

Course syllabus

Department of Civil Engineering, Indian Institute of Technology Madras

CE5022 - GIAN 151003L07: Stakeholder Management for Large Engineering Projects

Credit Distribution: C:6 L:2 T:0 P:0 E:0 O:4 TH:6

Course Type: Theory

Description: Large Infrastructure Projects are subject to several risks. In particular, project managers must be able to meet and manage the expectations of the stakeholder community in order to execute projects successfully. Failure to do so can result in protests, delays and under-utilization of assets that are built. Building on practical experiences, network governance and process management theory, this course aims at providing students with insights, concepts and skills needed to understand the nature.

Course Content: Part 1: The need for Stakeholder Management and Mapping Tools: Network Governance, Stakeholder Mapping, Social Network Analysis. Part 2: Techniques for Stakeholder Management: Negotiation and Mediation, Interactive Policy Making, Design Thinking. Part 3: Applying Stakeholder Management Approaches on Projects: Relational Contracting, Partnering, Competitive Dialogue, Scenarios and Integrated Risk Management, Case Studies

Text Books: None

Reference Books

- Provan, K.G. and P. Kenis (2007) Modes of Network Governance: Structure, Management, and Effectiveness. *Journal of Public Administration Research and Theory*. 18, pp. 229-252
- Newcombe, R. (2003) From client to project stakeholders: a stakeholder mapping approach. *Construction Management and Economics*. 21, pp. 841-848.
- Forester, J. (2006) Making Participation Work When Interests Conflict: Moving from Facilitating Dialogue and Moderating Debate to Mediating Negotiations. *Journal of the American Planning Association*, 4, pp. 447-456.
- Sebenius, J.K. (2009) Negotiation Analysis: From Games to Inferences to Decisions to Dealt. *Negotiation Journal*, 18, pp. 449-465.
- Graaf, R. and G. Dewulf (2010) Applying the lessons of strategic urban planning learned in the developing world to the Netherlands: A case study of three industrial area development projects. *Habitat International*, 34, 4, pp. 471-477.
- Miller, K.D. and H.G. Waller (2003) Scenarios, Real Options and Integrated Risk Management. *Long range planning*, 36, 1, pp. 93-107.
- Hoezen, H., Voordijk, H. and G. Dewulf (2012) Formal and informal contracting processes in the competitive dialogue procedure: a multiple-case study.

Prerequisite: NIL