

Managing stakeholders for sustainable Development

ENM13035

Course syllabus 2020

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Welcome to Managing Stakeholders for Sustainable Development

Society is facing many challenges such as climate change, a growing population and limited natural resources. The call for change on different issues is growing; examples are the Greta movement for climate action or the World Economic Forum advocating corporations and organisations for risk mitigation by transitions to sustainable organisations. Societies change over time and new narratives replace old ones in for example technology, values or ways of thinking. There are many narratives existing in parallel in society, things normal today, was unusual and odd 20 years ago, such as sorting of household garbage into different fractions or veganism.

Such transitions are often more or less debated, for example whether the risks of doing nothing are greater than mitigating measures. A plurality of perspectives contributes to learning and hopefully better decision making. In contrast, cherry picked facts adjusted to fit and reinforce an agenda may create circular arguments, as in conspiracy theories. In a controversy, groups of opposing interpretation of facts and consequences lead to a polarisation in society: Each group has their own narrative based on the facts that matter to support the group's understanding. Only debates with a plurality of perspectives are useful in finding sustainable solutions, while the other two are less helpful.

Differences of opinions and respect for differences of opinion is a virtue in any democratic society or participatory process. However, sustainable development debates can be challenging since the focus shifts from only economic transitions to transitions where equality and planet Earth are equally or more important (Raworth 2012). Societies change in different ways. For instance, through technological change processes where new immature technology over time mature and replace older technology, or norms and values that are replaced by what is important in society (Loorbach 2017). In any societal system there are certain points generating change and depending on where you find these leverage points there is an opportunity to create a sustainable change (Meadows 1999).

Course aims and learning outcomes

This course is about how people can contribute to change society by influencing societal processes. The aim of this course is that you understand how stakeholders can create change by engaging in participatory processes. The aim is also that you understand how social issues have relevance for the outcome of a change process. After this course you should be able to

- Identify the multiplicity of perspectives that make a sustainability issue by formulating the problem of how the perspectives in the sustainability issues are interrelated.
- Identify the stakeholders that can influence or have a stake in the formulated problem of the sustainability issue by interconnecting the stakeholders and explain how the arguments lead to the different perspectives and conflicts of interest.
- Design a stakeholder participation process for changing a sustainability issue where the stakeholders' positions and willingness to change are justified in a stakeholder dialogue.
- Analyse and explain the intervention of the stakeholder dialogue by evaluating and reflecting on how the stakeholders can contribute to a sustainable systems change

Changes from last year

- From ‘in classroom’ to ‘flipped classroom’ created a possibility to restructure instructions, lectures, workshops and projects.
- New course staff and examiner
- New examination process
- Content focus less on company’s stakeholder management and CSR, more on issue-focused participatory stakeholder processes

Course organisation

The course is organised in hybrid teaching, meaning that lectures and individual work will be supported online, while there is an option for groupwork either in person (in a classroom) or online. For both options there is access to teacher support. The learning material will be published on Canvas one week at the time and new learning material will be published on Fridays. The course is scheduled 10 hours a week, which is half of the amount of work in the course. The students’ own work makes up the rest, so plan to use the equal amount of time for your own work outside scheduled hours.

Lectures and seminars

The lectures will be pre-recorded videos of two types, in-house lectures and guest lecture interviews. The inhouse lectures are supported by the course literature. The guest lectures are pre-recorded interviews and the guest lecturer will be invited to participate during the Friday seminar to give you an opportunity to discuss the week’s theme or ask questions. In preparation for the Friday seminars you are expected to have watched the videos and reviewed the literature to fully be able to reflect on and contribute to the discussion at the seminar.

Individual assignments, Projects, Workshops and Peer-responses

The individual assignment and the groupwork are a part of the project of your group’s sustainability issue where you each week prepare material for the stakeholder dialogue and your report “100-day road map for change”. The first four weeks include an individual assignment (IA) that focus on different steps in the stakeholder management process. The IA should be handed in on Canvas at the very latest on the Wednesday 12:00 (lunchtime – we use Swedish hours to indicate assignment deadlines). The IA is peer reviewed by four other course students on Canvas. To remind you all, a peer review is a friendly activity with the focus to help your peers to improve their work by asking critical questions and suggesting alternative perspectives. Including the received comments, the IA is then further processed into constructive material in the group assignment (GA). The group work will be supported by workshops on different stakeholder management tools.

Course literature

To be co-produced and added to Canvas

Teachers staff

The course staff is

Staff	Roles	Contacts
Anna Nyström Claesson	Examiner, lecturer, supervisor	anna.nystrom.claesson@chalmers.se
Henrikke Baumann	Examiner, guest interviewer	henrikke.baumann@chalmers.se
Maria (Mascha) Blarr	Supervisor, Canvas manager	maria.blarr@chalmers.se

Invited Guest lecturers

Guest lecturer	Topic	Organisation
Varvara Nikulina	Transdisciplinarity in transport planning	Blekinge Technical University
Gunnar Ohlin	Transition to electro mobility	Lindholmen Science park
Eefje Cuppen	Social Conflicts	University of Delft

Assessment of the course

This course uses continuous examination, which means that you by the end of the course will achieve a grade 3, if all of your course work is approved. To achieve a grade 5, you need to do an extra assignment (EA). Passing requires 60 p and gives grade 3; grade 4 requires 72p and a grade 5 requires 96 p.

Grades and passing requirements

In the table below you will find the grading of the course activities. In the course it is possible to achieve 120 p in total. During week 1-6 you can collect 66 points, including quizzes but excluding the report. For signing up to the EA you need to have collected at least 54 points during week 1-6.

You will find the assessment criteria for the individual assignments (IA), peer responses (PR), presentations and reports on Canvas under the module “Assessment”. Your presence in the workshops assigns you 1 point each.

The scheme of the continuous examination

Week	IA	IA PR	Workshops	Presentation	Report PR	Report	Quiz	EA
1	3	5	1					
2	3	5	1					
3	3	5	1					
4	3	5	1				6	
5								
6				9	9		6	
7						18		36
total	12	20	4	9	9	18	12	36

The extra assignment - How to get a 5 in the course

The extra assignment for grade 5 will be an essay on the topic “*How social issues have relevance for the outcome of a change process by evaluating and reflect about how stakeholder influence can contribute to a sustainable systems change*”. The assignment will be handed in on Friday Dec 18 at 17.00. The essay should be between 3000 and 3500 words long.

You choose the title of the essay as well as how the essay’s content is organised in subheadings. It is expected that you use relevant literature from the course and other literature with relevance to the essay’s topic. It is also expected that the text is well written, structured, and backs up arguments with relevant examples. We suggest that you start thinking about issues to include and the organisation of the essay early in the course. You will find the assessment criteria in the module “Assessment” on Canvas at the end of week 4.

Schedule

The course weeks activities and materials will be published on the Friday the previous week.

Study Week 0: Pre-knowledge and introductions to sustainability issues

For this course, knowledge on sustainable development is pre-knowledge and week zero is designed to help you to refresh your sustainability knowledge. This week will be published during the exam week and contains some references to societal change, an introduction to the sustainability issues which you will work with during your group work, a reference on stakeholders and governance, videos on different perspectives on sustainable development and Wikipedia links to sustainability concepts.

Study week 1: Change in society

Learning outcomes:

- Identify the multiplicity of perspectives that make a sustainability issue by formulating the problem of how the perspectives in the sustainability issues are interrelated.

Deadlines

Hand in IA on Canvas at 12:00 on Wednesday Nov 4

Deadline peer-response Thursday at 12:00.

The activities during this week:

Nov 3, Tuesday 13-17 Online	Nov 5, Thursday 13-17 In class and online	Nov 6, Friday 13-15 Online
Course introduction Hello and a self-evaluation Sign up for the sustainability issue on Canvas Q&A on course design IA 1. Inventory of perspectives	Workshop 1: The Q-methodology GA 1: Interconnecting perspectives and problem formulation	Seminar on lectures and literature

Study week 2 Stakeholder identification

Learning outcomes

- Identify the stakeholders that can influence or have a stake in the formulated problem of the sustainability issue by interconnecting the stakeholders and explain how the arguments lead to the different perspectives and conflicts of interest

Deadlines

Hand in Group assignment 1 on Canvas at 12:00, Tuesday Nov 10

Hand in IA on Canvas at 12:00 on Wednesday Nov 11

Deadline peer-response Thursday Nov 12 at 12:00.

The activities during this week

Nov 10, Tuesday 13-17 Online	Nov 12, Thursday 13-17 In class and online	Nov 13, Friday 13-15 Online
IA2. Inventory of Stakeholders	Workshop: Stakeholder analysis GA2: Stakeholder analysis	Seminar on lectures and literature

Study week 3 Stakeholder participation

Learning outcomes

- Identify the stakeholders that can influence or have a stake in the formulated problem of the sustainability issue by interconnecting the stakeholders and explain how the arguments lead to the different perspectives and conflicts of interest.

Deadlines

Hand in GA2 on Canvas at 12:00, Tuesday Nov 17

Hand in IA3 on Canvas at 12:00 on Wednesday Nov 18

Deadline peer-response Thursday Nov 19 at 12:00.

The activities during this week

Nov 17, Tuesday 13-17 Online	Nov 19, Thursday 13-17 In class and online	Nov 20, Friday 13-15, Online
IA3: Stakeholder arguments and networks	Workshop 3: Fishbowl Quiz 1 GA 3: Power gaps and roles	Guest lecturer Varvara Nikulina Seminar on lectures and literature

Study week 4, Stakeholder dialogues - preparation

Learning outcomes

- Design a stakeholder participation process for the sustainability issue's change where the stakeholders' positions and willingness to change are justified in a stakeholder dialogue.

Deadlines

Hand in GA3 on Canvas at 12:00, Tuesday Nov 24

Hand in IA3 on Canvas at 12:00 on Wednesday Nov 25

Deadline peer-response Thursday Nov 26 at 12:00.

The activities during this week

Nov 24, Tuesday 13-17 Online	Nov 26, Thursday 13-17 In class and online	Nov 27, Friday 13-15 Online
IA4: Goal and questions for the stakeholder dialogue	Workshop 4: World café and midcourse evaluation GA4: Designing a stakeholder dialogue	Guest lecturer Seminar on lectures and literature

Study week 5, Stakeholder dialogues

Learning outcomes

- Design a stakeholder participation process for the sustainability issue's change where the stakeholders' positions and willingness to change are justified in a stakeholder dialogue.

Deadlines

Hand in GA4 on Canvas at 12:00, Monday Nov 30

The activities during this week

Dec. 1, Tuesday 13-17 In class and online	Dec 3, Thursday 13-17 In class and online	Dec 4, Friday 13-15 Online
Stakeholder dialogues	Stakeholder dialogues	Guest lecturer: Eefje Cuppen, Gunnar Ohlin

Study week 6 Create sustainable system change

Learning outcomes

- Analyse and explain the intervention of the stakeholder dialogue by evaluating and reflecting on how the stakeholders can contribute to a sustainable systems change

Deadlines

Hand in Draft report on Canvas at 12:00, Tuesday Dec 8

The peer review on Thursday Dec 10 will be done in groups (in class and online).

The activities during this week

Dec. 8, Tuesday 13-17 In class and online	Dec 10, Thursday 13-17 In class and online	Dec 11, Friday 13-15 Online
Quiz 2 Presentation preparations Prepare report	Presentations Peer response on findings in report	Retake quizzes Q&A

Study week 7, The way forward

Learning outcomes

- Analyse and explain the intervention of the stakeholder dialogue by evaluating and reflecting on how the stakeholders can contribute to a sustainable systems change

Deadlines

Sign up for EA at 12:00, Tuesday Dec 15

Final report on 100-day Road map at 18:00 on Canvas Thursday Dec 17

The activities during this week

Dec 15, Tuesday 13-17 In class and online	Dec 17, Thursday 13-17 In class and online	Dec 18, Friday 13-15
Preparation of report	Preparation of report	Hand in extra assignment at 17 on Canvas