School of Governance and Politics
Department of Political Theory

“Approved”
Dean of the School of Governance and Politics

Henry T. Sardaryan

INTERNATIONAL LOBBYISM

Moscow 2019
The course “International lobbyism” is developed in compliance with MGIMO-University Educational Standard for Master’s Program on Political science, program track «GR and international lobbying» (dual program of University of Florence and MGIMO-University).

Authors:
Andrey A. Degtyarev, Candidate in Philosophy, Associate Professor
Alexey D. Tetryuk, Lecturer

The program is approved by Political Theory Department (protocol № 7, date of approval: 23.07.2019).

Head of Political Theory Department

Professor Tatiana Alekseeva (Doctor in Phil.)

Director of MGIMO-University Library

Marina Resetnikova

@ Degtyarev A.A., 2019
@ Tetryuk A.S, 2019
@ MGIMO-University, 2019
Part 1. Course description

1.1. General information

Full course title: International lobbyism
Type of course: Compulsory course
Level of education: Master Degree program
Year of study: 2
Number of ECTS credits allocated: 2
Lecturers:
Andrey A. Degtyarev, Candidate in Philosophy, Professor of Political Theory Department, Associate Professor
Alexey S. Teteryuk, Lecturer at Political Theory Department
Office hours

1.2. Course aims and expected outcomes

The purpose of the course "International lobbyism" includes the studying of the basic principles and mechanisms of the international lobbying, strategy and tactics of the international GR management, the main forms and methods of work in the field of interaction with the foreign public authorities (PA) and the international institutes of public management.

Objectives of the course are connected with formulation of a certain set of basic competences as necessary conditions for further specialized profession. The course sets three main objectives: ensuring formulation of knowledge and skills in the sphere of the international GR analysis, competences in analytical work and assessment of problem situations of political and administrative networks; secondly, ensuring formulation of knowledge and skills in the sphere of GR design, practical skills on preparation of drafts of state decisions in administrative and legislative areas, development of drafts of agreements and memorandums, administrative programs and plans of campaigns, etc. And, thirdly, ensuring formulation of knowledge and skills in the sphere of practical GR management at the strategic and operational levels, understanding of ways of exerting state and administrative influence, knowledge of forms and methods of lobbying.

During the course, students will gain certain competences, knowledge and abilities on the use of a number of analytical and administrative tools. Because of the process of learning of theory and practical skills, students will be able to carry out the analysis and expert assessment of validity, contents and consequences of the lobbied decisions; be able to develop the lobbying plan of promotion of the political decision in public authorities. Moreover, the skills acquired will help prepare student to work within corporate and our-source GR-structures of large and
medium business, in the relevant divisions of multinational corporations and banks, national, industry and regional business associations in the Russian Federation and abroad.

**Learning outcomes:**

At the end of the course, a student is expected to:

**know:**

- basic methodological approach to understanding modern lobbyism and GR-activity;
- structure of interaction of specialized business divisions on GR within companies with public authorities at national level and in foreign countries;
- main tools of analysis and estimation of external political and state environment influencing business activity at national and international levels;
- the basic number of political process models and to use them in analysis of a given case of lobbying;
- principles of legal framework in lobbying industry in Anglo-Saxon, Russian and Asian context;

**be able:**

- work with official documents of different types and formats – corporate, state, international and other types;
- identify lobbying campaigns using available sources of information;
- build an effective system of search, selection and analysis of information necessary to develop a design of a lobbying campaign;
- understand how a political networks operate and how to identify key stakeholders in the network within an international or national political domain;
- work with lobbying reports in the databases of the US Congress and the European Parliament;

**gain skills in:**

- mapping stakeholders and key contradictions between them;
building a system of arguments to advance a position of a client in negotiations with a regulatory body;
preparing an analytical report, a publication in media, a newsletter, a presentation for a client;
crafting structure and plan of a lobbyist strategy.

1.3. Course requirements and grading plan

Students are supposed to attend no less than 90% of seminars and lectures and be fully prepared for class discussions. Moreover, students are expected to read suggested materials that may assure their ability to make necessary and useful contribution to in-class discussions. Furthermore, students should make at least one in-class presentation on a topic related to modern lobbying practices and prepare an analytical group case-study on a political and industrial situation, which presupposes developing a strategy of a lobbying campaign.

Grading plan:

10% - in-class test (the exact date of the test is decided by lecturer, students are informed about the date in advance);
20% - participation in class discussion;
20% - in-class individual presentation (presentation should include an independent research conducted by a student; presentation take no more than 15 minutes);
30% - a group case-study
20% - oral final discussion on the given list of topics (“zachyot”)
2. Course content

2.1. Forms of work

<table>
<thead>
<tr>
<th>Forms of work</th>
<th>Academic hours</th>
<th>Credits</th>
</tr>
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<tbody>
<tr>
<td>Total</td>
<td>84</td>
<td>2</td>
</tr>
<tr>
<td>Total for lectures, seminars</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Lectures</td>
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<td></td>
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<tr>
<td>Seminars</td>
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<td></td>
</tr>
<tr>
<td>Homework (self-preparation, presentation-related research)</td>
<td>66</td>
<td></td>
</tr>
<tr>
<td>Course assessment</td>
<td>Work at seminars, In-class presentations, case-study, final oral discussion</td>
<td></td>
</tr>
</tbody>
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2.2. Discipline contents

<table>
<thead>
<tr>
<th>Units and topics</th>
<th>Academic hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lectures</td>
</tr>
<tr>
<td>Theme 1. General characteristic of development of modern GR and lobbying at international level</td>
<td>2</td>
</tr>
<tr>
<td>Theme 2. Transnational lobbying and GR-work in multinational companies (MNCs)</td>
<td>2</td>
</tr>
<tr>
<td>Theme 3. Methods and forms of conducting GR and lobbying activity in the supranational institutions of the EU</td>
<td>2</td>
</tr>
</tbody>
</table>
2.3. Course in brief

Theme 1. General characteristic of development of modern GR and lobbyism at international level

Modern Government Relations and structures of international lobbyism. Subjects and objects of international lobbying. Types of international lobbyism as specific institutional subsystems: foreign lobbyism; transnational lobbyism; supranational lobbyism; eurolobbyism; global lobbyism. Directions and forms of interactions between supranational and national structures, international and national business organizations and NGO with state bodies and institutes of global governance. Role of international lobbyism and foreign GR in the broader system of international corporate management and International Public Affairs.

Features of "foreign lobbyism" and conducting lobbyist activity of the large national corporations of Russia in the public authorities (PA) of foreign countries. Specifics of advance of interests of the Russian companies in the foreign states with assistance of the Russian foreign institutions. Role of the foreign trade missions and Embassies of the Russian Federation in promoting commercial interests.

Issues for further discussion:

- Definition of international lobbyism
- GR-management
- Foreign lobbying
• International Public Affairs, difference from GR and lobbying
• Theoretical approach to conceptualization of international lobbyism

Compulsory readings:

Additional readings:
2. Перегудов С.П., Уткин А.И., Костяев С.С. Лоббизм российского бизнеса в США и ЕС: эволюция и перспективы. М., 2009.

Theme 2. Transnational lobbyism and GR-work in multinational companies (MNCs)

Essence of transnational lobbyism. Transnational corporations in global economy. Multinational companies as international political actor. Modern forms and methods of implementation of lobbyist activity in multinational corporations and transnational banks. Specifics of GR management in structures of multinational corporations. Definition of the place of Multinational Corporation in economic policy of the national state. Organization of work of a GR division (GR unit) within a multinational corporation and its interaction with other corporate structures (PR, IR, Business Development).

Issues for further discussion:
• Definition of transnational lobbyism
• GR-management in MNCs
Modern multinational company

Methodology of GR-management activities in large companies

Compulsory readings:
2. Weymouth S. Lobbying and Corporate Influence in Developing Countries: A Multilevel Approach. 2012. 29 p. URL: https://pdfs.semanticscholar.org/569b/1f7fd2bd880509581decd6452526d0f0f613.pdf?_ga=2.89243803.1429819397.1554385011-1885163802.1554385011

Additional readings:
1. Андрюшина Е. Корпорации как политические субъекты: государственный и глобальный уровни // Власть. 2007. № 8.
2. Бордовских А.Н. Политические риски международного бизнеса в условиях глобализации. М., 2015.
5. Крюкова К.В. Транснациональные корпорации как актор политических процессов в России // Вестник СПбГУ. Сер. Политология. Международные отношения. 2010. № 4. С. 140-146.
Theme 3. Methods and forms of conducing GR and lobbying activity in the supranational institutions of the EU


Lobbying regulation and implementation of lobbyist activity in subnational institutions of the EU. EU Transparency Register. Lobbyists’ registration, certification, accreditation. Ethics and moral regulations of lobbying activity in the EU. Access points for GR and PA specialists to exert influence. GR and PA strategy and tactics of companies working in Brussels.

Issues for further discussion:

• National specifics of eurolobbyism
• Structure of decision-making process in the EU institutes
• Lobbying techniques: forms and methods
• Lobbying cases in the EU: pharma, agriculture, religious groups

Compulsory readings:

Additional readings:
1. Ачкасова В.А., Побединский И.М. Национальный и наднациональный уровни представительства интересов в ЕС // ПОЛИТЭКС. 2013. Т. 9. № 3.
2. Моисеева Д.Э. Лоббизм в институтах ЕС // Международные процессы, Том 13, № 1, с. 68-80.

**Theme 4. Regulation and implementation of GR-work in foreign political systems**


Features of regulation and implementation of modern lobbyist activity in the certain countries of Latin America. Mexican model of implementation of lobbying. The analysis of features of a political and legal system of regulation and conducting lobbyism in Brazil. Specifics of regulation and implementation of modern lobbyist activity in Argentina.


**Issues for further discussion:**

- National models of lobbying
- Official, ethical and cultural norm in lobbying
- Professional codes of conducts in various foreign countries
- Lobbying cases in Taiwan, Japan, China
Compulsory readings:

Additional readings:
1. Байков А.А., Сушенцов А.А. Страновые особенности лоббизма в США и Японии // Международные процессы. 2010. Том 8. № 2.

Theme 5. Industry of GR & PA and forms of lobbying activity in the United States

Historical features of formulation of lobbying phenomenon in the United States. Modern status of lobbyingism and its institutionalization in the political system of the US. The structure of political process in the US. The main powers of the President of the United States in the field of foreign and domestic policy. The structure of administration of the President of the United States. Institute of advisory councils in executive authorities. The Lobbying Disclosure Act of 1995: the contact test, the money test and the time test. Lobbying reports: information on the amount of money spent and received, information on government entities contacted, lobbyists engaged and specific action lobbied. Prohibition of gratuity.

Modern status of lobbying in US. Lobbying techniques and methods. Practice of Government Relations (Affairs) and Public Affairs. Lobbying by
MNCs and consultancies in President Administration and Congress. Overview of the lobbying industry. 

**Issues for further discussion:**
- Lobbying perception in the US.
- Specifics of GR, PA and lobbying practices.
- Access points for lobbyists in Administration and Congress.
- Industrial lobbying cases: tobacco, pharma, military and FMCG.

**Compulsory readings:**

**Additional readings:**
2. Капановский П.С., Шариков П.А. Трансформация института лоббизма в США в XXI веке и вызовы для России // США и Канада: экономика, политика, культура. 2017. №5. С. 43-54.
3. Лоббизм в США. Как осуществляется лоббизм в США и что можно позаимствовать для России. Доклад исследовательской группы Terra America. М.: Фонд ИСЭПИ, 2013.

**Theme 6. Representation and advancing of commercial interests by Russian state corporations and private business in Russian public authorities.**

The specificity of the system of government in Russia. Models of representing business interests in Russia. Methods of interaction between business


Issues for further discussion:
- Lobbying mechanisms and technologies of GR-departments in Russia.
- System of executive and legislative decision-making process in Russia.
- Expert and social structures in promoting commercial interests.
- Industrial lobbying in Russia: pharmacy, IT and medtech.

Compulsory readings

6. Denisov D. Business lobbying and government relations in Russia: The need for new principles. Reuters Institute Fellowship Paper University of Oxford. 2010. 27 p. URL: https://reutersinstitute.politics.ox.ac.uk/sites/default/files/research/files/Business%2520lobbying%2520and%2520government%2520relations%2520in%2520Russia%2520the%2520need%2520for%2520new%2520principles.pdf

Additional readings:

7. GRиЛоббизм: Теория и технологии. Учебник и практикум для бакалавриата и магистратуры. Под ред. Ачкасовой В.А., Минтусова И.Е., Филатовой О.Г. М.: Юрайт, 2016.
Theme 7. International cross-cultural communications in modern GR and ethnical lobbyism.


Features of political and economic lobbying of Diasporas. A role of foreign Diasporas in the international lobbying. Representation and advance by Diasporas of the all-Russian interests in the foreign public authorities (PA). Specifics of ethno-social and cultural and confessional lobbyism. Role of the local organizations of world faiths.

Issues for further discussion:

• Cross-cultural management and organizational structure.

• Cultural aspects in planning and elaborating GR-strategy.

• Understanding foreign cultural features in lobbying in Russia: example of American and Chinese lobbying techniques.

Compulsory readings:
1. McCormick. Ethnic Interest Groups in American Foreign Policy. 2012. 23 p. URL:
   https://pdfs.semanticscholar.org/c73c/238c2d8d12954545f4d78610b6f2ea1738ae.pdf
3. Dekker M. Ethnic Lobbying and Diaspora Politics in the U.S. The Case of the Pro-Palestinian Movement. 2010.

Additional readings:
3. Methodical provisions

3.1. Presentation topics.

Students choose topics for presentation by their own and with advice and consent of lecturer. Possible topics should cover some industry or issue area, where recent lobbying activity can be traced with the help of public records, media materials and suggested readings.

3.2. Group case study.

In-depth analysis of the specific lobbying campaign (a real situation) within one industrial area like pharma, IT, medtech, auto industry etc. either in the EU, US or in Russia.

The objective of a task is carrying out the analysis of how an industrial interaction of business and the state in the concrete sphere of economy in made; how it operates and which actors comprise the political and industrial network; which actors are involved in the processes of interests’ advance and in decision-making process; which tools (forms and methods of lobbying) they use; which coalitions of support and opposition exist in the industry.

The case study presupposes conducting the analysis and making the group presentation of results and discussion on issues found. When performing the task, it is possible to use examples of concrete actions within the GR campaigns illustrated in media or other source of information to strengthen the analytical conclusions and arguments.
It is important to reflect in the carried-out analysis:

- Macro-characteristic of the industry, its importance for the economy of the country, whether it is a subject of public discussions, or the arena of sharp competition. If yes, that why? It is necessary to give short historical overview for the best understanding of the events in this sector happening now.

- The main actors of the industry, what companies set a rhythm of life and what government institutes (and structures inside institutes: committees, commissions, interests and pressure groups, elites) are the main objects of lobbyist efforts.

- What else structures serve interests or give support in business of advance of interests (associations, politicians, media, NGO, consultancies, etc.): provide a stakeholder mapping.

- If you found the structure that is considered the essential for lobbyist efforts, give its characteristic, why it is important, which resources its has.

- If on the basis of the provided information and information collected by you personally distinguish what forms of lobbying (direct/indirect) and methods (public/nonpublic) are used in the course of interaction

- Provide the author's summary of the carried-out analysis. What issues and conclusions the conducted analysis allows to see.

3.2. Questions for final oral discussion.

1. International GR and lobbyism: common and distinct features.
2. Subjects and objects of international lobbyism.
3. Types of international lobbyism.
5. Promotion of interests abroad: structures and methods.
6. Roles and place of GR-structure in modern international company.
7. Transnational lobbying features of an MNC.
10. Lobbying in supranational institutes of EU.
11. Specifics of lobbying in Anglo-Saxon countries.
12. Peculiarities of industrial and political lobbying in Russia.
14. Cultural features and corporate organizational structure.
15. Specifics of lobbying by ethnical groups.
### 6.3. Assessment of different types of works

<table>
<thead>
<tr>
<th>Type of work</th>
<th>Grading system</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>in-class test</td>
<td>A (90-100%)</td>
<td>Student answered correctly 9 or more questions out of 10.</td>
</tr>
<tr>
<td>B, C (75-89%)</td>
<td></td>
<td>Student answered correctly 7-8 questions out of 10.</td>
</tr>
<tr>
<td>D, F (60-74%)</td>
<td></td>
<td>Student answered correctly 5-6 questions out of 10.</td>
</tr>
<tr>
<td>E (less than 60%)</td>
<td></td>
<td>Student answered correctly less than 5 more questions out of 10.</td>
</tr>
<tr>
<td>participation in class discussion,</td>
<td>A (90-100%)</td>
<td>Outstanding presentation of independent work, active participation and</td>
</tr>
<tr>
<td>in-class individual presentation</td>
<td></td>
<td>critical participation in the discussion</td>
</tr>
<tr>
<td>B (82-89%)</td>
<td></td>
<td>Outstanding presentation of independent work with limited participation</td>
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<tr>
<td>in the discussion.</td>
<td></td>
<td>in the discussion.</td>
</tr>
<tr>
<td>C (75-81%)</td>
<td></td>
<td>Standard (sufficient) presentation with limited participation in the</td>
</tr>
<tr>
<td>D (67-74%)</td>
<td></td>
<td>discussion.</td>
</tr>
<tr>
<td>E (60-66%)</td>
<td></td>
<td>Standard presentation with visible errors and no participation in the</td>
</tr>
<tr>
<td>F (less than 60%)</td>
<td></td>
<td>Lack of understanding of the subject in the presentation and discussions</td>
</tr>
<tr>
<td>final oral discussion on the</td>
<td>A (90-100%)</td>
<td>Thought-provoking and informed answers to the questions in the ticket</td>
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<td>Given list of topics (“zachyot”)</td>
<td>and two additional questions.</td>
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<tr>
<td>---------------------------------</td>
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<tr>
<td>B (82-89%)</td>
<td>Student gives correct answers to questions in the ticket and two additional questions.</td>
<td></td>
</tr>
<tr>
<td>C (75-81%)</td>
<td>The correct answers to the questions in the ticket and to two additional questions are given, provided there are inaccuracies and occasional gaps in knowledge.</td>
<td></td>
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<tr>
<td>D (67-74%)</td>
<td>The right answers for ticket questions are combined with inaccurate answers to additional questions.</td>
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<tr>
<td>E (60-66%)</td>
<td>The correct answer to one of the ticket questions and one additional question.</td>
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<tr>
<td>F (less than 60%)</td>
<td>Incorrect answers to ticket questions and additional questions.</td>
<td></td>
</tr>
</tbody>
</table>

### 4.1. Bibliography

**Compulsory readings**


Additional readings

1. GR и Лоббизм: Теория и технологии. Учебник и практикум для бакалавриата и магистратуры. Под ред. Ачкасовой В.А., Минтусова И.Е., Филатовой О.Г. М.: Юрайт, 2016.
2. Андрюшина Е. Корпорации как политические субъекты: государственный и глобальный уровни // Власть. 2007. № 8.
3. Бордовских А.Н. Политические риски международного бизнеса в условиях глобализации. М., 2015.
6. Каневский П.С., Шариков П.А. Трансформация института лоббизма в США в XXI веке и вызовы для России // США и Канада: экономика, политика, культура. 2017. № 5. С. 43-54.
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5. Material and technical support
Technical equipment is necessary for this course. Computer, projector, Microsoft PowerPoint software are needed for both lectures and seminars. Students may need access to Internet.