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Federal State Autonomous Educational Institution of Higher Education
Peoples' Friendship University of Russia named after Patrice Lumumba
RUDN University

educational division (faculty/institute/academy) as higher education programme developer

GR-ACTIVITIES OF THE BUSINESS ASSOCIATION

course title

Recommended by the Didactic Council for the Education Field of:

41.04.04 POLITICAL SCIENCE

field of studies / speciality code and title

The course instruction is implemented within the professional education programme of higher education:

GR-MANAGEMENT AND PUBLIC POLICY

higher education programme profile/specialisation title

2026

1. COURSE GOAL(s)

The goal of the course is to acquire the skills necessary for preparing, structuring, and managing communication between business associations and public authorities, as well as for forecasting the behavior of political and economic stakeholders in the process of public policy making.

The discipline also includes a set of methods used to analyze and model interaction and communication between business associations, member companies, and state bodies, as well as to assess the role of business associations in political and regulatory processes at the national and international levels.

The course aims to educate students in the theory and practice of Government Relations (GR) management within business associations, focusing on the political and managerial interaction between organized business communities, corporate actors, and public authorities.

2. REQUIREMENTS FOR LEARNING OUTCOMES

Mastering the course (module) “GR-Activities of the Business Association” is aimed at the development of the following competences:

Table 2.1. List of competences that students acquire through the course study

Competence code	**Competence descriptor**	**Competence formation indicators** (within this course)
GC-6	Capable of identifying and implementing priorities for his/her own activities and ways to improve them based on self-assessment	GC-6.2. Develops tools and methods for time management while performing GR-related tasks, projects, and strategic activities within business associations
		GC-6.3. Analyzes personal, organizational, and time resources in order to effectively accomplish tasks related to communication and interaction between business associations, member companies, and public authorities
GPC-7	Capable of searching for the necessary sources of information and data, perceiving, analyzing, storing, and transmitting information using digital tools, as well as applying algorithms when working with data obtained from various sources in order to effectively use the information received to solve professional tasks; evaluating information and its reliability and drawing logical conclusions based on incoming information and data	GC-7.1. Searches for and analyzes information on public policy, lobbying, and GR activities of business associations using digital tools and analytical methods for effective decision-making and problem-solving
PC-2	Able to independently plan and conduct research in the field of political science and Government Relations	PC-2.1. Identifies current scientific and practical problems in the field of GR activities of business associations and develops appropriate methodological and analytical toolsc

3.COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The course refers to the core component of (B1) block of the higher educational programme curriculum.

Within the higher education programme students also master other (modules) and / or internships that contribute to the achievement of the expected learning outcomes as results of the course study.

Table 3.1. The list of the higher education programme components/disciplines that contribute to the achievement of the expected learning outcomes as the course study results

Competence code	Competence descriptor	Previous courses/modules*	Subsequent courses/modules*
GC-7	Student is capable of: searching for the necessary sources of information and data, perceiving, analyzing, memorizing, and transmitting information using digital means, as well as using algorithms when working with data obtained from various sources in order to effectively use the information received to solve problems; evaluating the information and its reliability, and drawing logical conclusions based on the incoming information and data	Digital technologies in political research; Information databases; Semester-long research projects;	Pre-graduate practice
GPC-6	Student is capable of identifying and implementing priorities for his own activities and ways to improve them based on self-assessment	Legal basis for representing and promoting interests in public authorities; Fundamentals of public policy; Research work	Pre-graduate practice
PC-2	Student is able to independently plan and conduct research in the field of political science.	Research work during the semester; GR in the Eurasian Economic Union; Features of GR management in the BRICS structure	Pre-graduate practice

* To be filled in according to the competence matrix of the higher education programme.

4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

1)The total workload of the course is 4 credits, 144 academic hours.

Table 4.1. Types of academic activities during the periods of higher education programme mastering ***(correspondence training)*** ***

Type of academic activities			Total academic hours	Semesters/training modules			
				1	2	3	4
Contact academic hours			*34*			*34*	
Lectures (LC)			17			17	
Lab work (LW)							
Seminars (workshops/tutorials) (S)			17			17	
Self-studies			*92*			*92*	
Evaluation and assessment (exam/ passing/failing grade)			*92*			*92*	
Course workload	academic hours_		**144**			**144**	
	credits		**4**			**4**	

* To be filled in regarding the higher education programme correspondence training mode.

5. COURSE CONTENTS

Table 5.1. Course contents and academic activities types

Course module title	Course module contents (topics)	Topics contents	Academic activities types
Module 1: The Role and Areas of Political Management in the Integrated Structure of Business Associations (BA) Activities	Topic 1.1. Typical services provided by business associations. Spectrum of association activity areas. Factors influencing the balance of various types of association activities	Examines the main services and areas of activity of business associations, analyzes the factors influencing the balance of various types of activities of the organization.	LC, S
	Topic 1.2 Main areas of political management within business associations. Development of sectoral/regional development programs. Identification of industry development problems. Development and lobbying of measures aimed at improving industry conditions	Studies the key areas of political management in business associations, including the development of sectoral development programs and lobbying for measures to improve the operating conditions of the industry.	LC, S
Module 2 Organization and Coordination of the GR Activities Complex between Business Associations and Member Companies	Topic 2.1 Organizational factors determining political participation in business associations. Evaluation of association effectiveness. Analysis of actual costs of participation in associations. Investment in activities with positive and negative externalities	Analyzes the organizational factors of political participation in business associations, evaluates their effectiveness, and examines issues of investing in activities with various external effects.	LC, S
	Topic 2.2 Balance and complementarity of “good” and “bad” lobbying within associations. Use of committee systems for developing association positions. Association position as the lowest common denominator of members	Examines the balance between different forms of lobbying within the association, the role of the committee system in shaping the association's position.	LC, S
Module 3 Development and Implementation of Political Strategy and Tactics of	Topic 3.1 Management structure and decision-making system in business associations. “Legislative” and “executive”	overs the governance structure and decision-making system in business	LC, S

Course module title	Course module contents (topics)	Topics contents	Academic activities types
Business Associations	functions and positions within business associations. Committee system	associations, including legislative and executive functions.	
	Topic 3.2 Stages of BA political strategy development. Instruments used by business associations in strategy implementation political strategy development. Distribution of instruments between the business association and its member companies.	Examines the stages of developing a political strategy, implementation tools, and their distribution between the association and member companies.	LC, S
Module 4 Industry-Specific Associations in Out-source GR Work	Topic 4.1 Typical structure of industry-specific associations. Membership in industry-specific associations. Horizontal and vertical association networks	Studies the typical structure of industry associations, membership, and network interactions.	LC, S
	Topic 4.2 Representation of political interests through industry-specific associations. Competing industry associations. Specific cases illustrating the use of industry-specific associations in out-source GR activities	Analyzes the representation of political interests through industry associations, including examples of working with competitors.	LC, S
Module 5 Organization and Coordination of the GR Activities Complex between Business Associations and Member Companies	Topic 5.1 Historical development of industry-specific associations in Russia. Current state of industry-specific associations in the country	Examines the historical development and current state of industry associations in Russia.	LC, S
	Topic 5.2 Typical GR activities of industry-specific business associations in Russia. Regime-conditioned specifics (strengths and weaknesses) of Russian industry-specific associations	Analyzes the specifics of GR activities of Russian industry associations, their strengths and weaknesses.	LC, S
Module 6 Organization and Coordination of the GR Activities Complex between Business Associations and Member Companies	Topic 6.1 Basic models of chambers of commerce and industry. Anglo-Saxon model. Continental model	studies the main models of chambers of commerce and industry, including the Anglo-Saxon and continental models.	LC, S
	Topic 6.2 Distinguishing features of GR management in umbrella associations compared to industry-specific associations. Examples of umbrella associations in developed countries	Examines the features of GR management in umbrella associations compared to industry associations, providing examples from the practice of developed countries.	LC, S

* - to be filled in only for **full** -time training: *LC - lectures; LW - lab work; S - seminars.*

6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Table 6.1. Classroom equipment and technology support requirements

Type of academic activities	**Classroom equipment**	**Specialised educational / laboratory equipment, software, and materials for course study** (if necessary)
Lecture	A lecture hall for lecture-type classes, equipped with a set of specialised furniture; board (screen) and technical means of multimedia presentations.	
Lab work	A classroom for laboratory work, individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and machinery.	
Seminar	A classroom for conducting seminars, group and individual consultations, current and mid-term assessment; equipped with a set of specialised furniture and technical means for multimedia presentations.	
Computer Lab	A classroom for conducting classes, group and individual consultations, current and mid-term assessment, equipped with personal computers (in the amount of ____pcs), a board (screen) and technical means of multimedia presentations.	
Self-studies	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialised furniture and computers with access to the electronic information and educational environment.	

* The premises for students' self-studies are subject to **MANDATORY** mention

7. RESOURCES RECOMMENDED FOR COURSE STUDY

Main readings:

1. Business Associations for 21st Century. (2016) Washington, DC: CIPE

2. Döner R.F., Schneider B.R. (2000) Business Associations and Economic Development: Why Some Associations Contribute More Than Others. Business and Politics, No. 2(3), Pp. 261-288

3. Duvanova D. (2013) Building Business in Post-Communist Russia, Eastern Europe, and Eurasia: Collective Goods, Selective Incentives, and Predatory States. New York: Cambridge University Press

4. Frye T. (2002) Capture or Exchange? Business Lobbying in Russia. Europe-Asia

Studies, Vol. 54, No. 7, Pp. 1017-1036
5. Greenwood J., Webster R. (2000) Are EU Business Associations Governable? European Integration online Papers (EIoP), Vol. 4, No. 3.
6. Larrain Aylwin M.J., Prüfer J.O. (2014) Business Associations, Lobbying, and Endogenous Institutions. Discussion Paper 2014-071, Tilburg University, Center for Economic Research
7. Lerbinger O. (2005) Corporate Public Affairs: Interacting with Interest Groups, Media and Government. Mahwah, New Jersey, Routledge
8. Mack Ch. S. (1997) Business, Politics, and the Practice of Government Relations. Westport: Greenwood Publishing Group, Quorum Books
9. Moussu N. (2019) Assessing the Cohesion and Disunity of Business Associations: Towards a Socio-economic Framework. International Relations, SAGE Publications, Vol. 33, No. 4, Pp. 615-619
10. Perez-Aleman P. (2003) A Learning-Centered View of Business Associations: Building Business-Government Relations for Development. Business and Politics, Vol. 5, No. 2
11. Prüfer J. (2014) Business Associations and Private Ordering. TILEC Discussion Paper, No. 2012-011
12. Pyle W. (2011) Organized Business, Political Competition, and Property Rights: Evidence from the Russian Federation. Journal of Law, Economics, and Organization, No. 7(1), Pp. 2-31
13. Research Guide to US and International Interest Groups (2004). Edited by C.S. Thomas. Westport: Praeger
14. Saitgalina M,. Zhao T., Stebbins R.A., Smith D.H. (2016) Participation in Trade and Business Associations. The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations. Smith D.H. et. al. Palgrave Macmillan
15. Teteryuk A.S., Kovalev N.A. (2020) The Emerging Field of GR Management in Modern Russia: The State of Science and Profession, Cyprus Review: A Journal of Social Sciences, Vol. 30, No. 1
16. Watkins M., Edwards M., Thakrar U. (2001) Winning the Influence Game: What Every Business Leader Should Know about Government. New York: John Wiley & Sons, Inc.

Additional readings:

1. Degtyarev A.A. Contemporary GR Management as a Sphere of Cross-Sectoral Governance // The Subject Field of Economic Political Science: Monograph / Edited by L.E. Ilyicheva, V.S. Komarovsky. Moscow, 2018. pp. 170–180.
2. Degtyarev A.A., Bondarev M.D., Teteryuk A.S. Considering the Interrelation of Cyclical Dynamics of the “External” and “Internal” Environment of Business Organizations in Contemporary GR Management // MGIMO Review of International Relations. 2018. No. 1. pp. 63–93.
3. Zudin A.Yu., Yakovlev A.A. “Snowdrops” or Indispensable Intermediaries? The Sector of “Working” Business Associations in Russia // Universe of Russia. 2011.

No. 3.
4. Molchanova O.P. Strategic Management of Nonprofit Organizations. Moscow: Yurait, 2016. Chapter 1.
5. Social Technologies of Cross-Sectoral Interaction in Contemporary Russia / Edited by A.S. Avtonomov. Moscow, 2003. Chapters 8–9, 15.
6. Teteryuk A.S. The Role of Business Associations in GR Management in Russia // Economics and Business: Theory and Practice. 2016. No. 10. pp. 125–130.
7. Shapkin I.N., Lapteva E.V. Legislative Activity of Banking Associations in the Russian Federation and the Problem of Lobbying // Actual Problems of Russian Law. 2014. No. 9. pp. 1924–1929.
8. Yusupova A.T. Possibilities for Coordinating the Activities of Russian Firms: Analysis of Business Associations in the Leasing Services Market // Bulletin of Novosibirsk State University. Series: Socio-Economic Sciences. Vol. 10, Issue 3. pp. 87–95.
9. Yakovlev A.A., Govorun A.V. Business Associations as an Instrument of Interaction between Government and Entrepreneurs: Results of an Empirical Analysis // Journal of the New Economic Association. 2011. No. 9.

Internet sources

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access on the basis of concluded agreements:

- RUDN Electronic Library System (RUDN ELS) http://lib.rudn.ru/MegaPro/Web
- EL "University Library Online" http://www.biblioclub.ru
- EL "Yurayt" http://www.biblio-online.ru
- EL "Student Consultant" www.studentlibrary.ru
- EL "Lan" http://e.lanbook.com/
- EL "Trinity Bridge"
- …….

2.Databases and search engines:

- electronic foundation of legal and normative-technical documentation http://docs.cntd.ru/
- Yandex search engine https:// www .yandex.ru/
- Google search engine https://www.google.ru/
- Scopus abstract database http://www.elsevierscience.ru/products/scopus/

*Training toolkit for self- studies to master the course *:*

1. The set of lectures on the course GR-activities of the business association
2. The laboratory workshop (if any).on the course GR-activities of the business association
3. The guidelines for writing a course paper / project (if any) on the course GR-activities of the business association

* The training toolkit for self- studies to master the course is placed on the course page in the university telecommunication training and information system under the set procedure.

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