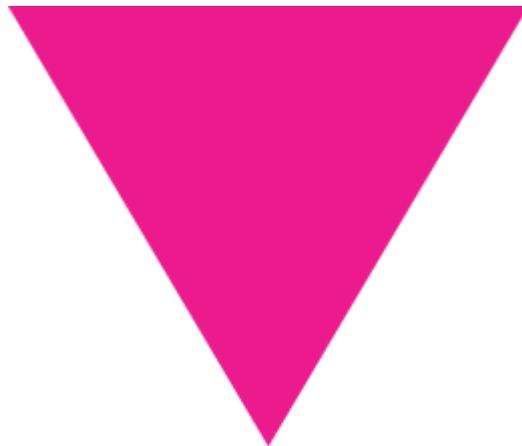




# Module Planner Template (MPT)

**Module 9:** Stakeholder Engagement and Ethical  
Project Communication

**Course Title:** Sustainable Project Management with  
PM<sup>2</sup> (SPM<sup>2</sup>)



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## Standard Module Planner Template (MPT)

### Purpose:

This template must be used by all course authors when designing individual modules. It ensures coherence across the full course by standardizing the structure, terminology, and instructional components. The MPT provides clear guidance for instructors and instructional designers, facilitates alignment with learning outcomes, and supports high-quality delivery across diverse academic and institutional contexts.

Each of the 10 modules in your course must follow this format. Use the provided fields and instructions carefully, and ensure that supporting materials (e.g., templates, videos, practical tasks) are properly referenced and labeled in accordance with this plan.

### 1. GENERAL MODULE INFORMATION

**Instructions:** Fill out the fields below with accurate and concise information for each module.

Field	Instruction
Module Number	M9
Module Title	Ethical and Inclusive Stakeholder Communication for Sustainable Projects
Course Title	Sustainable Project Management with PM <sup>2</sup> (SPM <sup>2</sup> )

### 2. MODULE OVERVIEW

**Instructions:** Write 3–5 sentences that summarize the core idea, scope, and role of this module in the course.

This concluding module offers a holistic synthesis of the course by focusing on the ethical, inclusive, and culturally sensitive dimensions of stakeholder communication in sustainable project management. It recognises that effective communication is not merely about information exchange, but about building trust, legitimacy, and shared ownership of project outcomes. Students will explore the dual perspective of sustainability of the project—ensuring the long-term viability of project outputs—and sustainability by the project—maximising the project’s contribution to broader environmental and social goals.

The module examines practical approaches for integrating equity, diversity, and transparency into stakeholder engagement, ensuring that communication is respectful, accessible, and free from bias. Special attention is given to avoiding harmful or manipulative practices such as greenwashing, selective disclosure, and overstatement of impacts, which can undermine credibility and sustainability achievements. Case studies and interactive exercises will encourage critical reflection on how values, ethics, and governance frameworks shape communication strategies.

By the end of the module, students will be equipped to design and evaluate stakeholder communication approaches that uphold integrity, foster inclusiveness,



and reinforce sustainability commitments, ensuring that project messages align with both organisational values and the expectations of diverse stakeholder groups.

### 3. LEARNING OBJECTIVES

**Instructions:** List 2–4 general learning objectives using action verbs from Bloom's Taxonomy (aligned with Course Syllabus Template (CST)) . Focus on what students will understand or be able to do after completing the module.

Note: The learning objectives here should be derived from and aligned with the overarching course-level learning objectives defined in the Course Syllabus Template (CST). You are encouraged to further specify or tailor the objectives to the unique focus of this module, while maintaining full coherence with the overall course direction.

Upon successful completion of this module, students will be able to:

- **LO-1:** Explain the principles of ethical, transparent, and culturally sensitive stakeholder communication in sustainable project management.
- **LO-2:** Differentiate between *sustainability of the project* and *sustainability by the project* and analyse their implications for stakeholder engagement.
- **LO-3:** Identify and critically assess unethical communication practices such as greenwashing, selective disclosure, or impact exaggeration.
- **LO-4:** Formulate stakeholder communication strategies that integrate equity, inclusivity, and respect for diversity while reinforcing sustainability commitments.

### 4. LEARNING OUTCOMES

**Instructions:** Define 1–3 specific and measurable learning outcomes for this module (aligned with Course Syllabus Template (CST)).

Note: Module-level outcomes should be directly linked to the learning objectives stated above and traceable to the course-level learning outcomes listed in the CST. Here you have the opportunity to disaggregate or operationalize broader course outcomes into concrete, assessable outputs for this module.

Upon successful completion of this course, students will be able to:

- **Outcome 1:** Apply ethical and inclusivity criteria to evaluate stakeholder communication materials and strategies.
- **Outcome 2:** Design a stakeholder communication approach that avoids common ethical pitfalls and promotes transparency, cultural sensitivity, and credibility.
- **Outcome 3:** Demonstrate the ability to align project communication practices with both organisational values and broader sustainability objectives.
- **Outcome 4:** Demonstrate understanding of ethical, transparent, and inclusive stakeholder communication principles within the context of sustainable project management.



## 5. MODULE LEARNING CONTENT (TOPICS & SUBTOPICS)

**Instructions:** Outline the instructional content that will be covered in this module. Structure the topics and subtopics logically to guide lecture flow and student learning.



Main Topic	Subtopics / Key Concepts
Ethics in sustainable project communication	<ul style="list-style-type: none"> <li>- Core principles: transparency, accountability, honesty in project messaging</li> <li>- Moral obligations of project managers towards stakeholders</li> <li>- Balancing organisational interests with societal and environmental responsibility</li> </ul>
Sustainability “of” vs. Sustainability “by” the project	<ul style="list-style-type: none"> <li>- Sustainability <i>of</i> the project: resilience and long-term viability</li> <li>- Sustainability <i>by</i> the project: contribution to broader SDGs</li> <li>- Implications for communication, perception, and legitimacy</li> </ul>
Greenwashing and other unethical practices	<ul style="list-style-type: none"> <li>- Types: selective disclosure, vague claims, symbolic actions</li> <li>- Identifying exaggerated or misleading sustainability claims</li> <li>- Ethical alternatives: evidence-based, verifiable communication</li> </ul>
Cultural sensitivity and respect for diversity	<ul style="list-style-type: none"> <li>- Understanding cultural norms, values, and communication preferences</li> <li>- Avoiding stereotypes, bias, and exclusionary language</li> <li>- Ensuring accessibility and inclusivity in project communication</li> </ul>
Transparency and stakeholder trust	<ul style="list-style-type: none"> <li>- Mechanisms for open, two-way stakeholder communication</li> <li>- Managing sensitive or negative information ethically</li> <li>- Building trust and credibility through consistent communication</li> </ul>
From principles to practice	<ul style="list-style-type: none"> <li>- Case studies of ethical/unethical communication in sustainability projects</li> <li>- Using ethical communication checklists and evaluation tools</li> <li>- Drafting stakeholder messages integrating equity, inclusivity, sustainability commitments</li> </ul>



## 6. MODULE LEARNING ACTIVITIES AND DELIVERY STRUCTURE

**Instructions:** Fill in the table to describe teaching content and activities, reflecting a blend of pre-class, in-class, and post-class elements. Ensure alignment with digital and active learning principles.



Segment	Activity Type	Description	Duration	Delivery Format
<b>Pre-class</b>	Intro Video + Guided Reading + Case Snapshot	Learners complete three preparatory tasks: - Watch a video introducing ethical, inclusive, and sustainability-aligned project communication, including module learning objectives, outcomes, and structure. - Read selected content from the SPM <sup>2</sup> Guide on stakeholder engagement and communication ethics.	~2 h	LMS / eTextbook (asynchronous)
<b>In-class</b>	Interactive Lecture + Discussion Group	Instructor presents key concepts of ethical communication, cultural sensitivity, and avoidance of greenwashing, highlighting the link between trust, legitimacy, and project sustainability. Group discussion focuses on identifying risks of miscommunication in diverse stakeholder contexts.	~3 h	F2F or Hybrid (lecture + facilitated discussion)
<b>In-class</b>	Applied Workshop / Simulation	Teams work with a provided case scenario that includes stakeholder diversity, cultural sensitivities, and questionable sustainability claims. They must: 1. Identify ethical and inclusivity gaps in the original communication materials. 2. Redesign the communication plan elements and stakeholder messages to meet ethical, transparent, and culturally sensitive standards. 3. Present a short “before-and-after” comparison to the class, explaining their choices.	~3 h	F2F / Workshop Format
<b>Post-class</b>	Knowledge Check Quiz	Learners complete: - Knowledge Check (10 questions) testing understanding of ethical communication principles, cultural sensitivity, sustainability “of” vs. “by” the project, and greenwashing risks.	~1 h	LMS Submission (asynchronous)



<b>Post-class</b>	Individual Written Reflection Task	Learners write a reflection on how ethical, inclusive, and sustainability-aligned communication can enhance stakeholder trust and project legitimacy, supported by examples from their own or observed projects.	~2 h	LMS Submission (asynchronous)
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## 7. PRACTICAL TASK(S) / ASSESSMENT SUMMARY

### Instructions:

List each practical assignment in this module in a separate row. For each task, complete the table and provide a clear reference to the Practical Task Description Template (PTDT) document, where full task instructions and grading criteria are given.

The typologies below are **examples only** and intended to guide consistency across modules.

### Suggested Task Typologies (for reference only):

- **Case-Based Task** – Analyze real-world or simulated scenarios.
- **Scenario or Game-Based Simulation** – Participate in role-plays or simulations.
- **Design and Planning Task** – Develop strategies, plans, models, or tools.
- **Analytical Task** – Work with data, conduct evaluations, generate insights.
- **Reflection or Personal Development Task** – Engage in self-assessment, journaling, or mindset analysis.
- **Evaluation or Critical Assessment Task** – Critique existing practices using structured criteria.

If your task does not fall neatly into any of the predefined typologies, you may add your own under “Task Typology.”



Task Title	Task Type	Task Typology	Description	PTDT Reference
Ethical Communication Redesign Workshop	Group Assignment	Scenario or Game-Based Simulation	Teams analyse a scenario with diverse stakeholders, cultural sensitivities, and potential greenwashing. They identify weaknesses in existing communications, redesign them to meet ethical and inclusive standards, and present the improved version with justification.	<a href="#">PTDT M9 EthicalCommWorkshop.docx</a>
Knowledge Check Quiz: Ethical & Inclusive Communication	Individual Assessment	Analytical Task	A 10-question quiz testing understanding of stakeholder engagement ethics, inclusivity principles, greenwashing avoidance, and sustainability-related communication concepts.	<a href="#">PTDT M9 KnowledgeCheckQuiz.docx</a>
Communication Ethics Reflection	Individual Assignment	Reflection or Personal Development Task	Learners reflect on how applying ethical, inclusive, and sustainability-conscious communication strategies can improve project outcomes and stakeholder relationships.	<a href="#">PTDT M9 CommEthicsReflection.docx</a>



## **8. DIGITAL LEARNING RESOURCES AND MULTIMEDIA SUPPORT**

### **Instructions:**

List all digital, multimedia, and interactive resources used to support the delivery of this module and learner engagement. Include links to videos, downloadable templates, interactive tools, and LMS-integrated components (e.g., quizzes, polls, checklists). Microlearning materials should also be listed here



Type	Description	Format	Developer
Reading Material	Extract from the SPM <sup>2</sup> Guide – Sections on Stakeholder Engagement, Communication Governance, and Ethical Guidelines for Project Communication.	PDF	SPM <sup>2</sup> Editorial Team
AI Video Intro	Ethical & Inclusive Communication in SPM <sup>2</sup> : Animated explainer covering principles of transparency, cultural sensitivity, avoiding greenwashing, and aligning communication with sustainability objectives.	MP4	SPM <sup>2</sup> Authoring Team
Microlearning Unit 1	Ethical Communication Risk Map – Interactive guide with examples of common ethical pitfalls in project communication and strategies to address them.	PDF/Interactive	SPM <sup>2</sup> Authoring Team
Downloadable Template	<ul style="list-style-type: none"> <li>• Case scenario PDF</li> <li>• Ethical Communication Toolkit (templates + checklist)</li> <li>• Reflection Template (DOCX)</li> </ul>	PDF/DOCX	Authoring Team
LMS Activity	Knowledge Check Quiz – Module 9: 10-question quiz on stakeholder engagement ethics, inclusive messaging, cultural sensitivity, and sustainability-oriented communication practices.	SCORM Package	eLearning Team
LMS Activity	Communication Ethics Reflection: Individual written task on applying ethical, inclusive, and sustainability-conscious communication strategies in project contexts.	LMS Form Submission	Course Instructor
Optional Resource	<ul style="list-style-type: none"> <li>• Optional In-class Prompt: “What’s the most ethically challenging stakeholder communication situation you’ve encountered or observed?”</li> <li>• Optional Post-class Prompt: “Ethical Communication Dilemmas and Solutions – avoiding greenwashing and bias.”</li> </ul>	LMS Forum	Course Instructor



## 9. REQUIRED READINGS AND RESOURCES

**Instructions:** Divide the required learning materials into *Mandatory* and *Optional* sections.

### **Mandatory Readings and Tools**

- SPM<sup>2</sup> Guide – Chapter on Stakeholder Engagement and Communication (focus on engagement principles, communication governance, ethics, inclusivity, and cultural sensitivity).
- Ethical Communication Templates and Case Examples – Includes stakeholder profile template, message mapping tool, ethical communication checklist, and selected real-life cases of ethical and inclusive project communication.

### **Optional Readings and Resources**

- (To be tailored by instructor based on learners' background and course context)

## 10. FINAL QUALITY CHECK (SELF-REVIEW)

**Instructions:** Use this checklist before submitting your module. Confirm alignment with the pedagogical flow, and digital readiness. Mark only what is **completed**.

- Each practical task has a PTDT reference
- Readings are categorized (Mandatory/Optional)
- Teaching activities cover pre/in/post-class formats
- Multimedia and microlearning materials are specified
- Linkages to other modules are clearly defined
- All digital learning resources and multimedia components are noted and delivery-ready or marked "pending"