Stakeholders

Klaus Schwab

Stakeholders Andrew L. Friedman, Samantha Miles, 2006-04-13 The research on social discourse in societies, firms, and organizations written by researchers working in fields such as Management, Corporate Governance, Accounting and Finance, Strategy, Sociology, and Politics often make reference to the term 'stakeholder'. Yet the concept of the 'stakeholder' is unclear, and research around it often muddled. This book provides an analysis, classification, and critique of the various strands of theory about stakeholders. The authors place these theories both in the context of their philosophical underpinnings, and their practical and policy implications. Practical examples based on new data are used to examine a diverse range of stakeholders, and the relationships stakeholders have with their organizations. This is the first book on stakeholder theory to propose a critical analysis, both at the macro and micro level, that is framed and guided by theory. Written to provide both order and clarity to research into the concept of the stakeholder, the book is also written as an introduction for students. It includes chapter introductions, useful tables and figures, short vignettes on key concepts and issues, and discussion questions.

Strategic Corporate Social Responsibility William B. Werther, Jr., David Chandler, 2011 Blending theory with practical application, this comprehensive text supports courses at the intersection of corporate social responsibility (CSR), corporate strategy, and public policy. Part I provides an overview of the field, defining CSR and placing it in the context of wider corporate strategy. Part II contains chapters on CSR issues related to the organization, the economy, and society, and provides detailed case studies on a variety of well-known firms. Adopting a stakeholder perspective, the authors explore CSR issues within the complex global business environment in which corporations operate today.

Managing Project Stakeholders Tres Roeder,2013-04-22 The keys to project management success delivered by one of the world's most respected experts in the field Why do some project managers achieve their project goals while others fail? Drawing on his years of experience as a recognized global expert on project management and organizational change, author Tres Roeder answers that question, and lays out a proven path to project success. Focusing on the major differences between project management and other types of management—not least of them being the temporary nature of projects versus the repetitive nature of most managerial tasks—Roeder describes best practices in all key areas of managing project stakeholders. A recognized global expert on project management of the continuing education required every three years to maintain PMP® accreditation Uses real-world scenarios and relevant case studies to present project management concepts to beginning and intermediate PMP®s Contains chapters on Leadership, Buy In, and Negotiation for more advanced project managers (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

How to Manage Project Stakeholders Pascal Bohulu Mabelo,2020-04-16 This book outlines how to identify stakeholders, analyse theirs stakes, and plan and implement an engagement strategy to secure relevant input and

dependable buy-in to assure the successful delivery of Large Infrastructure Projects. It also addresses common stakeholder management inadequacies and is supplemented with four extended practical exercises to help readers apply the principles to their own large, complex projects and ensure project success. The project management industry, particularly the Large Infrastructure Projects domain, has only recently awakened to the reality that failed Stakeholder Management probably leads to a failure of the project altogether. Due to the complexities involved, most traditional approaches to managing stakeholders have developed serious difficulties in dealing with large and complex projects. This book presents a Systems Thinking approach to managing stakeholders that accommodates these complexities and seeks to crystallise the notion that managing projects means managing stakeholders, while also introducing an ethical perspective (i.e., stakeholders have legitimate rights regardless of their power to influence the project). This shifts the paradigm from Management of Stakeholders to Management for Stakeholders. It is essential reading for all those involved with managing large projects including project managers, sponsors, and executives. It will also be useful for advanced students of project management and systems engineering looking to understand and expand their knowledge of infrastructure projects and Systems Engineering.

Sustainable Success with Stakeholders Sybille Sachs, Edwin Rühli, Isabelle Kern, 2009-07-16 This book shows managers how they can identify their stakeholders and cooperate with them in a mutually successful and satisfying way. It includes numerous examples from case studies and international firms, illustrating the stepping stones to a comprehensive stakeholder management.

Managing for Stakeholders R. Edward Freeman, Jeffrey S. Harrison, Andrew C. Wicks, 2007 Managing for Stakeholders: Survival, Reputation, and Success, the culmination of twenty years of research, interviews, and observations in the workplace, makes a major new contribution to management thinking and practice. Current ways of thinking about business and stakeholder management usually ask the Value Allocation Question: How should we distribute the burdens and benefits of corporate activities among stakeholders? Managing for Stakeholders, however, helps leaders develop a mindset that instead asks the Value Creation Question: How can we create as much value as possible for all of our stakeholders? Business is about how customers, suppliers, employees, financiers (stockholders, bondholders, banks, etc.), communities, the media, and managers interact and create value. World-renowned management scholar R. Edward Freeman and his coauthors outline ten concrete principles and seven practical techniques for managing stakeholder relationships in order to ensure a firm's survival, reputation, and success. Managing for Stakeholders is a revolutionary book that will change not only how managers do business but also how they recognize and evaluate business opportunities that would otherwise be invisible.

Engaging With Stakeholders Adam Lindgreen, Francois Maon, Joelle Vanhamme, Beatriz Palacios Florencio, Christine Vallaster, Carolyn Strong, 2018-08-15 Engaging with Stakeholders: A Relational Perspective on Responsible Business contends that meaningful and constructive stakeholder engagement efforts should be rooted in a deep relational process of shared understanding, expectations, and viewpoints, through honest, continued dialogue between stakeholders and company management. This anthology follows and reaffirms this view, which also establishes the increasing need to explore the subtleties of how companies can respectfully engage their stakeholders in ways that reflect the corporate strategy and contribute to the ongoing development of business activities and creation of value, for themselves and stakeholders, from social, environmental, and economic perspectives. Stakeholder engagement practices, however, remain highly complex and difficult to manage; their ability to generate value in an inclusive way requires critical consideration. Sound stakeholder engagement efforts also constitute a keystone for responsible business activities. Drawing on a wide range of literature and studies, this book addresses key dimensions of stakeholder engagement, through a responsible business lens, and thereby contributes to identifying the opportunities, challenges, and key organizational implications associated with their unfolding. The four main topics covered are: • Delineating the nature and multiple raisons d'être of stakeholder engagement • Dialogical and communicational foundations of stakeholder engagement • Engaging with diverse stakeholders throughout the value chain • Reaping organizational returns and relational rewards of stakeholder engagement efforts

Limits to Stakeholder Influence Michael L. Barnett, In business, does it pay to be good? Drawing from two decades of published conceptual and empirical scholarship, this book outlines the mechanisms of the business case for corporate social responsibility and demonstrates the conditions that cause good corporate acts to succeed, or fail, in turning a profit. Central to the explanation is the role of stakeholders, who are portrayed as agents who can turn corporate "good into gold" but lack the capacity to do so consistently. This book takes a critical perspective, noting significant limits on the ability of stakeholders to reward good corporate behavior and rein in bad corporate acts. It concludes with several ways that scholars can improve this important and popular research topic.

Mergers & Acquisitions Michael A. Hitt, Jeffrey S. Harrison, R. Duane Ireland, 2001-03-22 In 1999, MCI WorldComm and Sprint agreed to merge. Valued at \$129 billion, this expected transaction was the largest in history. However, it fell victim to regulators in Europe concerned with the potential monopoly power of the merged firm. This M&A action was merely the latest in a growing trend of blockbuster mergers over the past several years. Once a phenomenon seen primarily in the United States, mergers and acquisitions are increasingly being pursued across national boundaries. In short, acquisition strategies are among the most important corporate-level strategies in the new millennium. The need for clear, complete, and up-to-date guide to successful mergers and acquisitions had never been greater. This book more than fills that need. Looking at successful--and unsuccessful--mergers and acquisitions in a number of different industries, Mergers and Acquisitions: A Guide to Creating Value explains how to conduct an acquisition and how to avoid pitfalls that have doomed many such ventures. The authors take the reader step-by-step through the process, starting with the elements of a successful merger, due diligence to ensure that the target firm is sound and fits well with the acquiring firm, and how mergers and acquisitions are financed. They move on to explore how firms find partners/targets for acquisitions that have complementary resources and how to find partners with which integration and synergy can be achieved. Finally, they discuss the potential hazards found in M&A's and how to avoid them, how to conduct successful cross-border acquisitions, and how to ensure that ethical principles aren't breached during the process. Based on 15 years of research, this essential guide goes beyond specific case studies to cover all aspects of these ventures, making it required reading for all managers seeking to build a successful strategy.

Stakeholder Management and Social Responsibility Ovidiu Nicolescu,Ciprian Nicolescu,2021-12-24 The main objective of this book is to provide an innovative set of concepts and tools regarding company management, internal and external stakeholders and social responsibilities, reflecting the necessities and opportunities generated by the digital transformation, the transition to a knowledge-based economy, and the COVID-19 crisis. The book, based on a holistic vision and contextual approach of business, contributes to the development of company management and stakeholder and social responsibility theories and practices, being structured in 12 chapters. The original company management vision, approaches, and tools are based on three pillars: a new manager-relevant stakeholder rather than manager-subordinate managerial paradigm; a new type of company social responsibility rather than corporate social responsibility; and a new concept of company-relevant stakeholder rather than that of salient stakeholders. The book contains two innovative managerial mechanisms: the managerial synapse and companyrelevant stakeholders face successfully the challenges of digital transformation and the COVID-19 crisis and to generate greater organization functionality and performance. The book will be of interest to company managers and management specialists, management academics, consultants and researchers, and MBA students interested in a style of management with social responsibility at the forefront.

Managing Stakeholders as Clients Mario Henrique Trentim,2015-08-01 Gathering decades of research on communications and stakeholder relations, Mario Trentim, PfMP, CBAP, suggests a paradigm shift in the way project managers view their stakeholders. In this newly revised edition, Trentim goes beyond theory to offer real tools and valuable resources focused on presenting what works when it comes to stakeholder management. His light, conversational style pulls together a wide range of perspectives on various topics including: A Guide to the Project Management Body of Knowledge (PMBOK® Guide), agile, PRINCE2TM, emotional intelligence, and soft systems methodology.

The Stakeholder Strategy Ann Svendsen,1998-10-05 In today's highly networked and competitive global economy, mounting social and environmental problems are forcing corporations to focus on more than just their stockholders' interest in meeting bottom line profitability. More and more companies are recognizing the value of identifying and building relationships with all of their organization's stakeholders-employees, customers, suppliers, and even communities. In fact, recent research has shown that companies that treat their employees well, create jobs in the local economy, develop innovative products and services, take care of the environment, and contribute to the community, are often more profitable. In The Stakeholder Strategy, sociologist Ann Svendsen presents an effective and practical step-by-step guide that companies can use to forge a network of powerful and profitable collaborative stakeholder relationships. While some forward-thinking corporations have tried limited collaborative approaches-focusing on one stakeholder group at a time-few have taken a comprehensive and strategic approach to building relationships with all of their stakeholders, notes Svendsen. And, while considerable commitment to the idea of stakeholder collaboration exists, there is a lack of knowledge and understanding about how to develop these relationships. The Stakeholder Strategy is the first book to show business leaders and managers how to establish and maintain positive, mutually beneficial stakeholder relationships. Based on a synthesis of ideas from community relations, corporate philanthropy, stakeholder management, organizational change, sustainability, and the corporate social responsibility literature, it offers an integrated framework, as well as the practical tools for developing new kinds of collaborative relationships. Svendsen uses easy-to-grasp concepts from everyday life, such as the process we go through in finding a mate or developing a long-term friendship, to illustrate these relationship-building strategies. She lays out the steps a company should take to create a collaboration-friendly organization: establishing a social mission, values, and ethical guidelines; assessing corporate readiness for collaboration; and making changes in communication, information and reward systems to support internal and external collaboration. Featuring case study examples from companies in North America and Europe who are working to build collaborative relationships with their stakeholders, The Stakeholder Strategy is the first book to provide a detailed explanation of how to conduct stakeholder audits and social audits so that companines can evaluate their relationship-building success and keep on track.

<u>Stakeholder Theory</u> Robert A. Phillips,2011-01-01 Honoring the twenty-fifth anniversary of one of the most influential books in the history of business strategy and ethics, R. Edward Freeman's Strategic Management: A Stakeholder Approach, this work assembles a collection of contributions by the most influential and widely cited scholars working in the area of stakeholder scholarship today. The analyses collected here comment on the impact Freeman's book - and stakeholder theory more generally - has had upon the fields of management and organizational ethics. This study also includes original responses from Freeman himself. As the conversation about stakeholders hits its academic and popular stride, this timely volume provides both a retrospective of stakeholder theory's history as well as a guide to the questions that are likely to emerge during the next quarter century, providing a new foundation for future theory and practice. This volume will be an indispensible resource for any serious scholar working in the area of stakeholder theory. Additionally, because the language of managing stakeholder relationships is becoming increasingly popular, practicing executives and NGO members will find this an exceptional and informative reference.

The Cambridge Handbook of Stakeholder Theory Jeffrey S. Harrison, Jay B. Barney, R. Edward Freeman, Robert A. Phillips, 2019-05-09 A comprehensive foundation for stakeholder theory, written by many of the most respected and highly cited experts in the field.

<u>Stakeholder Engagement</u> Amy Baugh,2015-02-13 Strong stakeholder engagement is perhaps the most critical factor for achieving successful program execution in our fast-paced world. Many program managers get stuck in the science of program management, spending vast amounts of effort on tasks, charts, and metrics. Program managers who emphasize activities around relationship building and stakeholder engagement usually have the best chance for program success. This book focuses on how to engage your stakeholders in the right way, and keep them engaged throughout the course of your program. The first section of the book covers stakeholder engagement in the program definition phase, including how to identify key stakeholders, gain their trust, and build relationships through effective communication. The second section moves to the project execution phase. It explains how to drive stakeholder engagement through the use of performance metrics, effective meeting management, and informal program governance. In the last section, the author explains how to keep stakeholders engaged through the program closure phase. This section covers the operational readiness review, including transition plans, new process documentation and training, new technology rollout, and cultural readiness assessment. It also provides best practices and tips for holding the post-launch review and lessons learned session. The book concludes with a case study of a fictitious company, followed by discussion questions that allow you to apply the knowledge you have gained in this book.

Project Pre-Check Fastpath R. Andrew Davison,2012-04 Project Pre-Check FastPath The Project Manager's Guide to Stakeholder Management The original Project Pre-Check was published in 2007 as a planning, governance and project assessment practice for project stakeholders. It provides the structure, roadmaps and resources to leverage proven best practices and ensure project success for all stakeholders. Since that time, project managers have asked for a version of Project Pre-Check that addresses their specific needs. They recognized that stakeholder management is an often overlooked yet critical part of the project manager's tool kit. They were looking for examples of other projects and circumstances and tips and techniques to help them shape their stakeholder groups into effective guiding coalitions. This book, Project Pre-Check FastPath, is our response to that need. Never doubt that a small group of committed people can change the world. Indeed, it is the only thing that ever has. Margaret Mead (1901 -1978) Is your project positioned for success? Find out at www.projectprecheck.com Use this book along with the web site to access the latest templates, examples and links to other sources. Together they give project stakeholders the information and tools they need to guide their change to a successful conclusion.

Unfolding Stakeholder Thinking 2 Jörg Andriof, Sandra Waddock, Bryan Husted, Sandra Sutherland Rahman, 2017-09-08 This book is the companion to Unfolding Stakeholder Thinking: Theory, Responsibility and Engagement, which examined many emerging theoretical and normative issues and was released to acclaim in October 2002. Unfolding Stakeholder Thinking 2 collects a series of essays by leading researchers worldwide to focus on the practice of stakeholder engagement in terms of relationship management, communication, reporting and performance. As stakeholder relationships and business in society have become increasingly central to the unfolding of stakeholder thinking, important new topics have begun to take centre stage in both the worlds of practice and academia. The first part of the book makes clear that simply engaging with stakeholders is insufficient to build successful stakeholder strategies. Companies, considered as the focal entity in a relationship, also need to actively communicate with stakeholders and manage their relationships. Dialogue is essential but can only be useful if companies listen to the messages that stakeholders are sending them. It is also essential to understand the role of power and influence in stakeholder engagement strategies especially if partnerships or collaborations emerge from the relationships that are engendered. The book examines a wide range of corporate—NGO collaborations to determine what makes them effective — and what makes them fail. Conflict management in stakeholder alliances is also discussed. The second part of the book addresses the critically important element of emerging schemes for the assessment, measurement and reporting of business in society and relationships involving stakeholders. A variety of current approaches to stakeholder assessment and reporting are discussed here including social auditing and sustainability reporting. The evolution of stakeholder thinking has led to a new view of the firm as an organism embedded in a complex web of relationships with other organisms. The role of management becomes immensely more challenging, when stakeholders are no longer seen as simply the objects of managerial action but rather as subjects with their own objectives and purposes. This book captures the complexity of managing relationships with stakeholders and will provide both practitioners and researchers with a wealth of information on the benefits and consequences of this practice.

Stakeholder Capitalism Klaus Schwab, 2021-01-27 Reimagining our global economy so it becomes more sustainable and prosperous for all Our global economic system is broken. But we can replace the current picture of global upheaval, unsustainability, and uncertainty with one of an economy that works for all people, and the planet. First, we must eliminate rising income inequality within societies where productivity and wage growth has slowed. Second, we must reduce the dampening effect of monopoly market power wielded by large corporations on innovation and productivity gains. And finally, the short-sighted exploitation of natural resources that is corroding the environment and affecting the lives of many for the worse must end. The debate over the causes of the broken economy-laissez-faire government, poorly managed globalization, the rise of technology in favor of the few, or yet another reason—is wide open. Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet argues convincingly that if we don't start with recognizing the true shape of our problems, our current system will continue to fail us. To help us see our challenges more clearly, Schwab-the Founder and Executive Chairman of the World Economic Forum-looks for the real causes of our system's shortcomings, and for solutions in best practices from around the world in places as diverse as China, Denmark, Ethiopia, Germany, Indonesia, New Zealand, and Singapore. And in doing so, Schwab finds emerging examples of new ways of doing things that provide grounds for hope, including: Individual agency: how countries and policies can make a difference against large external forces A clearly defined social contract: agreement on shared values and goals allows government, business, and individuals to produce the most optimal outcomes Planning for future generations: short-sighted presentism harms our shared future, and that of those yet to be born Better measures of economic success: move beyond a myopic focus on GDP to more complete, human-scaled measures of societal flourishing By accurately describing our real situation, Stakeholder Capitalism is able to pinpoint achievable ways to deal with our problems. Chapter by chapter, Professor Schwab shows us that there are ways for everyone at all levels of society to reshape the broken

pieces of the global economy and—country by country, company by company, and citizen by citizen—glue them back together in a way that benefits us all.

Stakeholder-led Project Management Louise M. Worsley,2016-09-22 If stakeholders matter, then their impact should affect the way we plan, execute and implement projects. Most projects--and all valuable projects--have stakeholders, and require some form of stakeholder engagement. It is the engagement that needs managing, not the stakeholders, because the right type of engagement varies depending on the types of stakeholders involved and the context of the project. This book provides a stakeholder-centered analysis of projects, and explains which identification, analysis, communication and engagement models are relevant to different types of projects: from an office move, to IT enterprise changes, to transformational change of business, to complex social change. Using case studies from around the world, it illustrates what goes wrong when stakeholders are not engaged successfully, and what lessons we can learn from these examples. Three main cases are used to demonstrate the application of stakeholder analysis and modelling tools, leaving the reader with a very practical understanding of which techniques may be beneficially applied on their own projects

Advising Upwards Lynda Bourne, 2016-03-03 Much has been written about leadership and team building, but there are still major gaps in thinking and research about how to engage senior stakeholders in support of an organisation's projects. The central role of stakeholders in the successful delivery of organisational strategy is becoming increasingly recognised, as is the importance of developing a sponsor culture to support more collaborative practices within the organisation. Building, and managing, relationships with senior (upwards) stakeholders is essential for success. Advising Upwards brings together the ideas of experts in fields related to engaging senior stakeholders, such as risk management, decision-making, understanding cultural considerations, effective communication and other disciplines that may enhance the sustainable engagement of senior stakeholders. The starting point is an examination of the difficulties that senior managers face as they move through the ranks of an organisation from middle management to executive levels. Senior managers usually move up through the organisation on the basis of command and control management. Once in the executive ranks they must develop a more collaborative approach and adopt the principles of emotional intelligence (EQ) to succeed. Awareness of difficulties that senior stakeholders may face drives effective approaches for communication between the team and sponsors. Case studies and stories from experts illustrate practical, structured approaches that enable the teams to develop robust relationships with senior stakeholders will result in teams 'being heard', and support their 'being extraordinary' through innovative approaches to advising upwards.

Adopting the Melody of Phrase: An Mental Symphony within Stakeholders

In some sort of consumed by monitors and the ceaseless chatter of quick connection, the melodic elegance and

mental symphony developed by the published word usually disappear in to the background, eclipsed by the constant noise and distractions that permeate our lives. Nevertheless, located within the pages of **Stakeholders** a stunning fictional treasure brimming with organic emotions, lies an immersive symphony waiting to be embraced. Constructed by an outstanding musician of language, this fascinating masterpiece conducts visitors on a mental trip, skillfully unraveling the hidden tunes and profound impact resonating within each carefully constructed phrase. Within the depths with this emotional examination, we can discover the book is key harmonies, analyze its enthralling writing style, and surrender ourselves to the profound resonance that echoes in the depths of readers souls.

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