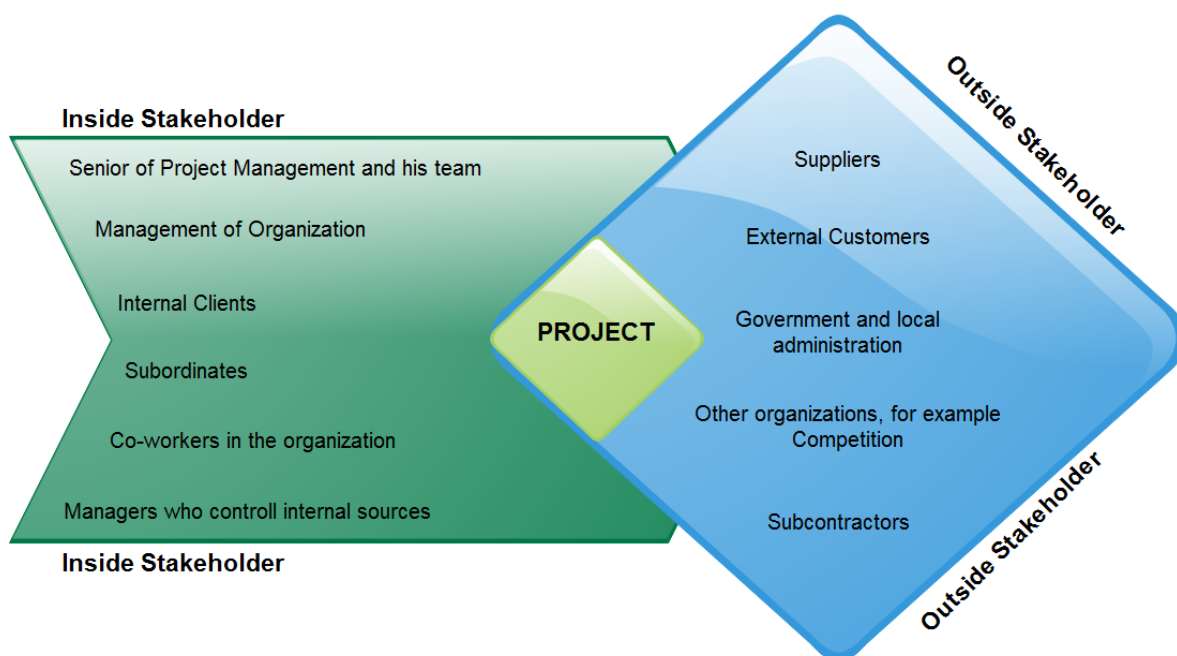

Figure1: Project Stakeholders Division

Survey questionnaire

The reviewed survey included two different pages and was further summarized into three sections. The initial segment was the design, which comprised of three inquiries. The subsequent part comprised of two inquiries, which concerned the method for characterizing the meaning "stakeholder". The third element concerned the subject of the exploration and comprised of seventeen inquiries. The entire

survey included twenty-two inquiries. At the point when the creator assembled the survey, he chose to merger in such a large number of inquiries to guarantee its unwavering quality and focal point of the respondent from the first to the last inquiry. The picked number of inquiries should urge individuals to join the examination. The creator asked the specialists in the poll to address the inquiry regarding the stakeholder impact of every phase of the project development venture. In the examination, the stakeholders were dealt with like one meeting of individuals, without partitioning and particular of test meeting. The poll was inclined toward the Likert five progressive levels, where the force was determined as:

Table1: Impact Level and Ratings

Impact Level	Points
Very big impact	5
Big impact	4
Limited impact	3
Small impact	2
No Impact	1

26 project development venture leaders from the previously mentioned inquire of examination about the region were asked to join the project development venture. From the 26 requested individuals, 20 sent back a finished poll (the achievement ranking was 76.92%).

RESULT
In the primary stage, there was few cafeteria problem and concerns; the respondents have posed an inquiry about their involvement with the project development venture administration. The outcomes were as per the following: 25% addressed that they have been overseeing project development ventures for lesser than two years, 48% addressed that they have been overseeing it somewhere in the range of two and five years. The intervening 5–10 years picked 19% of the respondents, 8% of them overseeing project development ventures over 10 years (Figure 2).

Table 2: Frequency distribution of respondents by experience

Age	Frequency	Cumulative Frequency	Valid Percentage (%)	Cumulative (%)
Less than 2 years	5	5	25	25
2 – 5 years	9	14	45	70
5 – 10 years	4	18	20	90
Above 10 years	2	20	10	100
Total	20		100	

Line Curve of Cumulative Frequency (Cf)
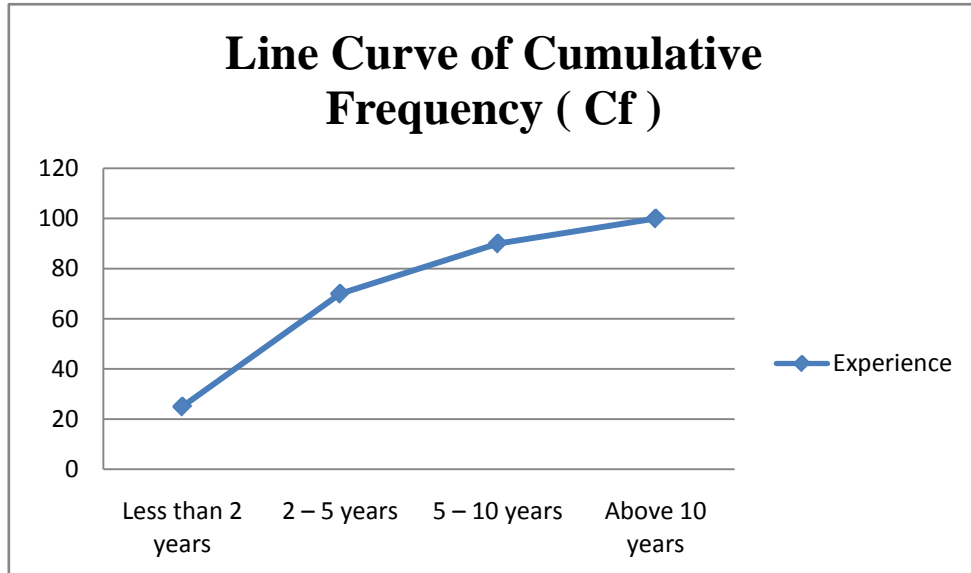
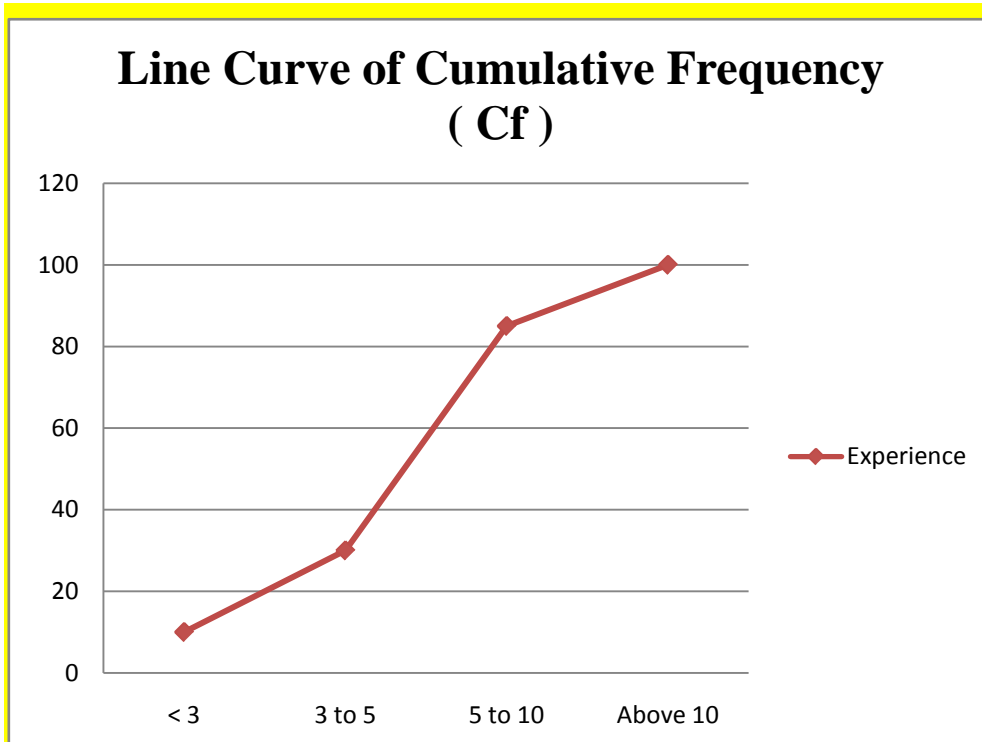Graph 1: Line Curve for Cumulative Frequency Percentage
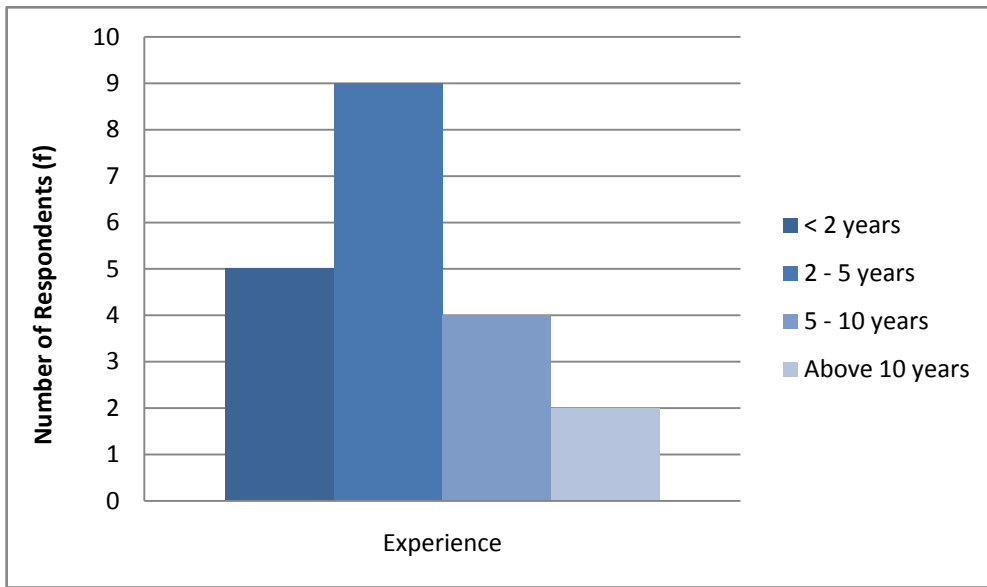
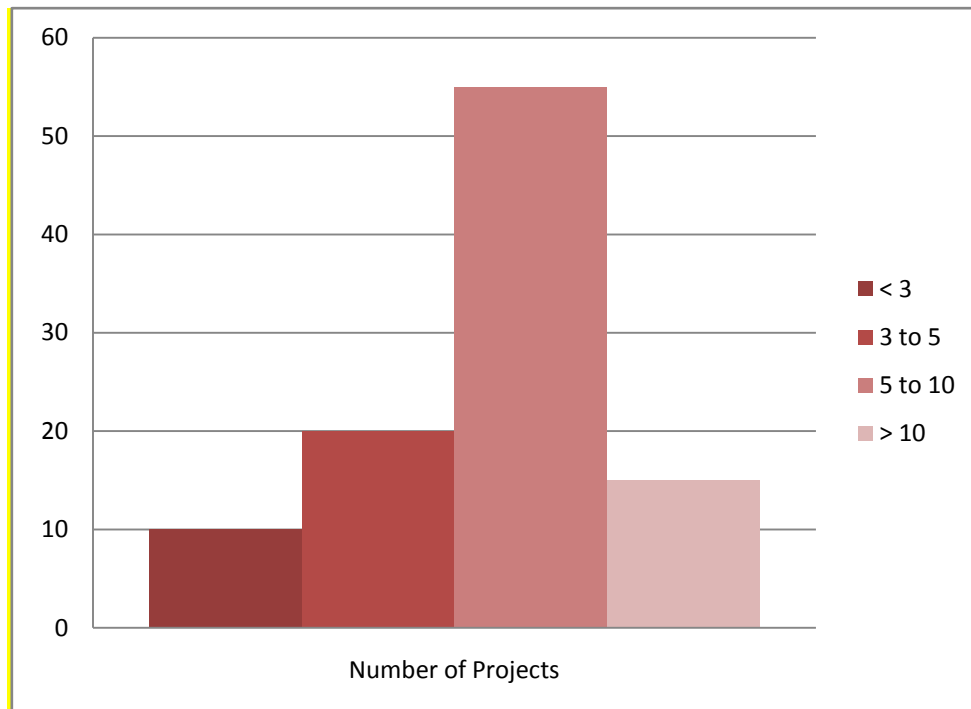Graph 2: Distribution of respondents by age

The biggest set with 65%, was the gathering which finished somewhere in the range of five and ten tasks. Almost more than ten activities were finished by 11% (Graph: 3) of respondents.

Table 3: Frequency distribution of quantity of projects undertaken

Number of Projects	Frequency (f)	Cumulative Frequency (Cf)	Valid Percentage (%)	Cumulative (%)
< 3	2	2	10	10
3 – 5	4	6	20	30
5 – 10	11	17	55	85
Above 10 Projects	3	20	15	100
Total	20		100	

Graph.3: Line Curve for Cumulative Frequency percentage

Graph.4: Distribution of respondents by number of projects undertaken

At this point almost 40% of the respondents execute Information technology tasks and project development venture, 18% picked the appropriate response construction framework project ventures, 15% actualize construction development project ventures and 10% execute association task. The appropriate response "different project management undertakings" was picked by 18% (Graph 4.).

Table 4: Frequency distribution of respondents by type of projects

| Type of Projects	Frequency (f)	Cumulative Frequency (Cf)	Valid Percentage (%)	Cumulative (%)
IT projects	4	4	20	20
Infrastructure projects	5	9	25	45
Construction projects	6	15	30	75
Organization projects	3	18	15	90
Other Projects	2	20	10	100
Total	20		100	
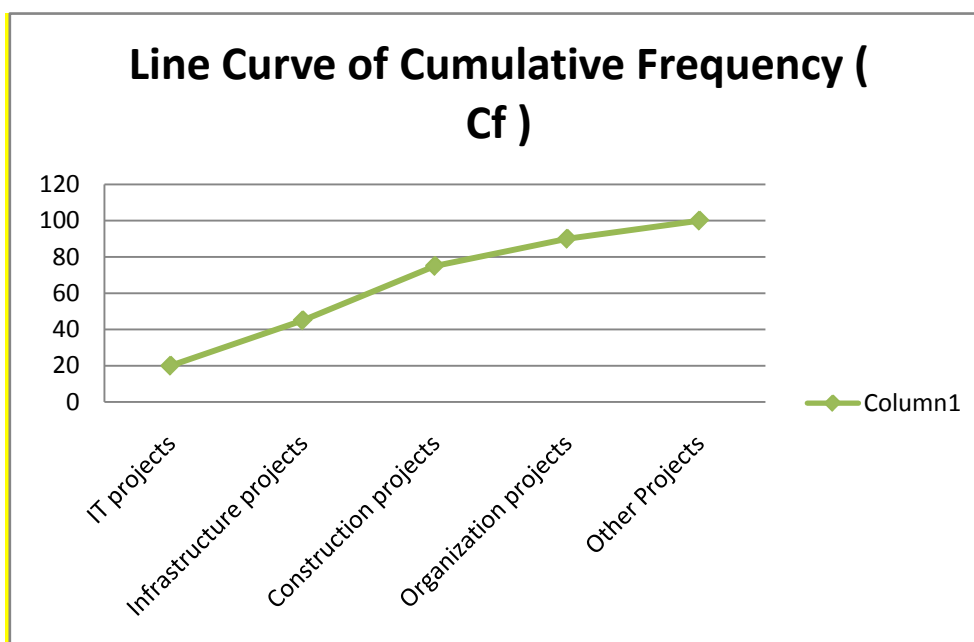
Graph 5: Distribution of respondents by type of Implemented Projects
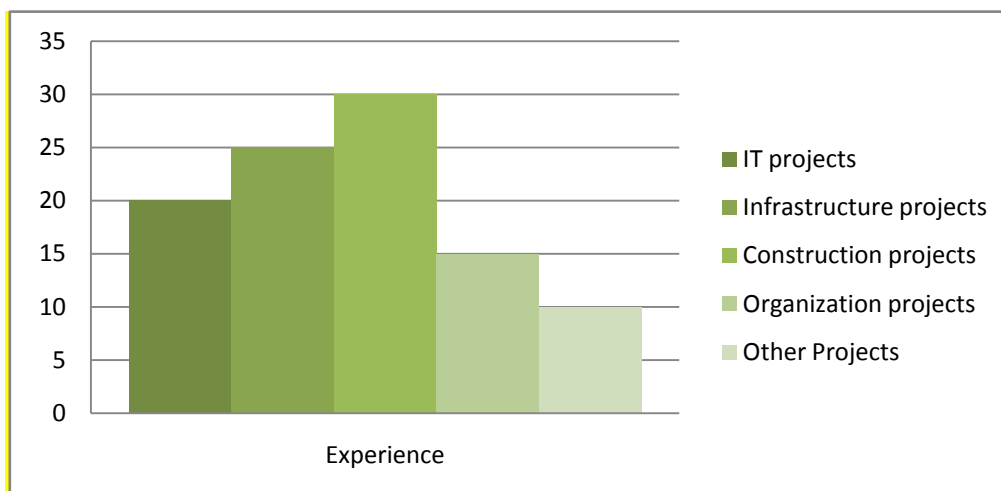
Graph:6 Distribution of respondents by type of Implemented Projects

Response to the raised inquiry who is stakeholders for project venture administrators. 75% of respondents submitted that the stakeholders are individuals/various meetings/foundations that have a big business and organization in project venture usage, 5% of them addressed that stakeholders are just the group which execute the project undertaking. The appropriate response "just outside individuals" was picked by 10%. In any case, 5% don't stamp out this thought (Graph:7).
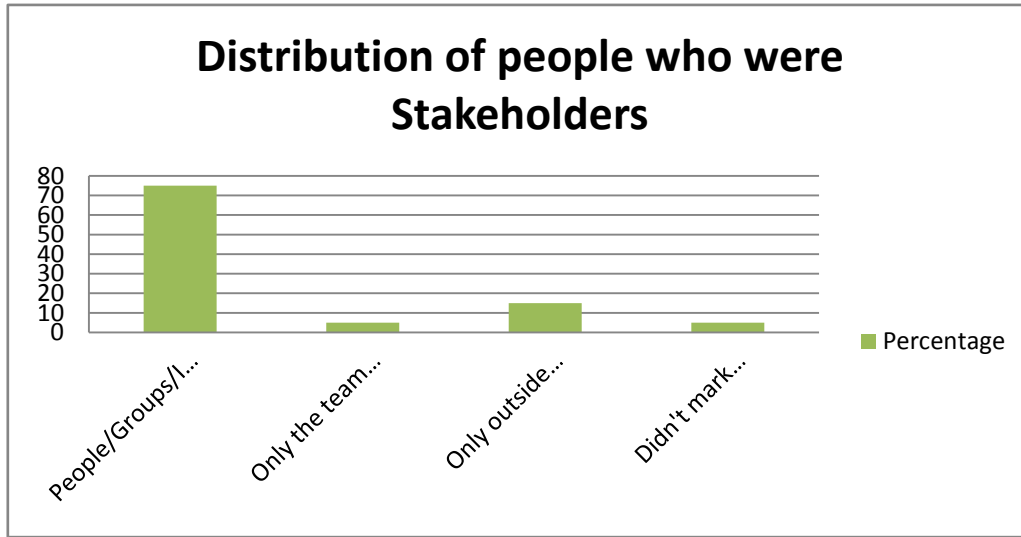
Graph:4 Distribution of respondents by the stakeholder categorization

1.4 CONCLUSION AND FUTURE SCOPE

The findings of the research in the review and assessment process allow it possible to deliver a function that the stakeholders as a whole consider important for the execution of the program as a whole. Their effect is so significant that it is difficult to see that they also agree on the progress or failure of the project and that they need to be handled not just in the preparation process by identification, but also in the development phase (by measuring their influence and activity in the execution of the project) and in the closing phase of development. Table 4.7 that they have a significant effect on the project and, thus, by average standards, impact on the identity of stakeholders, importance on the project expenditure, influence on the performance of the project team, and influence on the direction of the project as a whole, are reported as having the most effect and highest impact point, i.e. VBI Very big impact, and then on the other hand, the impact on the preparation stage of the project and the effect on the authorization are the heavily affected by the ranking of SI Small Influence.

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