

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	School of Liberal Arts
Programme:	MSc Project Management for Sustainability MA APR
FHEQ Level:	7
Course Title:	Stakeholder Management
Course Code:	PMG 7006
Total Hours:	200
Timetabled Hours:	39
Guided Learning Hours:	21
Independent Learning Hours:	140
Semester:	Fall, Summer, Spring
Credits:	20 UK CATS credits 10 ECTS credits 4 US credits

Course Description:

This course is designed to provide students with a comprehensive understanding of the theory, principles, and practical application of stakeholder management within the context of project management. Stakeholder management is a critical aspect of successful project delivery, and this module aims to equip students with the knowledge and skills necessary to identify, analyse, engage, and effectively manage project stakeholders.

Prerequisites:

N/A

Aims and Objectives:

1. To provide students with a comprehensive understanding of stakeholder management theory, principles, and practices within the context of project management.
2. Enable students to critically analyse and evaluate contemporary stakeholder theory and its relevance to project management,
3. To introduce the ethical, social, environmental, and cultural dimensions of project management.
4. To develop students' abilities in conflict resolution and negotiation techniques, enhancing their communication skills to facilitate positive stakeholder relationships,

5. To instil an awareness of ethical and legal considerations related to stakeholder management, including privacy, confidentiality, and compliance with regulatory frameworks.
6. To enable students to assess and mitigate risks associated with stakeholder management and align project goals with stakeholder expectations and to encourage students to critically evaluate stakeholder management strategies and propose improvements based on practical project scenarios and lessons learned.

Programme Outcomes:

MSc Project Management for Sustainability A1, A5, B3, B5, C3, D1.

MA APR: B3, B4, C3, C4, C5, D3, D4

A1 Have a systematic and deep understanding of relevant knowledge about the management of projects, their external context, and the detailed relationship between these and their function in organisations.

A5 Describe the potential for their discipline to interconnect with other disciplines or areas of expertise and make creative leaps forward.

B3 Identify the risks associated with complex systems that can lead to unintended consequences or negative cumulative effects.

B5 Identify the rationale for encouraging behavioural change, where existing practices are shown to have a negative impact on the human and natural environment.

C3 Apply different problem-solving frameworks to mitigate complex problems and risks.

D1 Engage as team members in group work that will require intellectual, reflective and analytical application.

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by Registry and found at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

1. Analyse and critically evaluate contemporary stakeholder theory and its relevance to project management.
2. Analysis: Identify and categorize project stakeholders, assess their interests, influence, and power, and develop appropriate strategies for stakeholder engagement and management.

3. Develop and implement effective stakeholder engagement strategies, considering ethical, cultural, and diverse levels of communication.
4. Apply conflict resolution and negotiation techniques to manage stakeholder conflicts and achieve project objectives.
5. Design and execute comprehensive communication plans to facilitate information flow and maintain positive stakeholder relationships throughout the project lifecycle.
6. Assess and mitigate risks associated with stakeholder management, ensuring project alignment with stakeholder expectations and objectives.
7. Analyse and adhere to ethical and legal considerations related to stakeholder management, including privacy, confidentiality, and compliance.
8. Evaluate and reflect on the effectiveness of stakeholder management strategies and propose improvements based on lessons learned from practical project scenarios.

Indicative Content:

Introduction to Stakeholder Management

- Definition and importance of stakeholders in project management
- Historical development of stakeholder theory
- Stakeholder identification and classification

Stakeholder Theory and Concepts

- Key principles of stakeholder theory
- Stakeholder salience and legitimacy
- Stakeholder theory vs. shareholder theory

Stakeholder Analysis

- Methods and tools for stakeholder analysis
- Assessing stakeholder interests and expectations
- Mapping stakeholder power and influence

Stakeholder Engagement Strategies

- Developing effective stakeholder engagement plans
- Strategies for engaging and involving stakeholders
- Ethical considerations in stakeholder engagement

Conflict Resolution and Negotiation

- Types of stakeholder conflicts in projects
- Conflict resolution techniques and strategies
- Negotiation skills for stakeholder alignment

Communication Planning

- Importance of communication in stakeholder management
- Designing communication plans for diverse stakeholders
- Technology and tools for stakeholder communication

Risk Assessment in Stakeholder Management

- Identifying stakeholder-related risks
- Prioritizing and assessing the impact of stakeholder risks
- Developing risk mitigation strategies

Ethical and Legal Considerations

- Ethical dilemmas in stakeholder management
- Privacy, confidentiality, and data protection regulations
- Legal responsibilities in stakeholder engagement

Evaluating Stakeholder Management

- Monitoring stakeholder engagement effectiveness
- Gathering feedback and measuring stakeholder satisfaction
- Applying lessons learned to improve stakeholder management.

Case Studies and Practical Applications

- Analysing real-world case studies in stakeholder management
- Guest lectures from industry experts
- Group discussions and presentations on stakeholder challenges

Project Workshops

- Practical workshops on stakeholder management techniques
- Group projects: Developing stakeholder management plans for prototype projects

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

Teaching will be a combination of lectures, seminar discussions and workshops, using case studies and drawing on students' own experiences where appropriate. Lectures will be designed to cover the fundamental issues and build upon the recommended book chapters from the reading list and additional recommended readings. Students will be advised to supplement lecture notes by reading the relevant indicative text(s). Weekly discussions and learning reviews will support and enhance student learning through the exploration and application of their understanding of sustainable project management strategies. This is supported by a proactive use of Blackboard VLE to support guided, independent and online learning.

Indicative Text(s):

Baugh, A. (2022) Stakeholder Engagement: The Game Changer for Program Management. CRC Press

R. E. Freeman et al (2018), Stakeholder Theory: Concepts and Strategies, Cambridge University Press

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853-886.

Nicolescu, O. and Nicolescu C. (2023) Stakeholder Management and Social Responsibility: Concepts, Approaches and Tools in the Covid Context. Routledge. (OA)

Project Management Institute (PMI). (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide). PMI Publications.

Sayer, B., Dumay, J., Guthrie, J., Corazza, L. (2023) Making Sense of Stakeholder Management. Routledge.

Journals

Journal of Organizational Behaviour URL: [Journal of Organizational Behavior](#)

Journal of Business Ethics URL: [Journal of Business Ethics](#)

Strategic Management Journal URL: [Strategic Management Journal](#)

Web Sites

Project Management Institute (PMI): Website: [Project Management Institute](#)

Stakeholder Theory: Website: [Stakeholder Theory](#)

International Business Ethics Institute: Website: [Business Ethics Resource Center](#)

Institute of Corporate Responsibility and Sustainability (ICRS): Website: [ICRS](#)

See syllabus for complete reading list

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
First edition	Dec 2023	
Total Hours Updated	April 2024	