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

*Faculty of Humanities and Social Sciences*

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

**COURSE SYLLABUS**

**GR ACTIVITIES OF BUSINESS ASSOCIATIONS**

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course title

**Recommended by the Didactic Council for the Education Field of:**

**41.04.04 Political Science**

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field of studies / speciality code and title

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

**INTERNATIONAL GR MANAGEMENT AND PUBLIC POLICY**

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higher education programme profile/specialisation title

## 1. COURSE GOALS

The purpose of the course *GR Activities of Business Associations* is to provide students with both theoretical knowledge and practical competencies in the field of Government Relations (GR) management as exercised by business associations. These associations function as intermediaries between the state and the business community, and play an increasingly influential role in shaping public policy agendas. The course introduces the role of GR management within the broader structure of business association activities, focusing on the development of GR strategies and the tactical tools used to implement them.

Special attention is given to comparative analysis of GR practices across different political systems and regions, including Western Europe, North America, and contemporary Russia. By engaging with course materials and applying methods of political analysis, students will acquire the skills necessary to assess real-world policy environments, identify the roles and influence of business associations within policy networks, and evaluate their strategic interactions with government institutions.

## 2. REQUIREMENTS FOR LEARNING OUTCOMES

Mastering the course «GR Activities of Business Associations» intends to train and guide students to achieve the development of following competences:

*Table 2.1. List of competences that students acquire through*

Competence code	Competence descriptor	Competence formation indicators (within this course)
GC-6	The ability to identify and implement the priorities of his own activities and ways to improve them based on self-assessment.	GC-6.2. Develops tools and methods for time management when performing specific tasks, projects, and goals
GC-7	Ability to: searching for relevant information sources and data, perceiving, analyzing, memorizing, and transmitting information using digital tools, as well as algorithms when working with data obtained from various sources with the aim of effectively utilizing the acquired information to solve tasks; able to evaluate information and its reliability, and to draw logical conclusions based on incoming information and data.	GC-7.1 Conducts the search for relevant information sources and data, perceives, analyzes, memorizes, and transmits information using digital tools, as well as algorithms when working with data obtained from various sources with the aim of effectively utilizing the acquired information to solve tasks.
PC-1	Able to independently plan and conduct research in the field of political science.	PC-1.1 Identifies current scientific problems in political science and develops methodological tools.

## 3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The course «GR Activities of Business Associations» 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*

<b>Competence code</b>	<b>Competence descriptor</b>	<b>Previous courses/modules*</b>	<b>Subsequent courses/modules*</b>
GC-7	Ability to: searching for relevant information sources and data, perceiving, analyzing, memorizing, and transmitting information using digital tools, as well as algorithms when working with data obtained from various sources with the aim of effectively utilizing the acquired information to solve tasks; able to evaluate information and its reliability, and to draw logical conclusions based on incoming information and data.	Digital technologies in political research Research work in the semester	Pre-diploma internship
GC-6	The ability to identify and implement the priorities of his own activities and ways to improve them based on self- assessment.	Modern concepts of the philosophy of science Political analytics and GR analysis Fundamentals of public policy Research work in the semester	Pre-diploma internship
PC-1	Able to independently plan and conduct research in the field of political science.	Research work in the semester GR in the Eurasian Economic Union Digital technologies in political studies Features of lobbying in supranational structures of Asia and Europe Features of GR management in the BRICS structure	Pre-diploma internship

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

#### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the course «GR Activities of Business Associations» is 4 credits 144 academic hours.

Table 4.1. Types of academic activities during the periods of higher education programme mastering

Type of academic activities	Total academic hours		Semesters/training modules
			3
<b>Contact academic hours:</b>	34		34
Lectures ( LC )	17		17
Seminars ( S )	17		17
<b>Self-studies</b>	92		92
<b>Exam</b>	18		18
<b>Course workload</b>	<b>academic hours</b>	144	144
	<b>credits</b>	4	4

## 5. COURSE CONTENTS

*Table 5.1. Course contents and academic activities type*

Course module title	Course module contents (topics)	Academic activities types		Course module title
<b>CHAPTER 1</b>	The Role and Areas of Political Management in the Integrated Structure of Business Associations (BA) Activity	1.1	Typical member services provided by a business association. Spectrum of association activity areas. Factors influencing balance various types of association activity	L, S
		1.2	Main political management activities within business associations. Developing sectoral/regional development programs. Identifying industry development problems. Developing and lobbying measures to improve industry environment	L, S
<b>CHAPTER 2</b>	Organization and Coordination of GR Activity Complex between Business Associations and Member Companies	2.1	Organizational determinants of political involvement in business associations. Evaluating association effectiveness. Analyzing the real costs of association participation. Investing in activities with positive and negative externalities	L, S
		2.2	Balance and complementarity of 'good' and 'bad' lobbying within an association. Using committees system for association position development. Association position as the lowest common denominator of the members	L, S
<b>CHAPTER 3</b>	Formulation and Implementation of the BA Political Strategy and Tactics	3.1	Management structure and decision-making system in business associations. 'Legislative' and 'executive' functions and positions within a business association. Committees system	L, S
		3.2	Stages of BA political strategy development. Instruments used by business associations in the implementation of political strategy. Distribution of instruments between a business association and its member companies	L, S
<b>CHAPTER 4</b>	Industry-Specific Associations in Out-source GR Work	4.1	Typical structure of industry-specific associations. Industry-specific association membership. Horizontal and vertical association networks	L, S
		4.2	Political interest representation through industry specific associations. Competitive and rival industry associations. Specific cases illustrating use of industry associations in out-source GR work	L, S
<b>CHAPTER 5</b>	GR-management of Industry-Specific Associations in Contemporary Russia	5.1	Historic development of industry-specific associations in Russia. Modern landscape of industry-specific associations in the country	L, S
		5.2	Typical GR activities of industry-specific business associations in Russia. Regime-conditioned specifics (strengths/weaknesses) of Russian industry associations	L, S

<b>CHAPTER 6</b>	GR-management in the Cross-Industry (Umbrella) Associations Activity	6.1	Basic models of chambers of commerce and industry. Anglo-Saxon model. Continental model	L, S
		6.2	Distinguishing features of GR-management in umbrella associations as compared to industry-specific associations. Examples of umbrella associations in developed countries	L, 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*

<b>Type of academic activities</b>	<b>Classroom equipment</b>	<b>Specialised educational / laboratory equipment, software, and materials for course study (if necessary)</b>
Lecture	A lecture hall for lecture-type classes, equipped with a set of specialised furniture; board (screen) and technical means of multimedia presentations.	Whiteboard, and devices, including laptop, projection screen, stable wireless Internet connection. Software: Microsoft Windows, MS Office / Office 365, Chrome (latest stable release).
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.	Whiteboard, and devices, including laptop, projection screen, stable wireless Internet connection. Software: Microsoft Windows, MS Office / Office 365, Chrome (latest stable release).
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
3. Development: Why Some Associations Contribute More Than Others. *Business and Politics*, No. 2(3), Pp. 261-288
4. 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
5. Frye T. (2002) Capture or Exchange? Business Lobbying in Russia. *Europe-Asia Studies*, Vol. 54, No. 7, Pp. 1017-1036
6. Greenwood J., Webster R. (2000) Are EU Business Associations Governable? *European Integration online Papers (EIoP)*, Vol. 4, No. 3.
7. Larrain Aylwin M.J., Prüfer J.O. (2014) Business Associations, Lobbying, and Endogenous Institutions. Discussion Paper 2014-071, Tilburg University, Center for Economic Research
8. Lerbinger O. (2005) Corporate Public Affairs: Interacting with Interest Groups, Media and Government. Mahwah, New Jersey, Routledge
9. Mahwah, New Jersey, S. (1997) Business, Politics, and the Practice of Government Relations. Westport: Greenwood Publishing Group, Quorum Books
10. 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
11. Perez-Aleman P. (2003) A Learning-Centered View of Business Associations: Building Business-Government Relations for Development. *Business and Politics*, Vol. 5, No. 2
12. Prüfer J. (2014) Business Associations and Private Ordering. TILEC Discussion Paper, No. 2012-011
13. 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
14. Research Guide to US and International Interest Groups (2004). Edited by C.S. Thomas. Westport: Praeger
15. 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
16. 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
17. 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. Degtyaryov A.A. Modern GR Management as a Sphere of Cross-Sectoral Governance // Subject Field of Economic Political Science: Monograph / Edited by L.E. Ilyicheva, V.S. Komarovskiy. Moscow, 2018. Pp. 170–180.
2. Degtyaryov A.A., Bondarev M.D., Teteryuk A.S. Accounting for the Interconnection of the Cyclical Dynamics of the "External" and "Internal" Environment of Business Organizations' Operations in Modern GR Management // *Bulletin of MGIMO University*. 2018. No. 1. Pp. 63–93.
3. Zudin A.Yu., Yakovlev A.A. "Snowdrops" or Irreplaceable Intermediaries? The Sector of "Working" Business Associations in Russia // *World of Russia*. 2011. No. 3.
4. Molchanova O.P. Strategic Management of Non-Profit Organizations. Moscow, Yurayt, 2016. Chapter 1.
5. Social Technologies of Cross-Sectoral Interaction in Modern 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 // *Economy 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. Pp. 1924–1929.
8. Yusupova A.T. Opportunities for Coordinating the Activities of Russian Firms: An Analysis of the Activities of Business Associations in the Leasing Services Market // Bulletin of NSU. Series: Social and Economic Sciences. Vol. 10. Issue 3. Pp. 87–95.
9. Yakovlev A.A., Govorun A.V. Business Associations as a Tool for Interaction Between Government and Entrepreneurs: Results of Empirical Analysis // Journal of the New Economic Association. 2011. No. 9.
- 10.

*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](http://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/](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 Business Associations**».

\* 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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