

<b>Course title:</b> Strategic Communication and Stakeholder Engagement				
<b>Course code:</b> BSI 103	<b>No. of credits:</b> 2	<b>L-T-P distribution:</b> 21-7-0	<b>Learning hours:</b> 28	
<b>Pre-requisite course code and title (if any):</b>				
<b>Department:</b> Department of Business Sustainability				
<b>Course coordinator (s):</b> Mr. Vinay Sharma			<b>Course instructor (s):</b> Mr. Vinay Sharma	
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<b>Course type</b>	<b>Core</b>	<b>Course offered in:</b> Semester 2		
<b>Course description</b> Almost every organization has a wide array of stakeholders that may be interested in, and helpful partners to, that organization. These groups have their own priorities and perspectives. Together, communication and stakeholder engagement result in more inclusiveness and transparency in decision making; more likely support for difficult planning challenges; reaching consensual solutions; and avoiding conflicts and stalemates.				
<b>Course objective</b> The objective of the course will be to apprise participants of the methodology and benefits of stakeholder communication and engagement.				
<b>Course content</b>				
<b>Module</b>	<b>Topic</b>	<b>L</b>	<b>T</b>	<b>P</b>
1.	<b>What is Stakeholder Communication and Engagement?</b> Introduction and overview	3	1	0
2.	<b>A Stakeholder Approach to Internal Communication</b> Aspects of internal communication management Content and dimensions of internal communication Goals of internal communication	3	1	0
3.	<b>How to develop a Stakeholder Engagement Strategy?</b> Preparation Engagement	3	1	0
4.	<b>Towards meaningful Stakeholder Engagement</b> Alignment of expectations between Organization and Stakeholders Overcoming obstacles in Stakeholder relationships	3	1	0
5.	<b>Selection of Stakeholder's communication methods</b> Essence of successful communication Principles for communicating with Stakeholders	3	1	0
6.	<b>Effective Communication for Stakeholder Management:- Infrastructure Projects</b> Sustainable communication management system for stakeholder requirements in required formats Case studies	3	1	0
7.	<b>International Standards for Stakeholder Engagement</b> Understanding the ISO Model	3	1	
	<b>Total</b>	<b>21</b>	<b>7</b>	<b>0</b>
<b>MODULE DESCRIPTION</b>				
<b>Module 1: What is Stakeholder Communication and Engagement?</b> Communication is central to all human activities and is a powerful tool for achieving almost any goal. A step by step approach for establishing a communication process will be espoused with the intention of generating action.				

Stakeholder engagement is an ongoing process whereby entities build and maintain constructive relationships with stakeholders. A range of activities and approaches will be discussed to engage stakeholders in an ongoing manner.

### **Module 2: A Stakeholder Approach to Internal Communication**

Effective internal communication is crucial as managers need to engage employees and achieve objectives. Organizations require improved internal communication methods for management of interactions and relationships between stakeholders at all levels within the organization.

Aspects of internal communication will be discussed and will include content, direction and participation in the communication process. Planning for internal communication is a prerequisite for developing a sense of belonging and developing a “we” feeling allowing stakeholders to identify with their organizations.

### **Module 3: Selection of Stakeholder’s communication methods**

Once the plan has been formulated, the next step is to select the appropriate means and channels of communication. Instrumental and interactive communication methods will be defined. Acquiring information is necessary to successfully communicate with any target group. Principles for communicating with such groups will be elaborated.

### **Module 4: How to develop a Stakeholder Engagement Strategy?**

An important step is to understand who the key stakeholders are, where they come from, and what they are looking for in relationship to the organization’s goals. To be most effective, this process will be described by an engagement strategy whereby key stakeholder groups are identified and prioritized according to their relevance and influence.

### **Module 5: Towards meaningful Stakeholder Engagement**

A meaningful stakeholder engagement comprises a two-way process including exchange of information, research, analysis and opinions between the organization and stakeholder. The methods to attain commitment and willingness from each side for contemplating changes in behaviour, actions, priorities, etc. will be discussed.

### **Module 6: Effective Communication for Stakeholder Management:- Infrastructure Projects**

Individuals or groups who have a stake in infrastructure projects include clients, managers, designers, subcontractors, suppliers, funding bodies and the community at large. They can positively or negatively affect the project. Infrastructure projects are complex and time consuming owing to diverse communication capabilities, diverse communication platforms and non-recognition of all stakeholders..

To fulfil stakeholder needs and reduce unpredictable risks, designing a communication scheme catering to stakeholder requirements is important for realizing a positive image. The need to integrate different communication methods to ensure that outcome objectives can be achieved for the full range of stakeholders will be discussed.

### **Module 7: International Standards for Stakeholder Engagement**

The International Standards Organization (ISO) is a highly relevant International Standards developer. Stakeholder expectations of the International Standards Organization system are changing. ISO has been responsive to both current and new stakeholder needs. In this module, the principles and guidelines under the ISO Model will be presented.

#### **Evaluation criteria**

- Minor test

20%

<ul style="list-style-type: none"> <li>▪ Midterm examination                      30%</li> <li>▪ End-term examination                    50%</li> </ul>
<p><b>Learning outcomes</b> Develop an understanding of:</p> <ul style="list-style-type: none"> <li>• managerial functions, roles and skills with special reference to infrastructure business;</li> <li>• individual and group behaviour issues in organizations;</li> <li>• concepts, and tools for human resource management.</li> </ul>
<p><b>Pedagogy</b> PPT presentations, lectures, case studies, exercises etc.</p>
<p><b>Suggested Readings:</b> Sequeira, Debra et al. 2007. <i>Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets</i>. International Finance Corporation. Jeffery, Neil. 2007. <i>Towards a Customer Value Model for Stakeholder Engagement: Understanding the Added Value to Business</i>. Cass Business School. Freeman, R.E. (1999), <i>Response: divergent stakeholder theory</i>, The Academy of Management Review, Vol. 24 No. 2, pp. 233-6 Cheney, G. and Christensen, L. (2001), <i>Organizational identity linkages between internal and external communication</i>, F.M. and Putnam, L.L. (Eds), <i>The New Handbook of Organizational Communication</i>, Sage, Thousand Oaks, CA Dozier, D.M., Grunig, L.A. and Grunig, J.E. (1995), <i>Manager's Guide to Excellence in Public Relations and Communication Management</i>, Lawrence Erlbaum, Mahwah, NJ. Frank, A. and Brownell, J. (1989), <i>Organizational Communication and Behaviour: Communicating to Improve Performance</i>, Holt, Rinehart and Winston, Orlando, FL Grunig, J.E. and Hunt, T. (1984), <i>Managing Public Relations</i>, Harcourt Brace Jovanovich College Publishers, New York, NY.</p> <p><b>Books:</b> Persuasion and Power: The Art of Strategic Communication by John J.Hamre and James P. Farwell The New Rules of PR by David Meerman Scott Strategic Communication for Sustainable Organizations: Theory and Practice by Myria W. Allen</p>
<p><b>Additional information (if any)</b></p>
<p><b>Student responsibilities</b></p>

**Course reviewers:**

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