

BUSINESS ADMINISTRATOR LEVEL 3

**Student Name:**

**Declaration of Authenticity: Signed:**

**Assignment Title: Stakeholder Engagement and Management**

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**QJDSBF**

**Start Date: Deadline: Internal Verifier: Rodney Hardy**

**Vocational Context:**

All organisations have stakeholders, both internal and external. Engaging with stakeholders involves establishing good lines of communication and maintaining a constructive relationship with them. This relationship with stakeholders is important to ensure that the organisation responds to their needs and is able to manage any competing priorities. Stakeholder relationships that are unmanaged or mismanaged can result in negative consequences for an organisation.

You will learn that stakeholders are individuals or organisations that shape the operation of a business and/or are affected by the actions of the business. You will understand the importance of developing good working relationships with stakeholders and the consequences of poor engagement. You will also develop the skills needed to plan for stakeholder engagement, such as stakeholder mapping, and the competences needed to develop and maintain productive working relationships with stakeholders throughout the management of your forthcoming project.

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| **Learning Outcomes** |  |
| Understand working relationships with stakeholders | * Analyse stakeholder mapping techniques * Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders * Explain how expectation management and conflict resolution techniques are applied to stakeholder management * Analyse the advantages and limitations of different types of stakeholder consultation * Evaluate the risks and potential consequences of inadequate stakeholder consultation |
| Be able to determine the scope for collaboration with stakeholders in your project | * Identify the stakeholders with whom relationships should be developed * Explain the roles, responsibilities, interests and concerns of stakeholders * Evaluate business areas that would benefit from collaboration with stakeholders * Evaluate the scope for and limitations of collaborating with different types of stakeholder |

**TASK ONE** – **Written assignment and supporting evidence to be uploaded into VQ Manager for assessment.**

Following T&L with your TLC on stakeholder analysis and mapping techniques, formalise your list of primary and secondary stakeholders and carry out stakeholder analysis relevant to your organisation. Explain the roles, responsibilities, interests and concerns of the stakeholders in your list.

Using the analysis and maps, explain your understanding of the term ‘stakeholders’ and analyse a range of stakeholder mapping techniques.

Evaluate any business areas that would benefit from collaboration with stakeholders. Evaluate the scope for and limitations of collaborating with the different types of stakeholders in different situations.

**TASK TWO** –**Written assignment and associated work products to be uploaded into VQ Manager for assessment.**

Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders. Explain how expectation management and conflict resolution techniques are applied to stakeholder management.

Evaluate the suitability of different methods of engaging with the stakeholders identified in your stakeholder analysis and create a stakeholder engagement plan (according to stakeholder engagement goals and the level of their power/influence). Analyse the advantages and limitations of different types of stakeholder consultation. Evaluate the risks and potential consequences of inadequate stakeholder consultation**.**

**ALWAYS ENSURE YOU INCLUDE LOTS OF EXAMPLES, LINKING THEORY TO CURRENT PRACTICE**

Please ensure that all of your work is written in full, grammatically correct sentences. If you choose to include graphs and charts in this work then please ensure they are correctly labelled. Ensure that you include a bibliography and follow the Harvard referencing system for all the sources you have used to gain your information for this assignment.

**Tips for completion of this assignment**

**TASK ONE**

The definition of stakeholders is “those who can affect or are affected by an organisation, strategy or project’. Primary stakeholders have a major direct involvement with economic transactions such as suppliers, employees, customers or service users.

Different stakeholder groups have different interests in the business and therefore different needs and expectations. For example, suppliers are concerned with repeat orders and prompt payments and employees are concerned with pay rate and job security. Service users, e.g. in a nursery, expect high quality care, flexibility etc. Conflicts of interest between different groups of stakeholders are inevitable; competing/incompatible stakeholder interests and priorities will give rise to conflict.

The methods you could use in the identification of stakeholders with whom to engage include brainstorming, mind mapping, reflecting on previous projects or listing stakeholders and grouping into stakeholder categories.

**TASK TWO**

Stakeholder engagement is valuable in making future plans and strategies that are shaped to satisfy the needs of all stakeholders, aiding you in learning about stakeholder’s views, giving them a feeling of ownership of business decisions. Engagement is valuable in gaining support and cooperation and responding to stakeholder’s interests, resulting in less resistance and assisting organisations to meet corporate social responsibility aims. The Stakeholder engagement process involves planning, identification, analysis, engagement planning, engagement, management, review and reporting.

Different methods of engaging with stakeholders include focus groups, workshops, surveys, opinion polls, via social media & newsletters and face to face meetings such as parent’s evenings. These methods can also be used for the effective development and maintenance of relationships following collaboration when combined with reports on progress, website updates and consultation with stakeholders over issues that arise.

**Resources**

Textbooks

**Books**

Freeman RE et al – *Stakeholder Theory: The State of the Art*, (Cambridge University Press, 2010), ISBN 9780521137935

Friedman AL and Miles S – *Stakeholders: Theory and Practice*, (Oxford University Press, 2006) ISBN 9780199269877

Scharioth J and Huber M – *Achieving Excellence in Stakeholder Management*, (Springer 2004) ISBN 9783540002550

Websites

[www.stakeholdermap.com/stakeholder-definition.html](http://www.stakeholdermap.com/stakeholder-definition.html)

<https://www.b2binternational.com/publications/stakeholder-research/> <https://www.mindtools.com/pages/article/newPPM_08.htm>

https://www.mindtools.com/pages/article/newPPM\_07.htm