



MONARCH MANAGEMENT INSTITUTE

Open Course Network · Micro-Course 03

COURSE PROSPECTUS

Creating Value for Every Stakeholder

A two-week, practice-based micro-course that teaches you to take a real strategic decision and make a choice that creates durable value across every group it affects — using Stakeholder Theory as a method of judgment, not a slogan.

2

weeks · ~14 hrs

12

sections · 2 modules

70%

pass mark

Monarch Management Institute

UGSM-Monarch Business School Switzerland · umonarch.ch/MMI

Online Management Education for Working Professionals

At a glance

Duration	2 weeks — two weekly modules of six sections
Study time	Approximately 14 directed hours
Level	Introductory; no prior study of stakeholder theory required
Structure	2 modules × 6 sections · Explain-Show-Do-Feedback
Assessment	15-item scenario assessment per module · 70% pass
Award	Monarch-endorsed Certificate of Knowledge
Format	Self-paced · desktop and mobile
Outcome	A defended, value-creating stakeholder decision

What you will gain

By the end of this course you will be able to apply Stakeholder Theory to formulate and justify a strategic choice that creates sustainable value across stakeholder groups.

And what it counts toward

You earn the Monarch-endorsed Certificate of Knowledge and 2 MMI-Credits. MMI-Credits carry toward MMI program progression (PD-001).

In one sentence

A two-week, practice-based micro-course that teaches you to take a real strategic decision and make a choice that creates durable value across every group it affects — using Stakeholder Theory as a method of judgment, not a slogan.

The problem it solves

Almost any manager can list an organization's stakeholders. Far fewer can decide which stakeholders should shape a particular decision, and fewer still can turn that judgment into a strategy that creates value across groups rather than trading one off against another. This course closes that gap — from listing stakeholders to creating value for them.

What you will accomplish

By the end of the course you will be able to take a defined organization facing a specific strategic decision and apply Stakeholder Theory to identify the affected stakeholders, analyze their interests and influence, and formulate and justify a strategic choice that

creates sustainable value across stakeholder groups. It is a single, demonstrable capability — performed, not just described.

How it is taught

Two weeks, roughly fourteen hours of directed work, in two modules of six sections. Every section runs Explain → Show → Do → Feedback, and a single running case — Meridian Foods, weighing a plant closure — is worked from end to end so you practice on continuous material. You carry a decision of your own alongside it.

Module 1 — Identifying & Analyzing Stakeholders

Freeman's definition; primary and secondary stakeholders; interests beneath stated positions; the power-interest matrix; the power/legitimacy/urgency salience model; and the synthesis into a decision-ready dossier.

Module 2 — Creating Sustainable Stakeholder Value

What the theory is for; trade-offs versus value creation; named strategies for joint value; deciding genuinely conflicting claims on defensible grounds; sustainable value over time; and producing and defending the recommendation.

Assessment

Each module concludes with a 15-item, scenario-based, auto-graded assessment at a 70% pass mark. The items test judgment in realistic situations rather than recall.

Who this course is for

Managers, analysts, project and program leads, and postgraduate students who make or shape consequential decisions and want a rigorous, usable method for doing so well. No prior study of Stakeholder Theory is assumed.

Grounding

The course is built on the core Stakeholder Theory literature — Freeman (1984); Clarkson (1995); Donaldson & Preston (1995); Mitchell, Agle & Wood (1997); Mendelow (1991); Freeman, Harrison & Wicks (2007); Freeman et al. (2010); and Phillips (2003) — with every framework attributed at the point of use and a full reference list in each module.

Choose the decision you will carry through the course.

