



THE TIMES 100

BUSINESS CASE STUDIES

Stakeholders lesson suggestions & activities (Shell)

Learning outcomes

Students should...

- Know and understand the stakeholders of a business (AO1)
- Give examples of the different objectives these stakeholders may have (AO2) and analyse possible conflicts between the views of different stakeholders (AO3)
- Analyse and discuss how a business attempts to respond to the objectives of different stakeholders (AO3/4)

Starter activities

- **Shell word search** of the key terms
- **Matching activity** . students match stakeholder groups to the expectations these may have of a business (*resource attached*)

Delivery ideas

- Use the **Stakeholders PowerPoint** to introduce the topic and apply theory in the context of a well known organisation . Shell.
- GCSE . Using the **Shell case study** for guidance, small groups of students create a stakeholder board game. The purpose of the activity is to consider the objectives of stakeholders and how firms might respond to these expectations by having positive and negative responses at random on squares on the board. For instance

%Reducing costs allows you to increase the dividends paid to shareholders.
Move forward 4 spaces.+

%You decide not to provide flexible working opportunities for your staff.
Move back 2 spaces.

(Resource attached – works better if enlarged to A3)

- AqLevel . Using the **Shell case study** for guidance students carry out a debate about which stakeholder group is most important. The students are divided into four groups. Each group represents either the employees, the owners/shareholders, interest groups or customers. The students should develop their analysis skills as they build their arguments and put their points across. This activity could be extended to include further stakeholder groups if the class size allows.



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- **Stakeholder work sheet** (*resource attached*)

Plenary activities

- **Mini-plenary** . students create a **mnemonic** to help them remember the different stakeholder groups
- **Stakeholder jeopardy** . This game can be played in pairs or with the whole class. Students are given an answer and they have to say what the question could be. For example, one player may give the answer %High Dividends+and the respondent could say %What is an objective of shareholders?+
- **Shell crossword**



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Stakeholder matching activity

Join the stakeholder groups with what they may expect from the business.

Shareholders
Customers
Employees
Suppliers
Local community
Government
Financiers

To be given safe working conditions
To be paid corporation tax
To receive regular loan repayments
To get value for money
To be paid regular dividends
To improve the surrounding environment
To receive regular orders



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Stakeholder board game

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Stakeholder worksheet (Shell)

What's in it for me?

I am learning...

- what stakeholders are and what they may expect from a business
- how the objectives of stakeholders may conflict with each other
- the responses that a business may make to the objectives of its stakeholders

I am developing my skills as...

- An *independent enquirer* by carrying out research and analysing information
- A *reflective learner* by inviting feedback and dealing positively with praise, setbacks and criticism

Task 1

Read through the Shell case study. Use the glossaries to help you learn the relevant terms and definitions.

Task 2

Background:

Shell is a global group of energy and petrochemical companies. Its aim is to meet the energy needs of society in ways that are economically, socially and environmentally viable, now and in the future.

Shell provides 2% of the world's oil and 3% of its natural gas. Shell's fuel retail network has around 44,000 service stations and it sells transport fuel to some 10 million customers a day.



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Scenario:

If Shell decided to open a new service station in a rural area of the UK which wasn't well serviced with filling stations, it would have an impact on a number of stakeholders. Use the following points to write a report to Shell managers, about the stakeholder implications of this new service station.

1. What are stakeholders?
2. Who would be the stakeholders of Shell's new service station?
3. What might these stakeholders expect from the organisation?
4. How might Shell respond to these objectives?
5. What conflicts might arise between the objectives of these stakeholders?
6. What benefits might Shell enjoy if it is able to balance the needs of all of its stakeholders when opening new service stations?

Task 3

Swap your report with another student in the group. Evaluate each other's reports making constructive comments about the positive elements of the reports and the areas for improvement.