Managing Internal and External Stakeholder Relationships

COURSE DESCRIPTION

This course addresses the key concepts, models and practices of managing internal and external stakeholder relations across a variety of sectors (profit, public, non-profit, specialized). The increasing ability of internal and external stakeholders to raise awareness about and influence the functioning of an organization, combined with the multiple stakeholder approach to assessing organizational effectiveness, has increased the importance of managing stakeholder relations. Increasingly complex and dynamic performance conditions has highlighted the contribution of human resources to organizational effectiveness, and has advanced the function of managing internal stakeholder relations. External stakeholder access to mass communication combined with a growing emphasis on corporate social responsibility has advanced the function of managing external stakeholder relations. Students will learn how to execute the fundamental components of a stakeholder relations system, including a complaints management system that adds organizational value.

COURSE LEARNING OBJECTIVES

By the end of the course, students will be able to:

1. Describe the key concepts, models and practices related to managing internal and external stakeholder relations across a variety of sectors (public sector, private sector, non-profit sector and specialized sectors)
2. Explain the historical evolution, contemporary state and importance of stakeholder relations
3. Identify the key general steps, practices and tools within the process of managing stakeholder relations
4. Develop a complaints management system that contributes to the performance of an organization

COURSE EVALUATION

- Quizzes
- Discussion Boards
- Individual Project - Briefing Paper and Presentation
- Application Project – Design an organizational complaints management system
TOPICS

- Definition and importance of stakeholder relations management within contemporary performance conditions
- Understand the different types of stakeholder relations (internal and external)
- External Relations
  - Understanding customer service within contemporary society
  - Types of customer service behaviors
  - Service breakdowns and recovery
  - Customer service in a diverse world
  - Customer service via technology
  - Securing customer loyalty
- Internal Relations
  - Understanding the employee relations management system
  - Understanding the nature and key determinants of employee satisfaction/dissatisfaction
  - Conducting workplace investigations
- General – Complaints management process
  - Understanding complaints as potential sources of value
  - Encouraging expression of dissatisfaction and establishing appropriate boundaries
  - Complaints management skills
  - Recording and investigating complaints
  - Conciliation, mediation and arbitration
  - Making improvements as a result of complaints
  - Promoting higher performance through complaints management