### **Scheme of Work**

**COURSE:** ABE Level 5 Managing Stakeholder Relationships

| **Element, LO and AC** | **Session title** | **Topics covered** | **Approx.**  **duration** | **Session Plan** | **Resource** | **Formative Activity** |
| --- | --- | --- | --- | --- | --- | --- |
| Element 1  LO1  1.1 | **Stakeholder analysis** | The importance of stakeholder analysis  Methods of identifying stakeholders  Categories of stakeholder | 3 hours | 5UMSR Session Plan E1 Session 1 | 5UMSR Presentation E1 | 5UMSR E1 LO1 Activity 1 – Stakeholder mapping  5UMSR E1 LO1 Activity 2 – Primary and Secondary Stakeholders |
| Element 1  LO1  1.2 | **The relative importance of stakeholders** | Assess the potential importance of stakeholders  Identifying the strategic influence and potential impact that different stakeholders have on projects  Power and Interest | 3-4 hours | 5UMSR Session Plan E1 Session 2 | 5UMSR Presentation E1 | 5UMSR E1 LO1 Activity 3 – Mendelow’s Power-Interest Matrix  5UMSR E1 LO1 Activity 4 – Egan’s stakeholder groups  5UMSR E1 LO1 Activity 5 – Eden and Ackerman’s Power v Interest Grid |
| Element 1  LO1  1.3 | **Impact of influence and power** | Influence and impact of stakeholders – background  Influence of powerful stakeholders  French and Raven’s (1959) sources of power  Johnson, Whittington and Scholes’ (2011) sources of indicators of power  Other sources of power  The power of organisations to influence their stakeholders | 3-4 hours | 5UMSR Session Plan E1 Session 3 | 5UMSR Presentation E1 | 5UMSR E1 LO1 Activity 6 – Five categories of power  5UMSR E1 LO1 Activity 7 – Sources of power  5UMSR E1 LO1 Activity 8 – Power of organisations |
| Element 1  LO1  1.4 | **Influence and impact of stakeholders** | Influence and impact of stakeholders - background  Influence and power of stakeholders  PESTLE  Technology  Corporate Social Responsibility and Ethics | 3-4 hours | 5UMSR Session Plan E1 Session 4 | 5UMSR Presentation E1 | 5UMSR E1 LO1 Activity 9 - PESTLE  5UMSR E1 LO1 Activity 10 – Social Media – New Media  5UMSR E1 LO1 Activity 11 – The ethics of loyalty |
|  |  |  |  |  |  |  |
| Element 2  LO2  2.1 | **Methods of communication** | Communication – background  Why communication is important  Methods of communication – organisation to stakeholder  Methods of communication – stakeholder to organisation  Methods of communication – stakeholder to stakeholder | 3-4 hours | 5UMSR Session Plan E2 Session 1 | 5UMSR Presentation E2 | 5UMSR E2 LO2 Activity 1 – Methods of communication  5UMSR E2 LO2 Activity 2 – Stakeholder to stakeholder communication  5UMSR E2 LO2 Activity 3  Stakeholder to organisation communication |
| Element 2  LO2  2.2 | **Different relationships** | Stakeholder relationships - background  Types of relationship  Gummesson’s 30R Model (1995)  Partnerships, strategic alliances, joint ventures and networks  Six Markets Model – Peck, Payne, Christopher and Clark (2004) | 3-4 hours | 5UMSR Session Plan E2 Session 2 | 5UMSR Presentation E2 | 5UMSR E2 LO2 Activity 4 – Transactional products and services  5UMSR E2 LO2 Activity 5 – Partnerships, strategic alliances and networks  5UMSR E2 LO2 Activity 6 – Gummerson’s 30R Model |
| Element 2  LO2  2.3 | **Pressure groups** | Pressure groups – background  Sectional and causal pressure groups  Impacts of pressure groups | 3-4 hours | 5UMSR Session Plan E2 Session 3 | 5UMSR Presentation E2 | 5UMSR E2 LO2 Activity 7 – Sectional and causal pressure groups  5UMSR E2 LO2 Activity 8 – Impact on pressure groups  5UMSR E2 LO2 Activity 9 – Impact of pressure groups on government |
| Element 2  LO2  2.4 | **Customers** | Customers  Decision making  Reference groups  The Consumer | 3-4 hours | 5UMSR Session Plan E2 Session 4 | 5UMSR Presentation E2 | 5UMSR E2 LO2 Activity 10 - High and low involvement purchases  5UMSR E2 LO2 Activity 11 – Decision-making unit  5UMSR E2 LO2 Activity 12 - consumerism |
| Element 2  LO2  2.5 | **Brand position and reputation** | Brands  Brand positioning  Corporate social responsibility | 3-4 hours | 5UMSR Session Plan E2 Session 5 | 5UMSR Presentation E2 | 5UMSR E2 LO2 Activity 13 - 4C’s framework  5UMSR E2 LO2 Activity 14 – Perceptual map  5UMSR E2 LO2 Activity 15 – Pyramid of social responsibilities  5UMSR E2 LO2 Activity 16 – Repairing a damaged brand |
|  |  |  |  |  |  |  |
| Element 3  LO3  3.1 | **Relationship marketing** | Relationship marketing - background  Customer satisfaction  Relationship Life Cycle | 3-4 hours | 5UMSR Session Plan E3 Session 1 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 1 – Relationship marketing  5UMSR E3 LO3 Activity 2 – Customer satisfaction drivers  5UMSR E3 LO3 Activity 3 – The relationship life cycle model |
| Element 3  LO3  3.2 | **Trust and commitment** | Trust and commitment – background  Definitions of trust  Definitions of commitment  Definitions of risk, salience and emotions  Trust and Loyalty | 3-4 hours | 5UMSR Session Plan E3 Session 2 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 4 – components of trust  5UMSR E3 LO3 Activity 5 – Stakeholder salience  5UMSR E3 LO3 Activity 6 – Trusting situations |
| Element 3  LO3  3.3 | **Customer loyalty** | Customer loyalty - background  Definitions of loyalty  Customer retention  Customer acquisition and retention  Relationship marketing ladder | 3-4 hours | 5UMSR Session Plan E3 Session 3 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 7 – Customer Loyalty  5UMSR E3 LO3 Activity 8 – Superior customer service  5UMSR E3 LO3 Activity 9 – Climbing the relationship marketing ladder of loyalty |
| Element 3  LO3  3.4 | **Networks and collaborations** | Networking – introduction  Egan’s definitions of networks  Collaboration  Egan’s definition of collaboration  Tsokas and Saren’s (2000) relationship life cycle stages | 3 hours | 5UMSR Session Plan E3 Session 4 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 10 – Valuable networks  5UMSR E3 LO3 Activity 11 – Collaborating organisations  5UMSR E3 LO3 Activity 12 – Relationship lifecycle |
|  |  |  |  |  |  |  |
| Element 4  LO4  4.1 | **Stakeholder audit and customer relationship marketing** | Stakeholder audit  Customer relationship marketing  Performance indicators | 3 hours | 5UMSR Session Plan E4 Session 1 | 5UMSR Presentation E4 | 5UMSR E4 LO4 Activity 1 – Customer relationship marketing  5UMSR E3 LO4 Activity 2 – Performance Indicators |
| Element 4  LO4  4.2 | **Key stakeholder relationships** | Stakeholder audit findings  Gap analysis  Prioritising relationships | 3-4 hours | 5UMSR Session Plan E4 Session 2 | 5UMSR Presentation E4 | 5UMSR E3 LO4 Activity 3 – Gap analysis  5UMSR E3 LO4 Activity 4 – Cost benefit analysis |
| Element 4  LO4  4.3 | **Online interactive technologies** | Online Interactive technologies – introduction  Advantages and disadvantages of online interactive technologies from an organisational perspective  Advantages and disadvantages of online interactive technologies from a stakeholder perspective  Advantages of big data | 3-4 hours | 5UMSR Session Plan E4 Session 3 | 5UMSR Presentation E4 | 5UMSR E3 LO4 Activity 5 – Stakeholder engagement  5UMSR E3 LO4 Activity 6 – Big data |
| Element 4  LO4  4.4 | **Relationship management strategies** | Relationship management strategies  Public participation  Review of unit as a whole | 3-4 hours | 5UMSR Session Plan E4 Session 4 | 5UMSR Presentation E4 | 5UMSR E3 LO4 Activity 7 – Stakeholder conflict  5UMSR E3 LO4 Activity 8 – spectrum of public participation |