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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

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

COURSE SYLLABUS

GR MANAGEMENT OF TRANSNATIONAL CORPORATIONS

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:

INTERNATIONAL GR MANAGEMENT AND PUBLIC POLICY

higher education programme profile/specialisation title

1. COURSE GOALS

The course aims to educate students in management of the process of political and managerial interaction between corporate subjects of international lobbyism (transnational corporations) and national states.

The main objective of the discipline «**GR-management of Transnational corporations**» is to comprehensively study and master the methods of analysis and management of the process of political and managerial interaction between corporate subjects of international lobbyism (transnational corporations) and national states, as well as global organizations.

The discipline also contains a set of methods used to analyze and model the process of interaction and communication with state bodies, forecasting the behavior of political stakeholders, including at the international level.

2. REQUIREMENTS FOR LEARNING OUTCOMES

Mastering the course "**GR Management of Transnational Corporations**" intends to train and guide students to achieve the development of 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-5	The ability to analyze and take into account the diversity of cultures in the process of intercultural interaction	GC-5.1 Interprets the history of Russia in the context of world historical development.
GC-6	The ability to identify and implement the priorities of his own activities and ways to improve them based on self- assessment.	GC-6.4. Distributes tasks into long-, medium- and short-term ones with justification of relevance and analysis of resources for their implementation

3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The course "**GR Management of Transnational Corporations**" 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-5	The ability to analyze and take into account the diversity of cultures in the process of intercultural interaction	Legal foundations for representing and promoting interests in public authorities Decision-making in politics Features of GR management in the BRICS structure GR in the Eurasian Economic Union Lobbying in the legislative process (experience of EAEU countries) Basics of GR management Comparative analysis of lobbying (experience of the West and BRICS countries)	--
GC-6	The ability to identify and implement the priorities of his own activities and ways to improve them based on self-assessment.	Research work in the semester Modern concepts of the philosophy of science Political analytics and GR analysis Basics of public policy	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 Management of Transnational Corporations**" is **4 credits 144**.

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
Contact academic hours:	34		34
Lectures (LC)	17		17
Seminars (S)	17		17
Self-studies	92		92
Exam	18		18
Course workload	academic hours	<i>144</i>	<i>144</i>
	credits	<i>4</i>	<i>4</i>

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
CHAPTER 1	Transnational GR-management in modern political science	1.1	The essence and definition of transnational lobbying and transnational GR-management. The place of transnational GR in the system of international lobbying. Characteristic features of transnational GR	L, S
		1.2	Specifics of TNC as a subject of international GR and an actor of international relations. Differences of TNCs from national private companies and state corporations	L, S
		1.3	The problem of studying GR of TNCs in political science. Transnational GR-management in the structure of corporate political activity (CPA) and corporate public policy (CPP) of TNCs	L, S
CHAPTER 2	Function of GR-activity in the structure of corporate governance and political activity of international firm	2.1	Organizational structure of modern TNCs: local, macro-regional and international-global level. International typologies of TNCs. Issues of formation of corporate business strategy of MNCs and the place of GR-strategy in it	L, S
		2.2	Interrelation of international political activity of TNC (GR-strategy of a transnational company) and local GR-strategy of a branch. The place of the GR department in the structure of a MNC. Main functions of the GR-department of a large corporation	L, S
CHAPTER 3	Methodology of analysis of corporate GR-management	3.1	Neo-institutional theory in the interpretation of GR-management of MNCs. Organizational field of the branch corporation (on the example of work in the international market). Typologies of political resources of an international corporation	L, S
		3.2	The role of network analysis in the work of structural GR-department of TNC. The theory of resource dependence in explaining the models of behavior of firms in foreign markets	L, S
CHAPTER 4	The process of developing and implementing multinational business strategy and tactics	4.1	Modeling the general GR-management cycle of a TNC and the integrated (political and economic) strategy of its country branch. The system of factors and actors of the dynamics of the external environment of the firm's work at the target market. Justification and process of coordination of the plan-concept of the lobbying campaign	L, S
		4.2	Development of a tactical plan of action, taking into account its own resources, related functions and auxiliary resources (associations). Types of political strategy and tactics of MNCs. Informal "rules of the game" of the target market when planning and implementing GR-management	L, S
CHAPTER 5	Forms of foreign lobbying and GR-activity of MNCs in various spheres of state regulation and sectors of the Russian economy	5.1	Specifics of GR-management of transnational corporations (Western and Eastern) in modern Russia. Defining the place of TNCs in the economic policy of the national state: Russian experience	L, S
		5.2	GR-management of TNCs in executive and legislative authorities. Expert and advisory structures under the authorities as "access points" for foreign companies. Features of foreign lobbying under international sanctions	L, S

Course module title	Course module contents (topics)	Academic activities types		Course module title
CHAPTER 6	Economic Diplomacy in the Structure of Transnational GR-Management	6.1	The concept of “economic diplomacy” interpretation in foreign and domestic literature. Diplomatic tools in the economic strategy of MNCs. Embassies and trade missions as agents of TNC interests in foreign markets	L, S
		6.2	The system of Russian trade missions: functions, role and tasks in foreign economic activity. Features of economic diplomacy of European and Asian countries	L, S
CHAPTER 7	Representation and promotion of interests of Russian state corporations and national business in state institutions at foreign markets	7.1	Features of foreign economic GR-work in Russian companies. Interrelation of export activities and international GR. International market access. Strategies of foreign economic activity of national companies	L, S
		7.2	Factors and resources determining the effectiveness and efficiency of lobbying activities of a Russian private corporation abroad. Experience of Russian corporation "Gazprom" interests' promotion in Europe	L, S
CHAPTER 8	Main directions of GR-activities of foreign business associations and international chambers of commerce	8.1	Business association in the sphere of GR-management tools of MNCs. Functions of umbrella and industry associations for corporations in foreign markets. Chambers of Commerce as conductors of economic interests of international business	L, S
		8.2	Differences between Western and Eastern chambers of commerce and foreign economic activity departments of embassies	L, S
CHAPTER 9	Features of GR-activity of international consulting agencies in Russia and different countries abroad	9.1	General concept of management consulting. Consulting process in international specialized PA/GR-firms. Types and directions of transnational GR-consulting. Types of GR-services outsourced to MNCs	L, S
		9.2	Project-contract nature of GR-consultants' work. Work on related and parallel projects. Conjugation of consultants' project work with strategic objectives of corporate clients' activities	L, S
CHAPTER 9	Case study analysis of private interests' representation and promotion in Russia and abroad	10.1	Presentations and discussion of individual situations of GR-management of MNCs in different regions of the world	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

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.	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

6. RESOURCES RECOMMENDED FOR COURSE STUDY

Main readings:

1. Degtyarev A.A., Teteryuk A.S. GR-management of business organizations in modern Russia: complex analysis and applied technologies / Edited by A.A.Degtyarev, A.S.Teteryuk. Moscow: Prometheus, 2023
2. Teteryuk, A.S. Features of strategy and tactics of transnational corporations' influence on the adoption of industrial state decisions in modern Russia (on the example of pharmaceutical industry). Dissertation. MGIMO, 2020. 241 p.
3. Kanevsky P.S. Structure, models and actors of transnational lobbyism // Bulletin of Moscow University. Ser. 12. Political Science. № 5. 2022.
4. Lebedeva, M. M. The role of business in the transformation of the political organization of the world // Contours of global transformations: politics, economics, law. - 2018. - V. 11, № 1. - Pp. 34- 51.
5. Afontsev, S. A. Subjects of transnational business in the management of global economic processes // Contours of global transformations: politics, economics, law. - 2018. - V. 11, № 1. - Pp. 52-64.
6. Moiseeva, D. E. Lobbyism in the European Union: the crisis of legitimacy : - Moscow : IMEMO RAS, 2017. - 118 p.
7. Apanovich, M. Yu. "Business diplomacy" as a tool for the realization of foreign economic interests of domestic companies at the present stage: problems and prospects / M. Yu. Apanovich, A. S. Teteryuk // Politbook. - 2019. - № 2. - C. 176-194.

8. Dellmuth L. Interest Groups and the United Nations (UN) // The Palgrave Encyclopedia of Interest Groups, Lobbying and Public Affairs / Eds. P. Harris, A. Bitonti, C.S. Fleisher, A. Skorkjær Binderkrantz. London: Palgrave Macmillan, 2022.
9. Banerjee, S. The Effect of Corporate Political Activity on MNC Subsidiary Legitimacy : An Institutional Perspective // Management International Review. — 2018. — Vol. 58. — P. 813–844
10. Daemmrich A. International Lobbying and the Dow Chemical Company // Harvard Business School Case. № 710-027. July 15, 2011.
11. The SAGE Handbook of International Corporate and Public Affairs / Ed. by P. Harris, C. Fleisher. London, 2017

Additional readings:

1. Vasilyeva V.M. International lobbyism: on the way to institutionalization // Public Administration: Electronic Bulletin. 2011. Vol. 29
2. Vasilieva V.M. To the question about the essence of international lobbyism // Vlast. 2012. № 2
3. Golovina A. International lobbying as a tool to support Russian business abroad // Economics and Politics. 2009. № 7.
4. Kryukova, K. V. Transnational corporations as an actor of political processes in Russia // Vestnik of St. Petersburg University. Series 6 : Philosophy. Cultural studies. Political science Law. International Relations. - 2010. - № 4. - Pp. 140-146
5. Karpovich O.G. Foreign policy (international) lobbying: a view from Washington and Brussels // National Security: Nota Bene. 2014. № 4
6. Peregodov S.P. Corporate Capital in World and Russian Politics. M., 2005
7. Feldman P.Y. International lobbyism in the conditions of global destabilization // International Relations. 2015. № 3
8. Coen D., Grant W., Wilson G. Political Science: Perspectives on Business and Government // The Oxford Handbook of Business and Government / Ed. Coen D., Grant W., Wilson G. Oxford-New York, 2010. Ch. 1.
9. Craig S. Political Science and Political Management // Routledge Handbook of Political Management / Ed. D. Johnson. New York-London, 2009. Ch. 4
10. Geiger A. EU Lobbying Handbook: A Guide to Modern Participation in Brussels. Hamburg, 2006
11. Libby P., et al. The Lobbying Strategy Handbook: 10 Steps to Advancing Any Cause Effectively. London, 2012
12. Vasilyeva (Maslennikova) S.V. International and foreign lobbyism: legal outlines and limitations // Business and power in modern Russia: theory and practice of interaction / Edited by P.A. Tolstykh. M., 2010
13. Degtyarev A.A., Bondarev M.D., Teteryuk A.S. Accounting for the relationship between the cyclical dynamics of the "external" and "internal" environment of business organizations in modern GR-management // Bulletin of MGIMO-University. 2018. № 1
14. Pavroz A. V. Lobbyism: institutional foundations and practices of political influence in democratic societies. St. Petersburg, 2016
15. Kim S. Multinational Corporations and their Influence Through Lobbying on Foreign Policy. December, 2019.

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 Management of Transnational Corporations**"

* 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.

DEVELOPERS:

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