### **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** |
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| Element 1LO1 1.1 | **Stakeholder analysis** | The importance of stakeholder analysisMethods of identifying stakeholders Categories of stakeholder | 3 hours | 5UMSR Session Plan E1 Session 1 | 5UMSR Presentation E1  | 5UMSR E1 LO1 Activity 1 – Stakeholder mapping5UMSR E1 LO1 Activity 2 – Primary and Secondary Stakeholders |
| Element 1LO11.2 | **The relative importance of stakeholders** | Assess the potential importance of stakeholdersIdentifying the strategic influence and potential impact that different stakeholders have on projectsPower and Interest | 3-4 hours | 5UMSR Session Plan E1 Session 2 | 5UMSR Presentation E1  | 5UMSR E1 LO1 Activity 3 – Mendelow’s Power-Interest Matrix5UMSR E1 LO1 Activity 4 – Egan’s stakeholder groups5UMSR E1 LO1 Activity 5 – Eden and Ackerman’s Power v Interest Grid |
| Element 1LO11.3 | **Impact of influence and power** | Influence and impact of stakeholders – backgroundInfluence of powerful stakeholdersFrench and Raven’s (1959) sources of powerJohnson, Whittington and Scholes’ (2011) sources of indicators of powerOther sources of powerThe 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 power5UMSR E1 LO1 Activity 7 – Sources of power5UMSR E1 LO1 Activity 8 – Power of organisations |
| Element 1LO11.4 | **Influence and impact of stakeholders** | Influence and impact of stakeholders - backgroundInfluence and power of stakeholdersPESTLETechnologyCorporate Social Responsibility and Ethics | 3-4 hours | 5UMSR Session Plan E1 Session 4 | 5UMSR Presentation E1  | 5UMSR E1 LO1 Activity 9 - PESTLE5UMSR E1 LO1 Activity 10 – Social Media – New Media5UMSR E1 LO1 Activity 11 – The ethics of loyalty |
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| Element 2LO22.1 | **Methods of communication** | Communication – backgroundWhy communication is importantMethods of communication – organisation to stakeholderMethods of communication – stakeholder to organisationMethods of communication – stakeholder to stakeholder | 3-4 hours | 5UMSR Session Plan E2 Session 1 | 5UMSR Presentation E2  | 5UMSR E2 LO2 Activity 1 – Methods of communication5UMSR E2 LO2 Activity 2 – Stakeholder to stakeholder communication5UMSR E2 LO2 Activity 3Stakeholder to organisation communication |
| Element 2LO22.2 | **Different relationships** | Stakeholder relationships - backgroundTypes of relationshipGummesson’s 30R Model (1995)Partnerships, strategic alliances, joint ventures and networksSix 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 services5UMSR E2 LO2 Activity 5 – Partnerships, strategic alliances and networks5UMSR E2 LO2 Activity 6 – Gummerson’s 30R Model |
| Element 2LO22.3 | **Pressure groups** | Pressure groups – backgroundSectional and causal pressure groupsImpacts of pressure groups | 3-4 hours | 5UMSR Session Plan E2 Session 3 | 5UMSR Presentation E2  | 5UMSR E2 LO2 Activity 7 – Sectional and causal pressure groups5UMSR E2 LO2 Activity 8 – Impact on pressure groups5UMSR E2 LO2 Activity 9 – Impact of pressure groups on government |
| Element 2LO22.4 | **Customers** | CustomersDecision makingReference groupsThe Consumer | 3-4 hours | 5UMSR Session Plan E2 Session 4 | 5UMSR Presentation E2  | 5UMSR E2 LO2 Activity 10 - High and low involvement purchases5UMSR E2 LO2 Activity 11 – Decision-making unit5UMSR E2 LO2 Activity 12 - consumerism |
| Element 2LO22.5 | **Brand position and reputation** | BrandsBrand positioningCorporate social responsibility  | 3-4 hours | 5UMSR Session Plan E2 Session 5 | 5UMSR Presentation E2  | 5UMSR E2 LO2 Activity 13 - 4C’s framework5UMSR E2 LO2 Activity 14 – Perceptual map5UMSR E2 LO2 Activity 15 – Pyramid of social responsibilities5UMSR E2 LO2 Activity 16 – Repairing a damaged brand |
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| Element 3LO33.1 | **Relationship marketing** | Relationship marketing - backgroundCustomer satisfactionRelationship Life Cycle | 3-4 hours | 5UMSR Session Plan E3 Session 1 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 1 – Relationship marketing5UMSR E3 LO3 Activity 2 – Customer satisfaction drivers5UMSR E3 LO3 Activity 3 – The relationship life cycle model |
| Element 3LO33.2 | **Trust and commitment** | Trust and commitment – backgroundDefinitions of trustDefinitions of commitmentDefinitions of risk, salience and emotionsTrust and Loyalty | 3-4 hours | 5UMSR Session Plan E3 Session 2 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 4 – components of trust5UMSR E3 LO3 Activity 5 – Stakeholder salience5UMSR E3 LO3 Activity 6 – Trusting situations |
| Element 3LO33.3 | **Customer loyalty** | Customer loyalty - backgroundDefinitions of loyaltyCustomer retentionCustomer acquisition and retentionRelationship marketing ladder | 3-4 hours | 5UMSR Session Plan E3 Session 3 | 5UMSR Presentation E3 | 5UMSR E3 LO3 Activity 7 – Customer Loyalty5UMSR E3 LO3 Activity 8 – Superior customer service5UMSR E3 LO3 Activity 9 – Climbing the relationship marketing ladder of loyalty |
| Element 3LO33.4 | **Networks and collaborations** | Networking – introductionEgan’s definitions of networksCollaborationEgan’s definition of collaborationTsokas 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 networks5UMSR E3 LO3 Activity 11 – Collaborating organisations5UMSR E3 LO3 Activity 12 – Relationship lifecycle |
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| Element 4LO44.1 | **Stakeholder audit and customer relationship marketing** | Stakeholder auditCustomer relationship marketingPerformance indicators  | 3 hours | 5UMSR Session Plan E4 Session 1 | 5UMSR Presentation E4 | 5UMSR E4 LO4 Activity 1 – Customer relationship marketing5UMSR E3 LO4 Activity 2 – Performance Indicators |
| Element 4LO44.2 | **Key stakeholder relationships** | Stakeholder audit findingsGap analysisPrioritising relationships  | 3-4 hours | 5UMSR Session Plan E4 Session 2 | 5UMSR Presentation E4 | 5UMSR E3 LO4 Activity 3 – Gap analysis5UMSR E3 LO4 Activity 4 – Cost benefit analysis |
| Element 4LO44.3 | **Online interactive technologies** | Online Interactive technologies – introductionAdvantages and disadvantages of online interactive technologies from an organisational perspectiveAdvantages and disadvantages of online interactive technologies from a stakeholder perspectiveAdvantages of big data | 3-4 hours | 5UMSR Session Plan E4 Session 3 | 5UMSR Presentation E4 | 5UMSR E3 LO4 Activity 5 – Stakeholder engagement5UMSR E3 LO4 Activity 6 – Big data |
| Element 4LO44.4 | **Relationship management strategies** | Relationship management strategiesPublic participationReview of unit as a whole | 3-4 hours | 5UMSR Session Plan E4 Session 4 | 5UMSR Presentation E4 | 5UMSR E3 LO4 Activity 7 – Stakeholder conflict5UMSR E3 LO4 Activity 8 – spectrum of public participation |