



MONARCH MANAGEMENT INSTITUTE

Open Course Network · Micro-Course 20

COURSE PROSPECTUS

Know Who Can Shape the Outcome

A one-week, applied micro-course on stakeholder analysis and engagement — a practical method for knowing, before it matters, who can shape a project's outcome, worked on one real project you carry all the way through, and taught with its limits.

1 wk

One weekly module

6

Sections

70%

To pass · unlimited attempts

Monarch Management Institute

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

Online Management Education for Working Professionals

At a glance

Duration	1 week — one weekly module of six sections
Study time	≈ 6 directed hours
Level	Introductory; no prior study of project management required
Assessment	1 auto-graded scenario assessment · 70% to pass · unlimited attempts
Award	Monarch-endorsed Certificate of Knowledge
Format	Fully online, self-paced

What you will gain

By the end of this course you will be able to apply stakeholder analysis and engagement methods to a real project — identify its stakeholders, assess each one's interest and influence, map and prioritize them, and design a communication and engagement strategy matched to each — to produce and defend a stakeholder engagement plan that supports sound delivery, checked against how stakeholders actually behave and with its limits named.

And what it counts toward

You earn the Monarch-endorsed Certificate of Knowledge and 1 MMI-Credit. MMI-Credits carry toward MMI program progression (PD-001).

What this course is

Know Who Can Shape the Outcome is a fully online, self-paced micro-course on stakeholder analysis and engagement. Almost every project that fails does so for a reason that has little to do with the technical work: a group nobody consulted digs in, a regulator asks a question no one prepared for, or the people meant to use a new way of working quietly refuse to. This course teaches you to see those parties coming — to identify everyone who can affect or is affected by a project, read their interest and influence, and engage each one deliberately rather than react to whoever pushes back loudest. You pick one real project in the opening section and carry it through all six, finishing with a defended stakeholder engagement plan — not a certificate of attendance.

The five-move routine you will learn to apply

- Identify — search deliberately for everyone who can affect or is affected by the objective, awkward and overlooked parties included
- Assess interest and influence — place each party on the power/interest grid, and read it against legitimacy and urgency
- Prioritize — mark current and needed engagement, judge threat and cooperation, and rank effort by influence and gap
- Design the engagement — give each party communication and involvement matched to their position, two-way where it must be
- Monitor and re-map — revisit the analysis as the project unfolds and re-base the plan on positions that have moved

Who this course is for

- Managers and project leads responsible for delivery who want to engage the parties who can shape it deliberately rather than react to them
- Founders, operators and program managers carrying sponsors, teams, users, regulators and external bodies through a change
- Reflective managers and students who want a rigorous, applied grip on stakeholder analysis and engagement
- BBA, MBA or DBA candidates seeking a rigorous, applied foundation in identifying, assessing and engaging stakeholders

What you will accomplish

- Distinguish a stakeholder from a shareholder, interest from influence, and primary from secondary stakeholders
- Identify the full set of parties who can affect or are affected by a project, not only the obvious few
- Assess each stakeholder's interest and influence and map them on the power/interest grid, read against salience
- Prioritize stakeholders by combining influence with the gap between current and needed engagement
- Design a communication and engagement strategy matched to each position, two-way and kept current
- Produce and defend a stakeholder engagement plan that supports sound delivery, and name what the analysis cannot do on its own

Your week, section by section

Section	Title
1	What a Stakeholder Is and Why Analysis Comes First
2	Identifying Every Stakeholder Who Matters
3	Assessing Interest and Influence
4	Prioritizing with the Engagement Spectrum
5	Designing the Communication and Engagement Strategy
6	Synthesis — A Repeatable Routine for Stakeholder Engagement

Each section follows the same four steps — Explain, Show, Do, Feedback — worked through a running case (Nadia Okonkwo's stakeholder engagement on Brightwater Utilities' billing-system rollout) and then on your own project.

Assessment and certificate

One auto-graded scenario assessment concludes the module. Each item presents an unfamiliar project and its stakeholders, so it tests judgment rather than recall. A score of 70% passes, with unlimited untimed attempts, and a full explanation is shown for every item. On passing you earn the Monarch-endorsed Certificate of Knowledge.

Taught with its limits

Stakeholder analysis is a powerful discipline, but a bounded one. This course teaches its limits alongside the method — that a stakeholder map is a snapshot that goes stale as positions move; that a placement is a judgment two reasonable analysts may dispute; and that analysis is a guide to honest, proportioned engagement, not a license to manipulate people — so you use it to earn engagement rather than mistake it for control.

Pick a real project, and learn to know who can shape its outcome.

