



An investigation into project time: The role of stakeholders' intentions

[Link to publication record in Manchester Research Explorer](#)

Citation for published version (APA):

Eizak Shiri, F., Eizakshiri, F., Chan, P. W., & Emsley, M. (2011). *An investigation into project time: The role of stakeholders' intentions*. Poster session presented at PGR-MACE 2011.

Citing this paper

Please note that where the full-text provided on Manchester Research Explorer is the Author Accepted Manuscript or Proof version this may differ from the final Published version. If citing, it is advised that you check and use the publisher's definitive version.

General rights

Copyright and moral rights for the publications made accessible in the Research Explorer are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

Takedown policy

If you believe that this document breaches copyright please refer to the University of Manchester's Takedown Procedures [<http://man.ac.uk/04Y6Bo>] or contact uml.scholarlycommunications@manchester.ac.uk providing relevant details, so we can investigate your claim.



An investigation into project time: The role of stakeholders' intentions

Farhad Eizakshiri, Paul W. Chan, Margaret Emsley

Project management research group, MACE

Introduction

Delivering a project on time is an important measure of success. The problems with time and cost overruns remain a perennial issue in the construction industry. Early studies usually assumed that the project plan is always right at the beginning of the projects, and place primacy on what stakeholders can do to manage and eradicate delays in the construction phase of the projects. They rarely questioned the accuracy of the planned project time and the project plan itself. Recent attempts have been made to articulate the possibility of strategic client misrepresentation that results in the under-estimation of project time and costs. However, the intentions of these actors - particularly at the fuzzy front-end of the project life cycle - remain relatively under-researched.

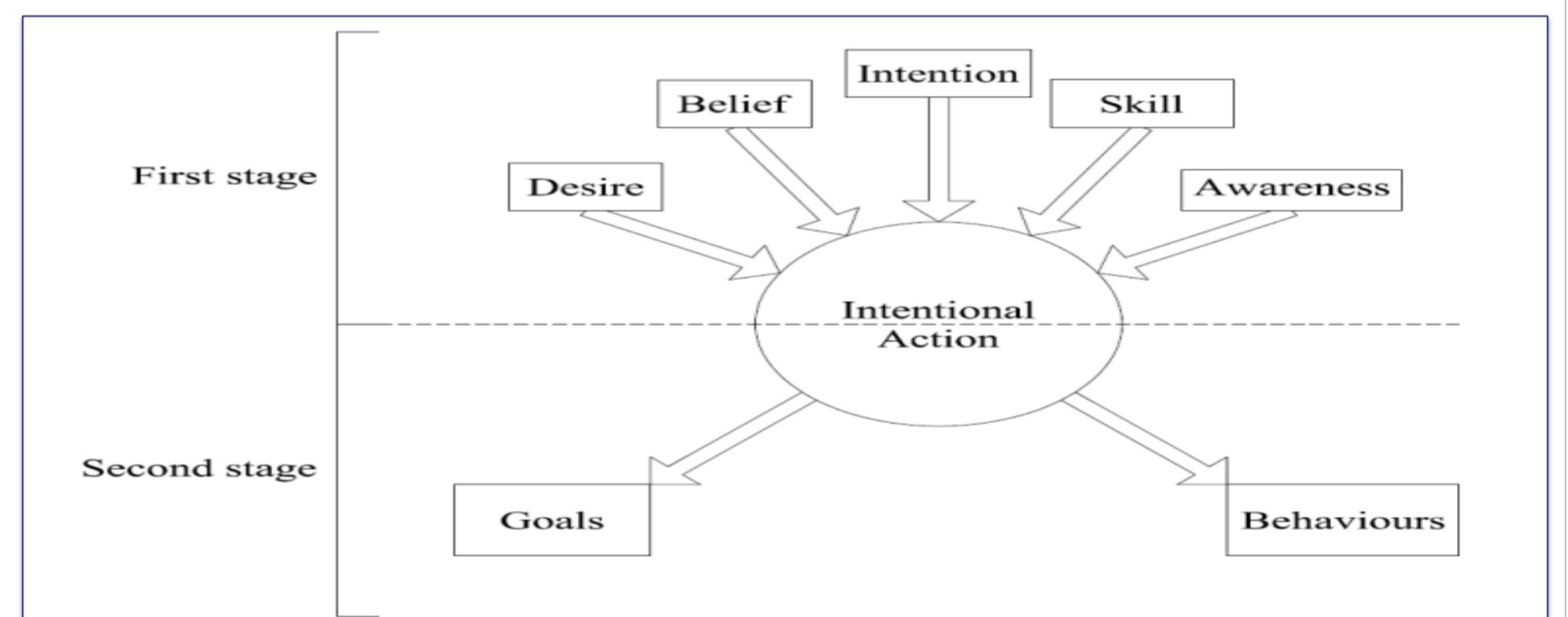
Stakeholders' intention and construction time

The constitution of human intention is not confined to the realm of the individual. Rather, the intentions of an individual can be, and often are, subjected to the scrutiny of others. Malle and Knobe (1997) called this the "folk concept of intentionality". As stakeholders come together during the early stages of the project to plan the project schedule, intentions are socially constructed and articulated by the "folk" involved to negotiate some sense of consensus.

In order to make sense of specific intentional behaviours and actions, there is a need to find ways of drawing inferences about the various goals implied by the behaviours, and the characteristics (i.e. desires, beliefs, skills, awareness) of the different players involved as a collective.

Research aim

The aim of the research is to critically examine the role stakeholders' intentions play to influence the planned and actual time to deliver construction projects.



Literature review

Review of past researches	Critical perspectives
They focused their attention on the execution phase of the project life-cycle, rather than front-end stage.	The front-end of projects is fraught with information uncertainty and problems among stakeholders of seeking consensus on the assumptions and values that underpin project objectives
They have tried to investigate the causes and effects of construction delays, so that they can eliminate and mitigate delay in their projects.	This is an acontextual approach, which in turn limits the possibility of transferring lessons learnt from research into practice.
There had this tacit assumption that the project time schedule in the planning phase is always 'right'.	A significant cause for schedule delays and cost overruns in most large-scale projects can be found in unrealistic baseline plans.
The positivist methodology is typically assumed, with researchers adopting quantitative methods	Typically self-perception questionnaire surveys are used to determine the factors. These normative 'factors' have come to be pre-ordained in the literature.
Past studies have identified that inaccuracies in project time plan are mostly due to systems and processes.	This tends to ignore the role of the stakeholders, and how their interactions with the network of actors at the start of the project leads to strategic decisions later on in the project life cycle.

The framework depicted in figure above offers the possibility of opening up new lines of inquiry for researchers of construction time.

For example:

- What desires, beliefs and intentions drive stakeholders to make decisions about the project time plan during the front-end of the project life cycle?
- What skills and awareness of information help inform this process?
- How are the desires, beliefs, skills and awareness of individual stakeholders connected with (or disconnected from) the goals and behaviours of the decision-makers?

Conclusion

This study calls for deeper exposition of the intentions of different stakeholders at the project time planning phase. The role of stakeholder intentions has been given scant attention to date. By exploring the interplay between stakeholder intentions and the construction of the project time plan, this could potentially shed light on how and why project time plans are optimistically (or pessimistically) unrealistic.

References

Malle, B F and Knobe, J (1997). The folk concept of intentionality. "Journal of Experimental Social Psychology", 33, 101–121.