

CMM814

Public Affairs & Lobbying

2019-20

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Level: 7

Module Code: CMM814

Semester: Two

Credit Rating: 20

RATIONALE

In recent years the field of Public Affairs and Lobbying has seen substantial growth and development in both professional practice and academic study as organisations increasingly recognise the need to address their interaction with the political environment in which they operate - essentially how they formulate corporate policies which seek to manage issues of public policy and then implement those policies by persuasively communicating with government, partners and the public. This module presents a theoretical and practical insight into this rapidly maturing area and explores some of the key questions and issues facing academics and practitioners. Building upon prior knowledge and understanding developed in your first semester modules, this module offers a critical examination of how relationships with governmental stakeholders may be strategically planned, managed and evaluated and provides you with an understanding of the range of Public Affairs/Lobbying tools and techniques that may be used to effectively communicate with government.

AIMS

This module aims to provide you with a knowledge and understanding of the fundamental theories, concepts and principles of Public Affairs/Lobbying. It will allow you to engage critically with some of the key questions and issues of debates within the discipline. It will offer an environment in which you can develop an analytical and creative approach to strategically managing governmental relationships and appropriately utilise a range of lobbying tools and techniques. Using real world examples and case studies, this module aims to facilitate and encourage the integration of Public Affairs/Lobbying theory and practice.

LEARNING OUTCOMES

Key to success in this module is that students will be able to:

- Recognise and explain in-depth the key theories, principles and developments underpinning Public Affairs/Lobbying as an academic discipline and a professional activity
- Attain a critical awareness of the strategies, tools and tactics used by those who seek to influence the policy making process
- Identify and understand the central questions and key issues in Public Affairs/Lobbying, both academically and in practice
- Engage critically with research, theory and practice in Public Affairs/Lobbying and related areas

Upon the successful completion of this module, you will be able to:

- Appreciate how organisations interact with the political environment in which they operate
- Demonstrate an understanding of the lobbying environment in NI and the UK, USA and EU contexts
- Think critically and creatively and demonstrate reasoned analysis and originality in formulating solutions to Public Affairs/Lobbying problems
- Discuss and debate central questions and current issues in Public Affairs/Lobbying
- Select, retrieve, evaluate and synthesise information from a variety of sources, and acknowledge appropriate references
- Design a Public Affairs/Lobbying strategy in response to a specific brief
- Explain and justify decisions taken in proposed strategy

- Develop communication skills relevant to the Public Affairs/Lobbying professional context
- Use information and communications technology
- Manage your own time and work to deadlines
- Exercise self-motivation and persistence in the face of any difficulties encountered
- Learn independently in the spirit of critical enquiry
- Structure and communicate ideas effectively

LEARNING AND TEACHING METHODS

Lectures will introduce you to the principal aspects of Public Affairs/Lobbying and provide you with the fundamental ideas and perspectives necessary for deeper learning. They will develop your theoretical competencies for subsequent application in assessed work.

Seminars will be designed to stimulate detailed investigation of the module content. In particular, they will provide you with the opportunity to apply, discuss and debate theoretical practices and principles using case studies and appropriate real-life examples. You will work in small groups and present opinions to the class.

You will be directed to read a range of texts in order to develop and deepen your knowledge and understanding of principles and concepts introduced via lectures (see Reading List).

At this academic level you are expected to:

- attend, and arrive promptly for, all specified lectures and seminars
- engage in wider private study of material introduced in lectures
- fully prepare for and participate in all seminar discussions
- prepare your coursework appropriately, and to submit it by the specified deadline
- take responsibility for your own learning
- obtain advice and assistance when you require it.

This is a 30 credit point module. 1 credit point equates to approximately 10 student effort hours, therefore you are expected to spend 300 hours working on this subject throughout the semester.

Attendance at all classes is mandatory – these will be interactive sessions, and you cannot learn fully from them unless you are present. I will provide quite detailed notes after each lecture – provided the class attendance level seems satisfactory to me.

It is important that you attend all lectures and seminars. **In particular, you must come to the seminars prepared to participate, so read and think about any assigned seminar paper in advance and a selection of other background texts.**

ASSESSMENT

Coursework 1: Critical Essay (Weighting 30%)

You will prepare an individual essay of 3,000 words that will demonstrate your ability to engage critically with one aspect of Public Affairs and Lobbying theory in-depth. You will have a choice of essay from a list of topics provided by the Module Co-ordinator.

The deadline for this assignment will be **3pm on Tuesday 5 May 2020**: you must submit through Turnitin on the module's Blackboard site.

Coursework 2: Public Affairs/Lobbying Strategy (Weighting 40%)

You can choose any public policy issue on which to run a public affairs campaign aimed at central government, you can choose any organisation (real or imaginary) on whose behalf the campaign is to be conducted, and you can choose to place it in ONE of the following locations: Northern Ireland, United Kingdom, Republic of Ireland, European Union, or United States. This is an individual assignment.

You can choose your budget and timescale, within set boundaries. Your campaign must be for between 4 and 12 months. The maximum budget can be: £40,000 (Northern Ireland), €75,000 (Republic of Ireland), £120,000 (United Kingdom), €150,000 (European Union), and \$200,000 (United States).

It is ESSENTIAL that you provide a brief written description of the issue and the organisation by 3 March.

If you wish to lobby in NI, you should write your strategy on the basis of the recently established 5 party Executive, as our assumption is that the devolved institutions here will now be functioning as intended.

Your strategy should include:

- Analysis of the situation and issues which must be addressed;
- SMART objectives;
- A stakeholder analysis;
- Campaign messages (which need not all be entirely text based);
- A range of appropriate public affairs/lobbying tactics and activities. NB: Your strategy must include at least one of grassroots or coalition as you will be seeking assistance from another lobbyist with one of these tactics;
- A timetable reflecting the planning, implementation and evaluation processes involved in the campaign;
- Details of your budget and resources required to implement the proposed campaign. Your costings need not be based on actual quotes, but should be plausible;
- Discussion of the monitoring and evaluation techniques to be used in assessing impact and effectiveness, not just of the lobbying campaign as a whole but also of individual components within the campaign;
- As Appendices, three position or briefing papers (no more than 2 pages each) suitable to be used in the campaign – 1 aimed at an elected backbench politician, 1 at a civil servant, and 1 at another lobbyist.
- As Appendices, three short biographies (1 paragraph each) explaining the role and position of 3 people who will be targeted as part of the campaign: an elected backbench

politician, a civil servant, and a lobbyist. You should set out why each person's post will be relevant to your particular campaign.

- As Appendices, 2-3 pieces of material which you will utilise during the campaign. These could include a press release, a short (60 second) video, a set of social media postings, a logo/branding, an infographic, and so on.

The word limit for the assignment is 4,000 words (excluding any tables/Appendices).

The deadline for this assignment will be **3pm on Tuesday 21 April 2020**: you must submit through Turnitin on the module's Blackboard site, and hand in 1 hard copy that day.

Coursework 3: Lobbying Simulations (Weighting 30%)

On 21 April 2020, each student will undertake a series of simulated lobbying exercises.

First, you will give a 10 minute oral presentation to overview your comprehensive strategy.

Next, you will have 3 meetings of 5 minutes each – with an elected backbench politician, a civil servant and a lobbyist. They will all roleplay as holding the positions which you have outlined in your biographies. Keep in mind that you cannot expect to simply talk to them uninterrupted for 5 minutes: you will need a short pitch (60-90 seconds) summarising your briefing paper relevant to each person and asking them for specific help, and then be ready to respond to their questions/comments.

They will have heard your overview presentation and will be familiar with the basic outline of your campaign, so you must use these short sessions in a very focused way. With the backbench politician, you will seek to persuade him/her to support your campaign in some concrete way in the legislature. With the civil servant, you must provide an evidence base which relates your campaign to current public policy. With the lobbyist, you will try to persuade them to join their organisation with your campaign either as part of a coalition or as part of a grassroots effort. You need to plan carefully how to make your ask, handle questions, and obtain a definite answer within 5 minutes.

The politician, civil servant and lobbyist will not be marking your work as such. However, they will have feedback sheets to provide comments on your oral presentation and individual meetings. I will use those sheets and my discussions with the 3 assessors to inform the marks which I award each student.

Your presentations and lobbying meetings will be strictly timed, and you will not be allowed to exceed the limit.

CONTENT/SCHEDULE

Classes take place on Tuesdays, 11.30-2.30, 17E20 (entry code 1414)*

- 28 Jan Lecture: Introduction to Lobbying/Public Affairs/Strategic Process
Seminar Reading: Fleisher, C. (2012) 'Anniversary Retrospective, Perspective and Prospective of Corporate Public Affairs: Moving from the 2000+ PA Model toward Public Affairs 2.0', *Journal of Public Affairs* 12(1): 4-11.
- 4 Feb Lecture: Direct Advocacy
Seminar Reading: Harrison, S. (2000) 'Shouts and Whispers', *European Journal of Marketing* 34(1/2): 207-222.
- 11 Feb Lecture: Grassroots Campaigning
Seminar Reading: Gohlke, A.L. et al (2013) 'Igniting the Fire Within: A Primer on Political Advocacy for Pharmacy Professionals', *Journal of Pharmacy Practice* 26(3): 165-170.
- 18 Feb Lecture: Lobbying Coalitions
Seminar Reading: Weishaar, H. et al (2016) 'Tobacco Control and Health Advocacy in the European Union: Understanding Effective Coalition-Building', *Nicotine & Tobacco Research* 18(2): 122-129.
- 25 Feb Lecture: Stakeholder Relationships in Public Affairs
Seminar Reading: Mahon, J.F. et al (2018) 'Blending Issues and Stakeholders: In Pursuit of the Elusive Synergy', *Journal of Public Affairs* 18(3): 1-9.
- 3 March Lecture: Lobbying as Communication
Seminar Reading: Milbrath, L.W. (1960) 'Lobbying as a Communication Process', *Public Opinion Quarterly* 24(1): 32-53.
- 10 March Lecture: Corporate Political Activity
Seminar Reading: Lawton, T. et al (2013) 'Corporate Political Activity: A Literature Review and Research Agenda', *International Journal of Management Reviews* 15(1): 86-105.
Coursework Clinic
- 12 March No Class - SPD
- 24 March **Panel of Lobbyists**
- 31 March Lecture: Professionalisation of the Lobbying Industry
Seminar Reading: Allard, N.W. (2014) 'The Seven Deadly Virtues of Lobbyists: What Lawyer Lobbyists Really Do', *Election Law Journal* 13(1): 210-219.
- 7 April No Class - Easter
- 14 April No Class - Easter
- 21 April **LOBBYING SIMULATIONS**
Deadline for Lobbying Strategy
- 28 April Lecture: Lobbying Regulation
Seminar Reading: Holman, C. and Luneburg, W. (2012) 'Lobbying and Transparency: A Comparative Analysis of Regulatory Reform', *Interest Groups & Advocacy* 1(1): 75-104.
- 5 May **Deadline for Critical Essay**

* This isn't a regular classroom, so we can be a bit more informal. If you want to start a bit later, we can do that. But to begin with, we'll try this, maybe go to a café for the discussion element some weeks.

READING LIST

You are expected to do a significant amount of self-directed reading for this module, in order to fully understand the public affairs/lobbying process. Books identified as 'essential' will provide you with fundamental information. You should then select other titles from the recommended reading list, or other sources, in order to 'flesh' out your knowledge. You should read around the subject as much as possible in order to gain greater breadth and depth of opinion. Unlike in PR, there is no single lobbying textbook, and so it is crucial that you consult recent academic journals.

E-Books Available on Library Website:

Lobbying:

- Bitonti, A. and Harris, P. (eds) (2017) *Lobbying in Europe*. London: Palgrave Macmillan.
- Godwin, K., Ainsworth, S.H. and Godwin, E. (2013) *Lobbying and Policymaking*, Thousand Oaks, CA: Sage
- Harris, P. and Fleisher, C. S. (eds) (2005) *The Handbook of Public Affairs*, Thousand Oaks, CA: Sage
- Harris, P. and Fleisher, C. S. (eds) (2017) *The SAGE Handbook of International Corporate and Public Affairs*, Thousand Oaks, CA: Sage
- Levine, B.J. (2009) *The Art of Lobbying: Building Trust and Selling Policy*. Washington: CQ Press.
- Mahoney, C. (2008) *Brussels Versus the Beltway*. Washington: Georgetown University Press.
- Shotton, P.A. and Nixon, P.G. (2015) *Lobbying the European Union*. Farnham: Ashgate.
- Thomson, S. and John, S. (2007) *Public Affairs in Practice: A Practical Guide to Lobbying*, London: Kogan Page

Strategic Process:

In developing a lobbying strategy, you'll broadly follow the same strategic process that we examined in the PR module last semester. So some of the PR textbooks will still be useful for that (and several also have specific chapters on lobbying and public affairs).

- Broom, G.M., Seshadrinathan, S. and Sha, B.-L. (2013) *Cutlip and Center's Effective Public Relations*. 11th ed. Harlow: Pearson Education.
- Gregory, A. (2010) *Planning and Managing Public Relations Campaigns: A Strategic Approach*. 3rd ed. London: Kogan Page.
- Oliver, S. (2010) *Public Relations Strategy*. 3rd ed. London: Kogan Page.
- Regeister, M. and Larkin, J. (2005) *Risk Issues and Crisis Management: A Casebook of Best Practice*. 3rd ed. London: Kogan Page.
- Smith, R.D. (2013) *Strategic Planning For Public Relations*. 4th ed. London: Routledge.
- Smith, R.D. (2014) *Public Relations: The Basics*. London: Routledge.
- Tench, R. and Yeomans, L. (eds) (2009) *Exploring Public Relations*. 2nd ed. Harlow: Financial Times Prentice Hall.
- Wilcox, D.L., Reber, B.H. and Cameron, G.T. (2015) *Public Relations: Strategies and Tactics*. 11th ed. Harlow: Pearson Education.

Library Collection:

(All the above are also available in hard copy in the Library.)

Essential (to read a selection of these, not all!):

- Bitonti, A. and Harris, P. (eds) (2017) *Lobbying in Europe*. London: Palgrave Macmillan.
- Godwin, K., Ainsworth, S.H. and Godwin, E. (2013) *Lobbying and Policymaking*, Thousand Oaks, CA: Sage
- Harris, P. and Fleisher, C. S. (eds) (2005) *The Handbook of Public Affairs*, Thousand Oaks, CA: Sage
- Harris, P. and Fleisher, C. S. (eds) (2017) *The SAGE Handbook of International Corporate and Public Affairs*, Thousand Oaks, CA: Sage
- Levine, B.J. (2009) *The Art of Lobbying: Building Trust and Selling Policy*. Washington: CQ Press.
- McGrath, C. (2005) *Lobbying in Washington, London and Brussels: The Persuasive Communication of Political Issues*, Lewiston, NY: Edwin Mellen Press.
- Miller, C. (2000) *Politico's Guide to Political Lobbying*, London, Politico's Publishing
- Moloney, K. and McGrath, C. (2020) *Rethinking Public Relations: Persuasion, Democracy & Society*. Third Edition. London: Routledge.
- Smith, C. F. (2012) *Writing Public Policy: A Practical Guide to Communicating in the Policy-Making Process*, New York: Oxford University Press
- Thomson, S. and John, S. (2007) *Public Affairs in Practice: A Practical Guide to Lobbying*, London: Kogan Page
- Van Schendelen, M.P.C.M. (2010) *More Machiavelli in Brussels: The Art of Lobbying the EU*. 3rd ed. Amsterdam: Amsterdam University Press.
- Zetter, L. (2014) *Lobbying. The Art of Political Persuasion*, 3rd ed. Hampshire, GB: Harriman House Ltd

Recommended:

- Archer, J (1997) *Special Interests: How Lobbyists Influence Legislation*, Brookfield, Conn: Millbrook Press
- Cave, T. and Rowell, A. (2015) *A Quiet Word: Lobbying, Crony Capitalism and Broken Politics in Britain*. London: Vintage Books.
- Chari, R.S, Hogan, J. and Murphy, G. (2010) *Regulating Lobbying: A Global Comparison*. Manchester: Manchester University Press.
- Coxall, B. (2001) *Pressure Groups in British Politics*, Harlow : Longman
- Dodds, F. (2004) *How to Lobby at Intergovernmental Meetings*, London : Earthscan
- Ellis, N. (1998) *Parliamentary Lobbying: Putting the Business Case to Government*, London: Heinemann Professional
- Grant, A. R. (2003) *The American Political Process*, 7th ed., London: Routledge.
- Grant, W. (1995) *Pressure Groups, Politics and Democracy in Britain*, New York: Harvester Wheatsheaf
- Graziano, L. (2001) *Lobbying, Pluralism and Democracy*, Basingstoke: Palgrave
- Greenwald, C. (1997) *Group Power Lobbying and Public Policy*, New York: Praeger
- Greenwood, J. (2011) *Interest Representation in the European Union*, 3rd ed., Basingstoke: Palgrave Macmillan
- Grossman, M. (2013) *New Directions in Interest Group Politics*, Routledge

- Herrnson, P. S., Shaiko, R. G. and Wilcox, C. (1998) *The Interest Group Connection*, Chatham, NJ: Chatham House Publishers
- Hogwood, B. and Gunn, L. (1984) *Policy Analysis for the Real World*, Oxford: Oxford University Press.
- John, S. (2002) *The Persuaders: When Lobbyists Matter*, Basingstoke: Palgrave Macmillan
- Kober-Smith, M. (2000) *Legal Lobbying: How to Make Your Voice Heard*. London: Cavendish.
- Kyrou, D. (2000) *Lobbying the European Commission: The Case of Air Transport*, Aldershot: Ashgate
- Lattimer, M. (2000) *The Campaigning Handbook*, 2nd ed., London : Directory of Social Change
- Lerbinger, O. (2006) *Corporate Public Affairs*, Mahwah, NJ: Lawrence Erlbaum Associates
- Libby, P.J. (2011) *The Lobbying Strategy Handbook*, Los Angeles, Sage
- Mack, C. (1997) *Business, Politics and the Practice of Government Relations*, Westport, Conn.: Quorum
- McGrath, C. (ed.) (2009) *Interest Groups and Lobbying in Europe*, Lewiston, NY: Edwin Mellen Press
- McGrath, C. (ed.) (2009) *Interest Groups and Lobbying in the United States and Comparative Perspectives*, Lewiston, NY: Edwin Mellen Press
- McGrath, C. (ed.) (2009) *Interest Groups and Lobbying in Latin America, Africa, the Middle East, and Asia*. Lewiston, NY: Edwin Mellen Press.
- Moloney, K. (1996) *Lobbyists For Hire*, Aldershot: Dartmouth
- Morris, P. (1997) *Legitimate Lobbying*, London: PMS Publications
- Nownes, A. J. (2006) *Total Lobbying. What Lobbyists Want (and How They Try to Get it)*, New York, NY: Cambridge University Press
- Richan, W.C. (2006) *Lobbying for Social Change*. 3rd ed. New York: Haworth Press.
- Rogers, R. and Walters, R. (2006) *How Parliament Works*, 6th ed., London: Pearson Longman
- Schlesinger, P., Miller, D. and Dinan, W. (2001) *Open Scotland? Journalists, Spin Doctors and Lobbyists*, Edinburgh: Polygon
- Thomas, C.S. (ed.) (2004) *Research Guide to U.S. and International Interest Groups*. Westport.: Greenwood Press.
- Thomson, S. (ed.) (2016) *Public Affairs: A Global Perspective*. Chatham: Urbane Publications.
- Watts, D. (2006) *Understanding American Government and Politics*, 2nd ed., Manchester: Manchester University Press
- Watts, D. (2003) *Understanding US/UK Government and Politics*, Manchester: Manchester University Press
- Witcher, S. (2002) *A Guide for Voluntary Organisations Lobbying in Holyrood, Westminster and Brussels*, Edinburgh : SCVO
- Wolpe, B.C. and Levine, B.J. (1996) *Lobbying Congress: How the System Works*. 2nd ed. Washington, D.C.: CQ Press.

Journal Articles

It is particularly important in this module that you go beyond books and Internet sources, and also look at relevant journal articles. You will find occasional articles on lobbying in a wide range of politics, PR, communication and business journals – try searching first on Google Scholar to identify individual articles. But you should certainly scan through the back issues of the 2 most significant journals in this field, both of which can be accessed through the Library’s e-journals collection:

- *Journal of Public Affairs*
- *Interest Groups & Advocacy*