

PUBLIC AFFAIRS AND NON-MARKET STRATEGIES

IE University

Professor: **JAVIER GARCIA GONZALEZ**

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Academic year: 22-23

Degree course: FIRST

Semester: 2^o

Category: BASIC

Number of credits: 3.0

Language: English

PREREQUISITES

SUBJECT DESCRIPTION

In an increasingly global world, firms and enterprises operate in a complex environment. Traditional market analysis is no longer enough. Companies and industries working in the global economy are also affected by the decisions and behaviour of political actors.

This course examines the political, social and regulatory factors that shape business' non-market environment. We will introduce the concept of Public Affairs, as the set of actions and initiatives needed to develop relationships with governments, decision-makers and policy-makers. Basic concepts of politics and an introduction to the policymaking process will be explored, in order to better understand Public Affairs activities.

The concept of Non-Market Strategies will also be examined. We will study the role and influence of non-market stakeholders, such as politicians, governments, nongovernmental organizations (NGOs), activists, citizens, and the news media. We also focus on how to analyze the non-market environment of firms through integrated market and non-market strategies. Tools for non-market analysis and non-market strategy design will be explained. The course will finally study different tools and techniques of Public Affairs, including Lobbying, Electoral Techniques or Political Actions Committees, among others.

OBJECTIVES AND SKILLS

Learning objectives:

By the end of the course, the student will be able to:

- Understand the complexity of the political and social context in which public affairs activities and non-market strategies take place.
- Analyze and critically discuss the main concepts, actors, theories, and trends linked with public affairs and non-market strategy.
- Apply abstract theoretical concepts in the fields of public affairs and non-market strategy to real-world issues and situations.
- Identify challenges and opportunities that arise from the development of public affairs activities and the evolution of the non-market environment of firms and organizations, and learn ways to address them.

- Apply knowledge on public affairs and non-market strategy to professional practices and products within the area of communication.

METHODOLOGY

This course is designed following the Liquid Learning model developed at IE University, which uses a combination of methodologies, platforms and technologies to develop the learning process physically in the classroom, online or in a blended format.

The syllabus includes two types of sessions:

Synchronous Sessions, in which the professor and all students can interact in real time independent of their location, either in-person or online.

Asynchronous Sessions, which take place over a certain period of time, in which students and professor do not need to be present at the same time, although the professor will be online during the session and will be available for different purposes.

The course includes lectures with Q&A sections, class discussions, group work and discussions, practical and applied exercises (written and audio-visual), student presentations, and discussion forums, both in-person and online. During the classes different technological and cooperative work platforms will be used (Zoom, Blackboard, Feedback Fruits, Kahoot and G-Suite (Drive, Docs, Slides, Forms)).

Students are expected to actively participate in class discussions and the other learning activities, online and offline. Therefore, regular attendance and/or participation and adequate preparation are required for all students, for both synchronous and asynchronous sessions.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	8.0 %	6 hours
Discussions	18.67 %	14 hours
Exercises	13.33 %	10 hours
Group work	26.67 %	20 hours
Other individual studying	33.33 %	25 hours
TOTAL	100.0 %	75 hours

PROGRAM

CORE TOPICS

- Public Affairs and Non-Market Strategies: Concepts, Approaches and Tools.
- The Political and Social Context of Public Affairs and Non-Market Strategies.
- The Non-Market Environment: Actors, Stakeholders and Models of Analysis.

SESSION 1 (LIVE IN-PERSON)

SYNCHRONOUS

Introduction

- Welcome and introductions
- Course/Syllabus overview

Activities: 45' Presentation by the professor+ Q&A; + 20' Individual exercise + 10' sharing the conclusions with the class and discussion + 5' wrap-up and course administration.

SESSION 2 (LIVE IN-PERSON)

SYNCHRONOUS

Public Affairs and Non-Market Strategies: Approaches, Concepts and Tools (I).

Activities: 25' Lecture with Q&A; +20' Individual exercise: case study (written or audiovisual)/applied activity (Kahoot, Blackboard, Feedback Fruits); +20' sharing the conclusions with the class and discussion; + 10' Comments by professor + 5' wrap-up and course administration.

Required reading (Sessions 2 & 3) (Please check "Announcements" on Blackboard for updates.):

Book Chapters: The SAGE Handbook of International Corporate and Public Affairs. Introduction: The Continuing Development of International Corporate and Public Affairs, SAGE, 2017

SESSION 3 (LIVE IN-PERSON)

SYNCHRONOUS

Public Affairs and Non-Market Strategies: Approaches, Concepts and Tools (II).

Required reading (Sessions 2 & 3) (Please check "Announcements" on Blackboard for updates.) :

Book Chapters: The SAGE Handbook of International Corporate and Public Affairs. Introduction: The Continuing Development of International Corporate and Public Affairs, SAGE, 2017.

Exercise (individual): The Organizational Activities that Commonly Constitute Public Affairs (Blackboard). Instructions will be given in advance.

SESSION 4 (LIVE IN-PERSON)

SYNCHRONOUS

Public Affairs and Non-Market Strategies: Approaches, Concepts and Tools (III).

Activities: 25' Lecture with Q&A; +20' Individual exercise: case study (written or audiovisual)/applied activity (Kahoot, Blackboard, Feedback Fruits); +20' sharing the conclusions with the class and discussion; + 10' Comments by professor + 5' wrap-up and course administration.

Required reading (Please check "Announcements" on Blackboard for updates.):

Book Chapters: The SAGE Handbook of International Corporate and Public Affairs, "Tactical Approaches to Executing Public Affairs" Part V, SAGE, 2017, pp. 477-481.

SESSION 5 (ASYNCHRONOUS)

ASYNCHRONOUS

The Political Framework: Politics, Decision-Making and Policy Making.

Exercise: Recorded Group Presentation of the pre-work (instructions will be given in advance)

Required reading (Please check "Announcements" on Blackboard for updates):

Book Chapters: The Palgrave Macmillan Dictionary of Political Thought (3rd ed.), Palgrave Macmillan, 2007. (Different definitions)

SESSION 6 (LIVE IN-PERSON)

SYNCHRONOUS

Market and Non-Market Environments. Models of Analysis

Activities: 25' Lecture with Q&A; + 20' Individual exercise: case study (written or audiovisual)/applied activity (Kahoot, Blackboard, Feedback Fruits); +20' sharing the conclusions with the class and discussion; + 10' Comments by professor + 5' wrap-up and course administration.

Required reading (Please check "Announcements" on Blackboard for updates):

Article: What Every CEO Needs to Know About Nonmarket Strategy (HBS SMR345-PDF-ENG)

Technical note & tutorials: Analysing the Nonmarket Environment of Business: The (ia)3 Framework (STR020069-U-ENG-WOD)

SESSION 7 (ASYNCHRONOUS)

ASYNCHRONOUS

Non-Market Strategy and Governments

Exercises (Individual and Group Assignments): Lobbying in the European Union (instructions will be given in advance)

SESSION 8 (LIVE IN-PERSON)

SYNCHRONOUS

Non-Market Strategy and Governments

Activities: 25' Lecture with Q&A; + 20' Individual exercise: case study (written or audiovisual)/applied activity (Kahoot, Blackboard, Feedback Fruits); +20' sharing the conclusions with the class and discussion; + 10' Comments by professor + 5' wrap-up and course administration.

Required reading (Please check "Announcements" on Blackboard for updates):

Book Chapters: "Implementing Nonmarket Strategies in Government Arenas " (Chapter 8), Business and its Environment, 7th Edition, Pearson, 2013.

SESSION 9 (ASYNCHRONOUS)

ASYNCHRONOUS

The News Media and Non-Market Issues.

Exercise: Recorded Group Presentation of the pre-work (instructions will be given in advance)

Activities: Feedback on the exercise and group presentation (Blackboard, Feedback Fruits, G-Suite).

Required reading (Sessions 9 &10) (Please check "Announcements" on Blackboard for updates):

Book Chapters: The News Media and Nonmarket Issues, Business and Its Environment, 7th Edition, Pearson, 2013, chapter 3 (Book) (ced)

SESSION 10 (LIVE IN-PERSON)

SYNCHRONOUS

The News Media and Non-Market Issues.

Activities: 25' Lecture with Q&A; + 20' Individual exercise: case study (written or audiovisual)/applied activity (Kahoot, Blackboard, Feedback Fruits); +20' sharing the conclusions with the class and discussion; + 10' Comments by professor + 5' wrap-up and course administration.

Required reading (See Session 9).

SESSION 11 (ASYNCHRONOUS)

ASYNCHRONOUS

Private Politics and Social Pressure

Exercise: Discussion Forum (Blackboard)

Required reading (Sessions 11 & 12):

(See Announcements on Blackboard)

Article: Strategic Activism and Nonmarket Strategy, (Journal of Economics & Management Strategy, Volume 16, Number 3, Fall 2007, 599–634) (ced)

SESSION 12 (LIVE IN-PERSON)

SYNCHRONOUS

Private Politics and Social Pressure

Activities: 25' Lecture with Q&A; + 20' Individual exercise: case study (written or audiovisual)/applied activity (Kahoot, Blackboard, Feedback Fruits); +20' sharing the conclusions with the class and discussion; + 10' Comments by professor + 5' wrap-up and course administration.

Required reading (See Session 11):

SESSION 13 (LIVE IN-PERSON)

SYNCHRONOUS

Mapping the Non-Market Environment of Companies.

Final group project work/ Professor-Student Feedback

Activities: Feedback on the group projects.

(Please check "Announcements" on Blackboard for updates):

Technical note & tutorials: Analysing the Nonmarket Environment of Business: The (ia)3 Framework (STR020069-U-ENG-WOD)

SESSION 14 (LIVE IN-PERSON)

SYNCHRONOUS

Final group presentations

SESSION 15 (LIVE IN-PERSON)

SYNCHRONOUS

Final group presentations

BIBLIOGRAPHY

Recommended

- Phil Harris, Phil and Fleisher, Craig S.. (2017). *The SAGE Handbook of International Corporate and Public Affairs*. SAGE. ISBN 9781446276112 (Printed)

- Harris, Phil y Fleisher, Craig S.. (2005). *Handbook of Public Affairs*. Sage. ISBN 9780761943938 (Printed)

- Baron, David P.. (2013). *Business and Its Environment*,. 7th Edition. Pearson. ISBN 9780132620550 (Printed)

- Lawton, Thomas C. (Ed.) and Rajwani, Tazeeb (Ed.). (2015). *The Routledge Companion to Non-Market Strategy*. Routledge. ISBN 9780415712316 (Digital)

EVALUATION CRITERIA

ATTENDANCE POLICY:

You are expected to come to class. It is mandatory to attend 70% of the classes. Students who do not comply with this percentage of attendance lose the 1st and 2nd (retake) exams and go directly to the 3rd one (you will need to enroll again in this subject next academic year).

Grades will be given in accordance with the Spanish grading system:

- Sobresaliente: 9,0-10 (A to A+); Consistently produces work of the highest quality and craft; exhibits notable progress and development over the course of the semester; meets all course objectives at highest level; attendance is near-perfect, and contributions to course discussions are extremely valuable.

- Notable: 7,0-8,9 (B to B+); Completes all assignments with work of above-average quality and craft; exhibits significant progress and development; meets most course objectives; attendance and participation are very good.

- Aprobado: 6,0-6,9 (C to C+); Completes all assignments with work of acceptable quality and craft; exhibits some progress and development; meets a majority of course objectives. attendance and participation are acceptable.

- Aprobado: 5,0-5,9 (D); Assignments are delivered but are incomplete and/or of low quality and craft; exhibits little progress and development; meets few course objectives. Attendance and participation are poor, but absences do not total more than 30%.

- Suspenso: 0,0-4,9 (F); Work is incomplete, missing, or does not meet course objectives. Attendance and participation are poor.

- Automatic Failure/Suspenso: 0,0 (F); Please note that a student who misses 30% or more of the scheduled sessions receives an automatic 0,0, and loses his or her right to the retake in July.

Criteria	Percentage	Comments
Individual Work	60 %	Individual participation- Continuous evaluation
Workgroups	10 %	Group work participation- Continuous evaluation
Group Presentation	15 %	Final Group presentation
Workgroups	15 %	Final Written Report

EVALUATION CRITERIA:

Students will be evaluated as follows:

- **Individual Participation (discussions, individual exercises, discussion forums -continuous evaluation-) (60%):**

- **Group Work Participation (discussions, group work, group exercises -continuous evaluation-) (10%):**

- **Final Group Project (30%)**

- Group Presentation (15%)
- Written Report (15%)

You are expected to complete a final project with your group and present it in front of the class. The project will give you the opportunity to reflect upon what you have learnt about Non-Market Strategies and Public Affairs tools. Each member of the group is called to deliver a part of the presentation. The final written report of the project should be submitted by the group through IE Campus or the designated platform. More details about the project will be provided at the beginning of the course.

Participation in class discussions, group work, individual and group exercises, discussion forums and other learning activities (both synchronous and asynchronous) is an important component of this course.

Your participation grade at the end of the semester will be based cumulatively on your contributions over the course of the semester, as noted above (continuous evaluation).

Participation is graded using the criteria below, which are adapted from: <http://cte.virginia.edu/teaching-tips/grading-class-participation/>

The average level of participation usually satisfies the criteria for a “7”.

-Grade 0-4,9 .-Criteria: Poor preparation. Demonstrates very infrequent involvement in discussion and learning activities.

-Grade 5,0-6,9 .-Criteria: Demonstrates adequate preparation: knows basic reading facts, but does not show evidence of trying to interpret or analyze them. Offers straightforward information (e.g. straight from the reading), without elaboration or very infrequently (perhaps once a class). Does not offer to contribute to discussion, but contributes to a moderate degree when called on. Demonstrates sporadic involvement.

-Grade 7,0-8,9 .-Criteria: Demonstrates good preparation: knows reading facts well, has thought through implications of them. Offers interpretations and analysis of reading material (more than just facts) to class. Contributes well to discussion in an ongoing way: responds thoughtfully to other students' points, thinks through own points, questions others in a constructive way, offers and supports suggestions that may be counter to the majority opinion. Demonstrates consistent ongoing involvement.

-Grade 9,0-10,0 .-Criteria: Demonstrates excellent preparation: has analyzed readings exceptionally well, relating it to other material (e.g., other readings, course material, discussions, experiences, etc.). Offers analysis, synthesis, and evaluation of class material (e.g., puts together pieces of the discussion to develop new approaches that take the class further). Contributes in a very significant way to ongoing discussion: keeps analysis focused, responds very thoughtfully to other students' comments, contributes to cooperative argument building, suggests alternative ways of approaching material and helps class analyze which approaches are appropriate, etc. Demonstrates ongoing very active involvement.

RETAKE POLICY

Each student has 4 chances to pass any given course distributed in two consecutive academic years (regular period and July period).

Students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enroll again in this course next academic year).

Grading for retakes will be subject to the following rules:

Students failing the course in the first regular period will have to do a retake in July (except those not complying with the attendance rules, which are banned from this possibility).

Dates and location of the July retakes will be posted in advance and will not be changed.

Please take this into consideration when planning your summer.

The maximum grade that a student may obtain in any type of retake will be 8 out of 10.

Specific requirements for the retake:

- You will be required to complete and submit (by the date of the exam) the different individual assignments you miss during the course.
- Any group work that has not been presented or received a passing grade will be replaced by a written assignment or project meeting the same course objectives.

STUDENTS RETAKING THE COURSE:

Students who are retaking the course should be in contact with the professor in the first week of class.

PLAGIARISM

It is your responsibility to follow IE's policies regarding academic honesty. Plagiarism is, in all cases, a serious academic offence which can result in failing an assignment, failing the course, or even expulsion from the University.

PROFESSOR BIO

Professor: **JAVIER GARCIA GONZALEZ**

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JAVIER GARCIA GONZALEZ

Dr. García's primary research interests deal with Security Studies, European and International Security, Conflict Management and Peacekeeping, Spanish Foreign Policy, Defense Issues, Globalization and Public Affairs.

Javier I. García holds a Ph.D. in International Relations from Complutense University of Madrid (ES), and a BA in Political Science and Sociology from Complutense University of Madrid (ES). He has followed a research and studies program on International Relations and International Security at the University of Oxford (St. Antony's College, SAM 1994-95) (GB), and several courses on European Union and International Relations at University of Liege (BE). He has also been "Auditeur" at IHEDN-Institute des Hautes Études de Défense Nationale, Paris (FR).

Prof. Javier García is currently Professor of Globalization, Public Affairs and Global Politics at IE University (2000- present). He has also taught: International Relations and European Union, Public Opinion, and Political Science. He has been Professor-Tutor at Open University (UNED), and invited professor at Complutense University, Rey Juan Carlos University, UIMP, etc.

He is a Senior Researcher at UNISCI –Research Unit on Security and Cooperation-.

He was awarded by the Ministry of Defense of Spain with the National Award Defensa 2007, for researches on Defense, Peace and Security. At present, he leads or participates in several research projects on Foreign Policy, European and International Security, Conflict Management, and Defense Issues.

OTHER INFORMATION

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