

COMM 386R Public Relations

Stakeholder Engagement Analysis

September 2017

This assignment is intended to serve as a summative exercise for the major Stakeholder Engagement and Responsibility/Ethics components (i.e. the first one-third) of the course.

The purpose of this assignment is to give you practice in applying the concepts, tools, and frameworks of ethics and stakeholder engagement to a real-world scenario and to enhance your understanding of the complexity and strategic importance of this long-term approach to responsible business management.

This assignment is worth 20% of your course mark. You may choose to complete this assignment either individually or in a self-selected pair.

This assignment is due in PDF format to the assignment dropbox on Connect by 6 pm on Sunday, October 8. One submission per pair.

Instructions

1. Before class on Wednesday, September 20, decide whether you will complete this assignment individually or in a pair. Register your choice via the [link](#) in the Assignments folder on Connect. (If you wish to be assigned randomly to a pair, please note this when you register. If another person indicates the same wish, I will assign the pair; however, if no partner is available, you will need to complete the assignment individually.)
2. Choose an organization (a) for which you can identify at least some stakeholders based on your existing knowledge as a starting point and (b) that seems to be considering some sort of initiative or action that would affect those stakeholders. Examples of initiatives or actions include (but are not limited to): launching a new product or program; entering a new market; developing a new facility; downsizing or restructuring; introducing a new sustainability initiative; etc. Here are some tips for choosing an organization:
 - You are welcome to choose an organization for which you might consider yourself a stakeholder, as long as you can step outside of your position to complete a thorough analysis from all stakeholder perspectives.
 - Avoid start-ups (especially pre-revenue start-ups) about which secondary research may be difficult to gather. Existing organizations will make for easier research. If you still wish to use a start-up, please consult with me for guidance.
 - Either for-profit or non-profit organizations are acceptable.
 - Either B2C (business-to-consumer) or B2B (business-to-business) organizations are acceptable.
3. Conduct in-depth research to establish as clear a picture as possible about:
 - the internal (organization), external (competitors, customer, collaborators), and macroenvironmental (PESTN) contexts in which the organization currently operates;
 - the organization's approach to stakeholder engagement and its past actions;
 - the initiative or action that the organization is considering taking; and
 - all of the relevant primary and secondary stakeholders and their interests, motivations, and perspectives.
4. Use the stakeholder impact analysis tool (will be discussed in class) to outline the key stakeholders, the positive and negative impacts, and the ethical standards to be applied to each. Ensure you consider the case context from each stakeholder's perspective, and not from your own point of view or from just one of the stakeholder's points of view. Based on this analysis, prioritize the stakeholders

for the organization, and represent this in some form of stakeholder map (choose a format that effectively communicates the results of your analysis).

5. Outline an engagement strategy for the organization's intended action or initiative, including how the organization should avoid and minimize any trade-offs. Check your strategy against the Clarkson Principles for Stakeholder Management (will be discussed in class).

Submission Requirements

Your Stakeholder Engagement Analysis submission should meet the following requirements:

- Max 6 pages, single-spaced, excluding cover page and appendices (see Written Assignment Standards, below)
- Recommended sections (feel free to supplement and/or rename them, if that improves the clarity of your submission):
 - Context (highlights from your internal, external, and macroenvironmental research; organization's history of stakeholder engagement)
 - Initiative (or Action; what the organization has planned that could affect stakeholders)
 - Stakeholder Impact Analysis
 - Stakeholder Map
 - Engagement Strategy
 - References List (APA style)

Written Assignment Standards

- **Readability:** Everything you deliver in this course is to be written in clear, grammatically correct English. Proofreading is absolutely required. Penalties will apply for consistent errors, and steep penalties will apply for consistent errors that interfere with comprehension. Use headers as signposts to guide your reader through your assignment. A well-organized assignment should make it easy for your reader to follow your logic.
- **Cover Page:** Must include course and section numbers, student names, student numbers, assignment title, and date. Assignment page limits do not include the cover page.
- **Margins:** Minimum 1"; Maximum 1.25"
- **Line Spacing:** Single – but make good use of headings/subheadings and white space for maximum readability!
- **Font Size:** 11 pt.
- **Referencing (In-text Citations/Footnotes):** All secondary sources must be cited using APA format, both as in-text citations or footnotes within your writing and in a separate References list. Penalties will apply for missing citations and inconsistent style.
- **Page Limits:** The stated page limit does not include the cover page and (optional) appendices. Respect the page limit. Marks will be deducted for surpassing the page limit, and work that extends beyond the page limit will not be graded.
- **File Naming Convention:** Assignment documents must be saved using the following file naming convention: FirstName-LastName-AssignmentName.pdf (e.g. Joe-Smith-StakeholderEngagementAnalysis.pdf).
- **Electronic Submission:** Written assignments will be submitted electronically in PDF format on the course Connect site through the assignment dropboxes. You must submit in PDF format. If your computer does not have a PDF file format, download one free from the internet. If you choose to work in a pair, only one copy of the assignment is required per pair.
- **Plagiarism Prevention:** Assignments may be submitted to TurnItIn, UBC's plagiarism prevention system. For information on plagiarism and plagiarism prevention, review the Academic Integrity Resource Guide: <http://learningcommons.ubc.ca/resource-guides/avoiding-plagiarism/>.