

Stakeholders Management

UGRA_016197

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| Departments | Department of Strategy & General Management |
| Teaching Languages | English |
| ECTS | 5 |
| Teacher responsible | Mogas Sibina Esteban - esteve.mogas@esade.edu |

Course Goals

Design the development, execution, and measurement of the main processes of stakeholder management:

- understand the composition, roles, conflicts, and interests of various stakeholders in organizations,
- ... as well as the challenges and the articulation of strategies for effective management – including financial returns and social impact.

Understand the embedded nature of stakeholder management into corporate activities, including key scopes such as communication, decision-making, innovation, relationship, and risk management.

Reflect on ethical considerations and the importance of transparency and accountability in stakeholder management.

Prerequisites

The course "Stakeholder Management" is on the **social track** of BITLASI's 4th year-"Take action", building on several previous courses such as 1st year's prototyping a social impact business model, and 2nd year's corporate and competitive strategy, and entrepreneurship, in which you have learned how to design an impact business model.

Teaching methodology

The methodologies include a variety of teaching-learning scenarios including case studies, testimonies from executives, lectures, individual and group work, and class discussions.

Description

Course contribution to program

To learn about the challenges and tensions inherent in high-impact business models, and to reflect on what strategies can enable the consolidation of a stable financial return along with a significant social impact.

Short description

Successful organizations must consider the interests and influences of various groups beyond just shareholders/board or community members, with a comprehensive approach to understanding and managing these relationships to achieve **long-term success and sustainability**.

Stakeholders are understood as "any group or individual who can affect or is affected by the achievement of the organization's objectives." (Freeman, 1985).

Such inclusive and holistic approach to strategic planning influences a **wide range of fields**, including corporate governance, CSR, organizational ethics, and sustainability.

The course focuses on the **embedded** nature of stakeholder management into corporate activities and its effective management along with ethical considerations.

Bibliography

Freeman, Stakeholder Theory (Article)
 Clarkson, Stakeholder Framework (Article)
 Malvey, Stakeholder Report Card (Article)
 Pedrini, Systematic Literature Review (Article)

Activities

In-class discussions and debates

Group presentations

Readings

Case study analyses

Content

| # | Topic |
|---|------------------------------------|
| 1 | Strategy Development and Execution |
| 2 | Performance measurement |
| 3 | Communication |
| 4 | Decision making |
| 5 | Innovation |
| 6 | Relationship & Risk management |
| 7 | Ethical considerations |

Assessment

| Tool | Assessment tool | Category | Weight % |
|--|---------------------------|----------------|----------|
| In-class analysis and discussion of issues | Participation & Questions | Ordinary round | 30.00% |
| Individual or team exercises | Individual assignments | Ordinary round | 15.00% |
| Individual or team exercises | Group assignments | Ordinary round | 15.00% |
| Written and/or oral exams | Exam | Ordinary round | 40.00% |

PROGRAMS

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)
 BITLASI22 Year 4 (Optative)