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NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF THE BUILT ENVIRONMENT

DEPARTMENT OF QUANTITY SURVEYING

AN INVESTIGATION ON THE IMPACT OF STAKEHOLDER MANAGEMENT ON  
VALUE ADDITION IN ZIMBABWE CONSTRUCTION PROJECTS

By

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## ABSTRACT

Nowadays, construction projects are implemented in highly demanding and complex built environments that require multisectoral and multidisciplinary efforts and collaboration between the project stakeholders with divergent interests, objectives, and backgrounds. The failure of project management teams to address the concerns of construction project stakeholders has resulted in countless project failures and aborted projects. Successful project team collaboration and communication are some of the most efficient ways to enhance project value creation and gain better results, especially when it integrates stakeholders with different kinds of expertise and contributions. The aim of this dissertation is to enhance the understanding of whether value addition to construction projects can be achieved through stakeholder involvement and integration in the context of construction. The research applies a mixed methods research approach and utilizes the pragmatism philosophy. The data for this research was collected through case studies and interview administered questionnaires. The objectives of the study were to investigate the construction stakeholder management strategies and methods used in Zimbabwe, to assess the challenges of construction stakeholder management strategies and to determine the correlation between stakeholder management and adding value to Zimbabwe construction projects. The results indicate that construction management has a strong positive correlation with value addition to construction projects. However, it demands systematic stakeholder management practices and strategies in order to identify the different project-specific stakeholders and their requirements for the project. The results also show that the salience of the stakeholders varies within a project and from project to project depending on the framework for stakeholder identification and classification used and the project nature where some of the stakeholders are always more important than others. However, stakeholder management strategies and practices have been cited to have challenges in implementation. The major challenges making the process a hassle include Communication and Change Resistance issues, while Industry Corruption and bribery has the most severe impact in the industry. Nevertheless, all the stakeholders usually have the potential to impact on and contribute to a project, positively or negatively and must therefore be treated with the same level of urgency.