

CATEGORY A. CORE
SACPCMP/CPD/19/029
3 CPD HOURS



29th CONSTRUCTION INDUSTRY CONVERSATION



IN COLLABORATION WITH



public works
& infrastructure
Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA

27 January 2022

13:00 – 16:00



YOUR HOST

Nomvula Rakolote (CEO)
Adjunct Prof: Built Environment

STAKEHOLDER PERFORMANCE DOMAIN IN CONSTRUCTION

Projects are performed by people for people. The PMBOK reiterate that a stakeholder is 'an individual, group or organisation that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio' while stakeholder analysis is 'a method of systematically gathering and analysing quantitative and qualitative information to determine whose interests should be taken into account throughout the project' (Project Management Institute [PMI], 2021: 8). These definitions imply that the performance domain associated with stakeholders could result in either desired outcomes or undesired outcomes of projects. It is therefore vital to elicit responses to:

- 1 How should productive working relationship with stakeholders throughout a project be promoted?
- 2 How should project actors ensure that stakeholders who may oppose a project or its deliverables do not negatively influence the outcomes?
- 3 What are the local strategies and actions required to promote productive involvement of stakeholders in projects?
- 4 How should manager navigate effective stakeholder engagement on public projects?

References

Freeman, R. E., Harrison, J. S. and Zyglidopoulos, S. (2018) "Stakeholder Theory: Concepts and Strategies," *Elements in Organization Theory*. doi: 10.1017/9781108539500

Garvare, R. and Johansson, P. (no date) "Management for sustainability-A stakeholder theory." doi: 10.1080/14783363.2010.483095

Project Management Institute (2021) A Guide to the Project Management Body of Knowledge –and the Standard for Project Management. PMBOK GUIDE Seventh ed. Newtown Square, PA: PMI

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