Stakeholder Management

SSC-BIN-4010-1.1-1

Written Assignment (Report)
(Assessment 2)
Assignment Cover Sheet

Name of Candidate:	TAN VIE MING
Name of Assessor:	Kelvin Ong
Due Date:	18 February 2026
Submission Date:	12 Feb 2026

CANDIDATE'S DECLARATION

- I hereby declare that I am the sole author of the Written Assignment (Report)t and does not involve plagiarism or works of other people whose services I have engaged to complete the assignments.

- I also declare that I have not allowed, and will not allow, anyone to copy any of my Written Assignment (Report) with the intention of passing it off as his/her own works.

John Tan

Signature: _____   Date: 12 February 2026

*Attach this Cover Assignment sheet to your assignment.

LEARNING SUMMARY REPORT TEMPLATE

In the context of this module, the Learning Summary Report is a short, written assignment to provide an overview of a research paper for the readers. The purpose is to analyse the concept of Stakeholder Management, draw conclusions and make recommendations.

Research Article	'Managing Stakeholder Relationships and Non-Profit Organisation Effectiveness (Balser, Deborah & McClusky, John. (2005)'
State the objective of the research	This research examined nonprofit organizations manage their relationships with stakeholders and how these practices relate to perceived organization effectiveness (p 295)
Data Collection Methods *(Any 2)*	To conduct Semi-structured open-ended interviews with executive directors of NPO Use checklists with one-page questionnaire methods for data collection to discover: ● Whom they see as their stakeholders ● What types of expectations they encounter from stakeholders ● How they manage stakeholder relationships
Sample Groups *List the 3 NPOs and the people who took part in the research.*	The 3 nonprofit organizations are: ● Non-residential / children's center ● Residential children's center ● Residential recovery facility The people who were interviewed by the evaluators include: ● Executive directors ● Multiple external evaluators
Research Question	*"Is there a positive correlation between managing stakeholder relationships and the effectiveness of the NPOs?" Yes*

Stakeholders of the 3 NPOs

Nature of relationships and sensitivities involved between relevant organisations in and outside of the sector

(K4)

- Who are the stakeholders of the 3 NPO mentioned in the research? Classified them into Internal and External Stakeholders
- Describe the nature of their relationships with the NPOs?
- Describe the sensitive issues that organisation must be aware of when engaging with the different stakeholders.

External Stakeholders (Name 4 key ones)	Nature of relationships between NPOs and External Stakeholders	Sensitive issues that NPOs must be aware of when engaging ext stakeholders
Funders/Donors	Source of funds to organization Provides monetary support	Comply with confidentiality guidelines under PDPA Meets regulatory laws
Volunteers	Support NPOs in organizing activities Inter-organization liaison	Consistency and regularity of commitment over time
Clients	Key stakeholders who support the NPO activities Crucial for the viability of organization in the long run	Managing clients' expectations Monitor clients' health
Government officers	To ensure NPO businesses and activities are conducted legally and compliant with relevant legislations	Ensure KPIs comply with organization goals and objectives Meet WSH requirements

Internal Stakeholders (Name 1 key one)	Nature of relationships between NPOs and Internal Stakeholders	Sensitive issues that NPOs must be aware of when engaging int. stakeholders
Executive director/ senior management	Achieve financial breakeven while upholding brand reputation and fostering market engagement	Be firm, impartial and transparent in dealing with stakeholders

Implement metrics to track stakeholder engagement (A4) 1. Define: 'Metrics for tracking stakeholder engagement' 2. Identify the metrics to track stakeholder engagement in the research paper.	Measuring level of stakeholder engagement is a critical component to track effectiveness of the relationship building strategies with stakeholders. Metrics are commonly used to track stakeholder engagement. These are numbers that document what are the desired and what are the actual engagement levels of the stakeholders. It helps to identify potential gaps in the involvement of stakeholders so that actions can be taken to improve the engagement levels. The metrics to track stakeholder engagements in the research paper are: ● Mean global effectiveness ● Mean effectiveness in dealing with funders ● Mean effectiveness in dealing with community ● Mean effectiveness in dealing with clients ● Mean effectiveness in providing programs and services ● Mean effectiveness in developing financial resources

Communication plan to communicate with different stakeholders

Communication management for different target audiences **(K2)**

Complete the Communication Plan

Stakeholders	Information	Communication Mechanisms	Timing or Frequency
Board of Directors	KPI, events, operating financial reports	Email, monthly reports, SMS in emergencies	Monthly / quarterly
Community members	Be informed of organization workplans and agreed course of action, future plans	Email, SMS	As and when necessary
volunteers	Events, updates	Email, SMS, newsletter	Monthly / weekly

Describe how the NPO 'Residential Children's Center 'networks with its different stakeholders. *Facilitate networking opportunities to build relationships with stakeholders* **(A1)**	The Residential Children's NPO cultivate external relationships with various groups such as board of directors, funders, and government officials Cultivates relationships with a variety of community stakeholders, hosting an upcoming event for the business community's association for facilitating growth and development in the region
Reflection What have you learnt from this research paper? ***Give 3 key learning points*** related	**Point 1:** Friedman's Stakeholder Theory Economist Milton Friedman was a believer in the free-market system and no government intervention. This belief helped shape his shareholder theory of

to the principles and theories of stakeholder management **(K1)**	capitalism and that a company's sole responsibility is to make money for its shareholders. **Point 2:** Freeman's Stakeholder Theory Theory describes a successful organization as one which recognises that everyone, who is related to the organization, contributes to its success and survival. In other words, all company stakeholders are inter-dependent, and the organization should create value for all of them. Freeman once said, "If you can get all your stakeholders to swim or row in the same direction, you;ve got a company with momentum and real power. **Point 3:** Principle 1 Managers should acknowledge and actively monitor th concerns of all legitimate stakeholders, and should take their interests appropriately into account in decision-making and operations.

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