

## Mega Construction Projects: using stakeholder management for enhanced sustainable construction

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**ABSTRACT :** *The need for mega construction projects development for accelerated socio-economic growth is long overdue for developing countries. Some studies have considered stakeholder management and sustainable construction concepts separately without exploring the simultaneous use for mega projects delivery. This paper reviews the two concepts and suggests a process for enhanced sustainable construction delivery. This paper forms part of a broader Ph.D. study on "Development of sustainable stakeholder management framework for construction projects" aimed at improving stakeholder management process and project delivery. A qualitative research method approach was adopted. An extensive literature review on stakeholder management and sustainable construction was conducted using filtering method for four major journals from the institution database. Identified concepts were developed into a conceptual framework and validated using face to face semi-structured interviews involving ten key stakeholders. The findings are that stakeholder management and sustainability concepts are yet to embrace. This paper suggests a seven-step approach for project managers. (1) Embracing stakeholder management and sustainability concepts, (2) identify stakeholder approach and sustainable principle to adopt, (3) identify and classify project stakeholders, (4) engage stakeholders, (5) analyze stakeholders, (6) manage stakeholders and sustainable principle, (7) monitor and support process.*

**Keywords:** *developing countries; mega projects; stakeholder; stakeholder management; sustainable construction*

### I. Introduction

The need for Mega Construction Projects (MCPs) in developing countries is critical for rapid economic growth. Governments, therefore, undertake educational, health, transport infrastructure among others for social and economic interventions. Through these, countries have experienced significant growth. Studies have revealed that the construction industry globally contributes about 5-10% of the gross domestic product (GDP) and 10% employment out of the total working population <sup>[1]</sup>. Ghana has witnessed the rapid development of MCPs in the urban areas, raising the question of sustainable construction (SC). The nature, scale, and complexity of these projects coupled with funding sources have resulted in several individuals, organizations and firms' involvement in the project development <sup>[2]</sup>. It is pertinent to note that these stakeholders relate to projects differently based on their salience to the project; urgency, power, and legitimacy. Newcombe <sup>[3]</sup> suggests stakeholders can be proponents or antagonist which raises the question of their management for positive impact on the project. With the construction industry embracing stakeholder management SM, the ability to successfully manage stakeholders, meeting their needs and satisfaction is a critical success factor. Researchers have suggested a systematic approach to identification, engagement, analysis and monitoring <sup>[4]</sup> though there is no such formal approach <sup>[5]</sup>.

Du Plessis <sup>[6]</sup> suggests the need to address the impact of these MCPs in a way that they are socially and environmentally responsible, and further indicates the need to tackle these issues at the project development stages when creating these built environments. MCPs undoubtedly require large-scale natural and artificial resources impacting on the environment hence the need for sustainable construction to be employed. MCPs undertaking in development countries face human, managerial, political and sustainability challenges including Ghana. Though there are studies on stakeholder management process and sustainable construction respectively, there is no research on using SM process to achieve SC and besides for developing countries. This study which is a part of a Ph.D. dissertation on "Development of sustainable stakeholder management framework for construction projects in developing countries" aims at using SM process to enhance sustainable construction. It

# Mega Construction Projects Using Stakeholder Management

**Ensheng Dong**



## **Mega Construction Projects Using Stakeholder Management:**

Construction Project Monitoring and Evaluation Callistus Tengan, Clinton Aigbavboa, Wellington Didibhuku Thwala, 2021-04-27 This book will provide readers with an in depth theoretical awareness and practical guidance on the implementation of an effective monitoring and evaluation M E system to ensure construction projects meet approved quality cost time and social sustainability objectives The authors discuss the drivers challenges determinants and benefits of effective M E implementation together with the theories and models underpinning construction project M E practices Further a comparative overview of M E practices in developed and developing countries is presented to elucidate the best practices The book first conceptualizes M E as a five factor model comprising stakeholder involvement budgetary allocation and logistics technical capacity and training leadership and communication It then presents an M E case study on the Ghanaian construction industry before expanding on the idea of M E systems as an effective tool for project performance and in optimizing a project s contribution to society and the environment The book further provides guidance on M E practice for construction project managers investors professionals researchers and other stakeholders and is therefore of interest to those in architecture construction engineering planning project management and development studies     *Advanced Introduction to Megaprojects* Drouin, Nathalie, Turner, Rodney, 2022-09-06 Taking an innovative look at how megaprojects are managed including the important Why What Who and How elements this insightful *Advanced Introduction* is enhanced with case studies of megaprojects from across the globe Throughout the authors highlight the fundamental issues in an accessible format such as why megaprojects are undertaken what their challenges are how to market projects and who deals with stakeholder engagement It also investigates key areas such as governance management contractual and decision making issues     *Sustainable Management of Transnational Megaprojects* Dario Cottafava, Daniel Torchia, Stefania Camoletto, Laura Corazza, 2024-04-04 This book analyses the seminal role of megaprojects for sustainable development and the related complex challenges they bring It provides insights into the growing social responsibilities that megaprojects have not only to be environmentally sustainable but also towards the multitude of stakeholders involved whether directly or indirectly After an historical overview of the increasingly necessary links between sustainable infrastructure and megaprojects the book builds on and applies stakeholder theory to stakeholder engagement and management in megaprojects It also emphasizes the importance of building impact assessment frameworks that consider the unheard voices that are often passively sitting at the receiving end of a megaproject as well as the local context where the megaproject is embedded The book then proceeds to analyse the case of a very contested transnational railway megaproject between Italy and France the Turin Lyon high speed railway which has been suffering from stakeholder and communication issues for over thirty years as well as from notable managerial and legal differences in the two countries In this way the book informs both theory and practice and encourages scholarly interventions into wicked problems It contains a comprehensive review of the

academic literature on the sustainability challenges and sustainability reporting of megaprojects Conceptual models frameworks and future research opportunities are provided to clarify the empirical challenges and highlight the gaps and opportunities to be explored by researchers and practitioners in future The audience for the book is both academic researchers and practitioners in the field of megaprojects and more specifically those dealing with managing transnational megaprojects It also includes several topics that will be of interest to policy and decision makers

*The Oxford Handbook of Megaproject Management* Bent Flyvbjerg, 2017-06-01 The Oxford Handbook of Megaproject Management provides state of the art scholarship in the emerging field of megaproject management Megaprojects are large complex projects which typically cost billions of dollars and impact millions of people like building a high speed rail line a megadam a national health or pensions IT system a new wide body aircraft or staging the Olympics The book contains 25 chapters written especially for this volume covering all aspects of megaproject management from front end planning to actual project delivery including how to deal with stakeholders risk finance complexity innovation governance ethics project breakdowns and scale itself Individual chapters cover the history of the field and relevant theory from behavioral economics to lock in and escalation to systems integration and theories of agency and power All geographies are covered from the US to China Europe to Africa South America to Australia as are a wide range of project types from hard infrastructure to soft change projects In depth case studies illustrate salient points The Handbook offers a rigorous research oriented up to date academic view of the discipline based on high quality data and strong theory It will be an indispensable resource for students academics policy makers and practitioners

**The Construction Industry in the Fourth Industrial Revolution** Clinton

Aigbavboa, Wellington Thwala, 2019-08-09 This book gathers papers from the 11th Construction Industry Development Board cidb Postgraduate Research Conference held on 28 30 July 2019 in Johannesburg South Africa The conference provided an essential forum for reviewing and generating knowledge on Construction 4 0 and consequently highlighted processes and practices that allow us to deliver and operate built environment assets more effectively and efficiently by focusing on physical to digital and digital to physical transformation The event addressed three broad themes Industrial production prefabrication 3 D printing and assembly offsite and advanced manufacturing Cyber physical systems actuators sensors IoT robots and cobots for repetitive and dangerous tasks and drones for mapping progress monitoring safety and quality inspections lifting moving and positioning and Technologies digital ecosystems digital platforms BIM video and laser scanning AI and cloud computing big data and data analytics reality capture blockchain simulation virtual and augmented reality data standards and interoperability and vertical and horizontal integration Given its scope the book will be of interest to all construction industry and architectural professionals who want to learn about cutting edge technologies applied to construction

*Fundamental Theories of Mega Infrastructure Construction Management* Zhaohan Sheng, 2017-10-20 Fundamental Theories of Mega Infrastructure Construction Management Theoretical Considerations from Chinese Practices is a collection

of decades of research and applications of managing megaprojects using theories of complex systems and management sciences It presents basic classical theory of megaproject management and is a showcase of more than 30 years of research of complex system and management sciences on the theory of megaproject management resulting from the integrating of theory and practice of megaprojects The theory and models have undergone rigorous systematic testing during the management and implementation of megaprojects in China Megaprojects are huge undertakings often in infrastructure bridges tunnels airports etc that involve huge levels of investment often take years to complete and typically run into delays cost overruns and any number of unforeseen problems Over the last few decades no one country has undertaken more of these projects than China and this book presents the fundamental theories underlying the practice of Mega Infrastructure Construction Management as practiced in China Individual chapters provide a basic definition of Mega Infrastructure Construction and its management an overview of the theories behind it the Formation Path basic concepts fundamental principles scientific problems the Method System of Meta synthesis specialized methods in research and intelligent management of Mega Infrastructure Construction Although the theoretical construction management problems in this book are derived from construction practices in China they can be applied universally and extended for great fundamental significance

**Sustainability and Megaproject Development** Franca Cantoni, Edoardo Favari, 2022-07-08 Megaprojects also referred to in the literature as Large Engineering Projects or Major Projects are generally defined as large scale investment initiatives worth 1b or more and facing similar problems independent of the country where they are implemented and the industry they belong to The common feature of most megaprojects is that they are difficult to design and manage so that their realization and completion is always extremely expensive often over budget and delivery deadlines also are not met In the worst case scenario they remain unfinished This book through its multidisciplinary approach offers food for thought and alternative interpretations for the complex world of megaprojects While much research has been conducted and differing approaches have been developed over the last 20 years there is still a lot of debate surrounding the topic and a holistic approach for effectively managing these initiatives is still missing What is clear to all researchers and experts in the field is that a traditional linear management approach is simply not sufficient as at many stages of a megaproject iterative and feedback effect occurs due to stakeholder involvement and increasing and continuous interaction between them The book promotes the debate among all categories of stakeholders involved in the megaproject's supply chain in order to increase the awareness of complex phenomena relating to the critical issues and common problems they face all over the world and to seek performance improvement across the whole life cycle of a megaproject including the selection design construction operation and de commissioning The multidisciplinary approach cultivated in the book conveys an innovative way to study megaprojects and their inherent complexities

**Megaproject Leaders** Nathalie Drouin, Alfons van Marrewijk, Ralf Müller, 2021-02-26 Megaproject Leaders brings together 18 prominent academics who interviewed 16 great megaproject

leaders originating from 10 different countries Based on a reflective methodological approach these chapters investigate the managing of megaprojects from a human perspective identify new trends in the managing of megaprojects and identify lessons learned from the personal views of the interviewees The novel ideas presented will appeal to academics practitioners and university students

**Megaproject Management** Edoardo Favari,Franca Cantoni,2020-05-20 The book investigates the various aspects characterizing Megaprojects from numerous perspectives and by integrating different disciplines engineering economics business organization human resource management law etc It represents the first output of MeRIT the Megaproject Research Interdisciplinary Team and focuses on the intrinsic and unavoidable complexity of Megaprojects The chapters have intentionally not been standardized and humanistic topics are not separated from technical ones this way of reading and interpreting Megaprojects through the cross pollination of various disciplines reflects the MeRIT approach Addressing the complexity involved in Megaprojects requires the use of a hermeneutic circle of sorts understanding the project as a whole is achieved by referring to the specific parts while each part can only be understood in relation to the whole This circular approach appears to be the only one applicable to Megaprojects no final destination no final synthesis can be achieved This volume consists of eight chapters written by researchers in law economics sociology business organization engineering architecture and landscaping The topics covered will be relevant to researchers practitioners involved in the development of Megaprojects and policymakers at the EU level

**Narratives in Megaprojects** Natalya Sergeeva,Johan Ninan,2023-03-15 This book is a novel contribution to a field dominated by conventional approaches to project management it is about narratives in megaprojects Among the questions examined in this original new book are What are narratives Why are they important in megaprojects How are they formed and used in megaprojects How do promoters of and protestors against megaprojects craft narratives to their advantage What strategies can project managers employ to effectively use narratives in megaprojects Built from longitudinal research studies in combination with internationally recognised teaching materials this book will provide readers with a theoretical understanding of narratives and projects as well as practical international case studies including HS2 the Dakota Access Pipeline the Eden Project and Thames Tideway to support their understanding The authors explain the different types of narrative and how and why they are important in general and in relation to a megaproject and its lifecycle but also explore how to craft narratives in different situations and how they are changed and maintained over a project s lifecycle Narratives in Megaprojects doubles as a text supporting more advanced courses on project management or aspects thereof and as a reflection of the state of the art in this particular perspective on megaprojects It is essential reading for all students and professionals in project management construction and infrastructure as well as executive leaders involved in megaprojects and infrastructure delivery

BUID Doctoral Research Conference 2024 Khalid Al Marri,Farzana Asad Mir,Ahmed Awad,Ahmed Abubakar,2025-05-16 This book presents selected contributions on a wide range of scientific and technological areas originating from the BUID Doctoral Research Conference BDRC 2024 It

discusses the following topics project management macroeconomic factors Fourth Industrial Revolution agility multiculturalism diversity inclusion leadership language discourse analysis curriculum critical thinking programming online learning and natural ventilation The contributions reflect the multifaceted nature of the research in three academic disciplines i e humanities formal science and applied science This publication shares with its readers genuine research studies and reflections from practitioners on the current practice and understanding in the three academic disciplines The significant findings of these studies have considerable educational industrial and economic implications

Stakeholder-Management bei grossen Verkehrsinfrastrukturprojekten Frank Wadenpohl, 2011 Baumanagement Gotthard Verkehrsplanung In Europa sind derzeit zahlreiche Verkehrsinfrastrukturprojekte wie Eisenbahn Hochgeschwindigkeitsstrecken Eisenbahn G terverkehrsstrecken und Autobahnen in Planung oder Ausf hrung Die gesellschaftliche politische und volkswirtschaftliche Bedeutung sowie die Komplexit t dieser Vorhaben stellen eine grosse Herausforderung f r die beteiligten Organisationen und das Projektmanagement dar Bauprojekte sehen sich immer h ufiger mit Erwartungen und Forderungen von Akteuren ausserhalb der direkt beteiligten Organisationen konfrontiert Dies gilt besonders f r grosse Verkehrsinfrastrukturprojekte die durch ihre finanzielle Bedeutung und ihre Raumwirkung im Zentrum des ffentlichen Interesses stehen Fr here Studien f hrten zu der Annahme dass vor allem Stakeholder aus dem sozio politischen Umfeld die Projektziele signifikant beeinflussen und dass dies bislang h ufig untersch tzt wurde Basierend auf der Analyse von 15 Fallstudien zeigt die Publikation den Einfluss dieser Stakeholder auf **ICCOEE2020** Bashar S.

Mohammed, Nasir Shafiq, Shamsul Rahman M. Kutty, Hisham Mohamad, Abdul-Lateef Balogun, 2020-12-31 This book contains papers presented in the 6th International Conference on Civil Offshore Environmental Engineering ICCOEE2020 under the banner of World Engineering Science Technology Congress ESTCON2020 will be held from 13th to 15th July 2021 at Borneo Convention Centre Kuching Sarawak Malaysia This proceeding contains papers presented by academics and industrial practitioners showcasing the latest advancements and findings in civil engineering areas with an emphasis on sustainability and the Industrial Revolution 4 0 The papers are categorized under the following tracks and topics of research 1 Resilient Structures and Smart Materials 2 Advanced Construction and Building Information Modelling 3 Smart and Sustainable Infrastructure 4 Advanced Coastal and Offshore Engineering 5 Green Environment and Smart Water Resource Management Systems *Managing Information Technology Projects: Building A Body Of Knowledge In It Project Management* Srinath

Perera, Robert Eadie, 2023-03-07 Information Technology project management has changed dramatically over recent years Drawing on the experiences of successful project management beyond the IT industry and synergizing cutting edge research with well established practices in the IT industry this book prefigures the next normal in IT project management As a milestone publication this book augments and boosts the specialized body of knowledge in IT project management by capturing and consolidating key elements of this knowledge base Chapters are presented in four distinct sections each

examining a different aspect of IT project management which includes generic project management methodologies teambuilding in relation to stakeholder management the Iron Triangle of Time Cost Quality and Risk and new and innovative technologies and software for improved project management Substantiated case studies and practical guidelines are designed to be of value to practitioners at all levels of IT project management from novices to experienced practitioners while collectively elevating the body of knowledge and skills needed This book aims to upgrade and update the knowledge of current practice to novices offer pointers to experienced practitioners on potential areas for improvement and provide innovative insights to undergraduates researchers and other academics on the development appreciation and application of IT project management knowledge      *Evolving Toolbox for Complex Project Management* Alex Gorod, Leonie Hallo, Vernon Ireland, Indra Gunawan, 2019-10-30 This book enhances learning about complex project management principles and practices through the introduction and discussion of a portfolio of tools presented as an evolving toolbox Throughout the book industry practitioners examine the toolsets that are part of the toolbox to develop a broader understanding of complex project management challenges and the available tools to address them This approach establishes a dynamic structured platform for a comprehensive analysis and assessment of the modern rapidly changing multifaceted business environment to teach the next generation of project managers to successfully cope with the ever increasing complexity of the 21st century      *Project Management* Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagaasar, 2024-11 This textbook provides students with a thorough grounding in the theory and practice of project management guiding them through the project management process across a wide range of project types and examples and highlighting the ways in which projects can achieve success and create value for all stakeholders ensuring projects for people planet and prosperity      *Managing Protected Areas* Niall Finneran, Denise Hewlett, Richard Clarke, 2023-12-26 This open access book brings together 16 specially commissioned chapters drawn from a range of different professional practitioner and academic global perspectives on the importance of the relationship between people and green and blue spaces It focuses on issues surrounding the importance of natural environments on public health and wellbeing and the environmental cultural and social importance of green and blue spaces that can result through responsible and sustainable adaptive management processes It explores how the Covid 19 pandemic forced reconsiderations of our relationship with these natural spaces and highlights the important impact of the pace of climate change While not pretending to have the answers the stimulating and imaginative contributions embrace rich perspectives drawn from backgrounds as diverse as heritage studies tourism conservation geography policy formulation public health environmental health research methods history literature art and theology      **Creating Capacity and Capability: Embracing Advanced Technologies and Innovations for Sustainable Future in Building Education and Practice** Monty Sutrisna, Mostafa Babaeian Jelodar, Niluka Domingo, An Le, Ravindu Kahandawa, 2025-07-19 This three volume book is the proceeding of the 46th Australasian Universities Building Education Association AUBEA 2023 Conference



which brings together papers on construction and built environment education and practice This particular conference theme Creating Capacity and Capability Embracing Advanced Technologies and Innovations for Sustainable Future in Building Education and Practice is closely related to a flagship national research programme funded by the Government of New Zealand known as the CanConstructNZ research programme aiming to balance the capacity and capability in the construction industry and the national pipeline of construction projects The capacity and capability of our construction industry in fulfilling the construction needs of the whole nation are reflected in the national pipeline of construction projects and have long been recognised as one of the main challenges facing the construction sector The practices and education of building and construction play an important role in determining the capacity and capability of the construction industry Within the context of achieving sustainable future and embracing advanced technologies to create capacity and capability in the construction sector various concepts research and innovative development have emerged and taken place This particular conference theme has facilitated more in depth discourses and discussions on the latest ideas and innovation within the building and construction education and practice not only from the Australasian region but also from the wider international community including the USA the UK Brazil South Africa Nigeria China and Sri Lanka The contents of this book will be of interest to academic researchers industry professionals and policy makers alike

**Secondary Research Methods in the Built Environment** Emmanuel Manu, Julius Akotia, 2021-03-11 The use of secondary data for research can offer benefits particularly when limited resources are available for conducting research using primary methods Researchers and students at both undergraduate and postgraduate levels including their academic instructors are increasingly recognising the immense opportunities in applying secondary research methods in built environment research Advances in technology has also led to vast amounts of existing datasets that can be utilized for secondary research This textbook provides a systematic guide on how to apply secondary research methods in the built environment including their various underpinning methodologies It provides guidance on the secondary research process benefits and drawbacks of applying secondary research methods how to source for secondary data ethical considerations and the various secondary research methods that can be applied in built environment research The book incorporates chapters dealing with qualitative secondary analysis systematic literature reviews legal analysis bibliometric and scientometric analysis literature based discovery and meta analysis Secondary Research Methods in the Built Environment is an ideal research book for undergraduate and postgraduate students in construction management construction project management quantity surveying construction law and dispute resolution real estate and property management building services engineering architecture and civil engineering

**Human-Computer Interaction and Beyond: Advances Towards Smart and Interconnected Environments (Part II)** Nirmalya Thakur, B.D. Parameshachari, 2022-01-05 Human Computer Interaction and Beyond Advances Towards Smart and Interconnected Environments is a 2 part book set which presents discoveries innovative ideas concepts practical

solutions and novel applications of Human Computer Interaction HCI and related disciplines such as artificial intelligence machine learning data mining computer vision and natural language processing The book provides readers with information about HCI trends which are shaping the future of smart interconnected urban and industrial environments This is the second of the two volumes of the edited books The chapters of this volume cover topics like ERP usability in educational settings the role of AI in enhancing HCI functionality usability of local mobile healthcare apps analyzing the usage of social media apps and a review of HCI systems for disaster management and systems for tracking traffic safety violations Contributions are authored by experts and scientists in the field of HCI and its interrelated disciplines from 9 different countries Albania China India Indonesia Nigeria Pakistan Spain the United Kingdom and the United States Human Computer Interaction and Beyond Advances Towards Smart and Interconnected Environments is an informative reference for scientists researchers and developers in both academia and industry who wish to learn design implement and apply these emerging technologies in HCI in different sectors with the goal of realizing futuristic technology driven living and functional smart cities and environments

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