BADM 3102 Business and Government Relations, Fall 2014  
GWU Department of Strategic Management and Public Policy

Class time and location: 2:20-3:35 pm, Duques 258  
Professor: Jorge Rivera, Ph.D.  
Office: 608 Funger Hall, Phone: 202-994-0163  
Email: jrivera@gwu.edu, Home page: http://home.gwu.edu/~jrivera  
Office hours: MW 4:00 – 6:00 pm, or by appointment.

1. Description and learning objectives
This course provides an introduction to the study of the interaction between business, government and society in the US and other countries. After taking this course, students will be able to:

1. Identify the basic principles of public policy making in the US and other countries.
2. Assess, and analyze how corporate strategies are affected by public policies and stakeholder pressures.
3. Formulate effective/responsible business strategies to manage relations with governments and other groups in society.
4. Identify and explain the business opportunities offered by environmental/social responsibility demands & regulations.

2. Course organization
The course covers three major areas:
1. Public policy making
2. Business strategy and public policies
3. Corporate environmental and social responsibility

These topics will be examined in both theory and practice using readings and case studies. Class discussions are the core of the course and their success is based on the degree of participation by all students. Therefore, everybody is required to attend all classes, complete readings before class, and actively participate in discussions.

1. Participation in class: 30%  
2. Written homeworks: 25%  
3. Mid-term exam: 25%  
4. Final exam (optional): 20%

Active Class Participation:
Your active class participation is critical for producing a rich learning environment. The evaluation of participation includes a variety of factors such as:

- Attendance: Everyone is expected to be on time and attend all classes. Students missing more than three classes will earn an “F” for participation.
- Reading the assigned material: The amount of reading for this course is significant. All students are required to read all the material for each day.
• **Class discussions:** All students are expected to actively and constructively engage in class deliberations and group activities.

• **Courtesy:** All students are expected to be respectful and courteous to other class members. *This includes turning off cell phones and other electronic devices before class.*

The participation grade will be determined based on these criteria and I will provide mid-term feedback to each student. The quality of an individual student’s participation is more important than the quantity. Class participation will be graded as follows:

- **A** Excellent participation: Enthusiastically contributed to all class discussions, clearly read assigned material, arrived on time. Comments were related to class readings and highlighted key points.
- **B** Above average participation: Generally participated with relevant comments and questions.
- **C** Below average participation: Rarely played a part in class discussions.
- **D, F** Attended but did not participate.
- **F** Missed more than 3 class sessions.

Please see detailed explanation of the participation criteria on the last page of the syllabus.

**Grading Scale:**

The following scale distribution will be used to determine your grades:

- **A** = 94.0% - 100%
- **A-** = 90.0% - 93.9%
- **B+** = 87.0% - 89.9%
- **B** = 84.0% - 86.9%
- **B-** = 80.0% - 83.9%
- **C+** = 77.0% - 79.9%
- **C** = 74.0% - 76.9%
- **C-** = 70.0% - 73.9%
- **D** = 60.0% - 69.9%
- **F** = 59.9% and below

**General Expectations:**

- Without exception, all assignments should be typewritten.
- **Late assignments will not be accepted.**
- Please do not exceed the page limits specified for each assignment.

4. **Required readings and cases:**

1. Most manuscripts assigned for class will be available in the Electronic Reserves section of the Blackboard website for the course.
2. All students are required to read the headlines of the New York Times, the Wall Street Journal, or the Washington Post each day of class.

**Case studies:**

Cases not available on Blackboard can be purchased online at the Harvard Business Publishing website. **To purchase these cases,** please register on the Harvard Business Publishing web site at: [https://cb.hbsp.harvard.edu/cbmp/import/ptos/28547876](https://cb.hbsp.harvard.edu/cbmp/import/ptos/28547876)

**After you register, you can get to the coursepack at any time by doing the following:**

1. Visit the following website:
http://bsp.harvard.edu/
2. Log in, click My Coursepacks, and then click Business and Government Relations, Fall 2014. Course pack Reference Code: 28547876

For technical assistance, please contact the Harvard Business Publishing Tech Help line at (800) 810-8858 or email techhelp@bsp.harvard.edu.

5. Course Calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics and Readings</th>
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| M 08/25| **Course introduction**  
• Detailed overview of the course and syllabus  
• Complete personal information forms |
| W 08/27| **The public policy process**  
**Optional note:**  
2. Learning by the Case Method. Gomez-Iban, Jose. 1992. (Blackboard) |
| M 09/01| Labor Day holiday: no classes |
| W 09/03| Case study:  
A Public Service or Gravy Train? (Blackboard) |
| M 09/08| Agenda setting and policy selection  
1. Kingdom, Ch. 9: Wrapping things up. (Blackboard)  
**Optional reading:**  
(For those not remembering/nowing how the US Government is organized)  
| W 09/10| Case Study:  
Nonmarket Action and the International Counter-Money Laundering Act. (HBP Course Pack) |
| M 09/15| Policy evaluation and implementation  
1. Sagoff, M. (1988). At the shrine of our Lady of Fatima, or why political questions are not all economic. (Blackboard). |
| W 09/17| Case Study:  
1. Auditing the Auditors. (Blackboard).  
*Homework # 1 due today.* |
### Part 2: Business strategy and public policies

<table>
<thead>
<tr>
<th>Date</th>
<th>No.</th>
<th>Topic</th>
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<tbody>
<tr>
<td>M 9/22</td>
<td>8</td>
<td><strong>Introduction to business and public policy</strong>&lt;br&gt;1. Market and Nonmarket Environments. Baron, Chapter 1. (Blackboard)</td>
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<tr>
<td>W 9/24</td>
<td>9</td>
<td><strong>Case Study:</strong>&lt;br&gt;Uber: 21st Century Technology Confronts 20th Century Regulations. (HBP Course Pack)</td>
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<tr>
<td>M 9/29</td>
<td>10</td>
<td><strong>Political strategy formulation and implementation</strong>&lt;br&gt;1. Formulating nonmarket strategies. Baron, Ch. 7. (Blackboard)</td>
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<tr>
<td>W 10/1</td>
<td>11</td>
<td><strong>Case Study:</strong>&lt;br&gt;Hedge Fund Lobbying and Herbalife (NY Times Article, March 9, 2014). Please access the article at: <a href="http://www.nytimes.com/2014/03/10/business/staking-1-billion-that-herbalife-will-fail-then-ackman-lobbying-to-bring-it-down.html?ref=us">http://www.nytimes.com/2014/03/10/business/staking-1-billion-that-herbalife-will-fail-then-ackman-lobbying-to-bring-it-down.html?ref=us</a></td>
</tr>
<tr>
<td>M 10/6</td>
<td>12</td>
<td><strong>Case Study:</strong>&lt;br&gt;Rethinking Political Activity at Target. (HBP Course Pack)&lt;br&gt;<em>Homework #2 due today.</em></td>
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<tr>
<td>W 10/15</td>
<td>15</td>
<td><strong>Mid-term exam</strong></td>
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<tr>
<td>M 10/20</td>
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<td>No class: Attending Policy Sciences Society Annual Conference</td>
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### Part 3. Corporate environmental and social responsibility

<p>| W 10/22 | 16  | <strong>Class video:</strong>&lt;br&gt;1. Movie Home (selected segments) |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Case Study/Activity</th>
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<tbody>
<tr>
<td>10/29</td>
<td>W</td>
<td><strong>Case Study:</strong> Whole Foods: Balancing Social Mission and Growth. (HBP course pack)</td>
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<td>11/05</td>
<td>W</td>
<td><strong>Case Study:</strong> Damai Lovina Villas, by Nicole Darnall. (Blackboard)</td>
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<tr>
<td>11/10</td>
<td>M</td>
<td>No Class, Attending Public Policy Analysis and Mang. Conference</td>
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</tbody>
</table>
| 11/12  | W    | **Case Study:** Sustainable Tea at Unilever. (HBP course pack).  
*Homework # 3 due today.* |
| 11/17  | M    | Climate change: implications for business strategy 1. The Political Economy of Carbon Markets. (HBP course pack)  
*Video:* An inconvenient truth. (Segment) |
| 11/19  | W    | **Case Study:** Arcadia Biosciences: Seeds of Change. (HBP Course Pack)  
Carbon Footprint exercise: Calculate your family’s carbon footprint  
[http://www.nature.org/greenliving/carboncalculator/index.htm](http://www.nature.org/greenliving/carboncalculator/index.htm) |
| 11/26  | W    | No classes: Thanksgiving Holiday |
| 12/01  | M    | **Case Study:** FIJI Water: Carbon Negative? (HBP course pack). |
| 12/03  | W    | **Case study:** Confronting Sexual Harassment  
**Evaluation of participation in class**¹

"The majority of class time will be devoted to discussion of the assigned cases and readings. **Class participation is evaluated more on the on quality of contributions than their quantity.**² Comments need not mirror the position of the cases, readings, or the professor. You are graded not on the “correctness” of your position, but rather on your analysis of the material and your ability to articulate your ideas. You don’t have to be at the center of every debate, but **students who make little or no effort to enter discussions will receive a lower participation grade.** Discussion will become lively, heated even. Always respect the positions of others. When you disagree with someone, be sure to criticize the idea and not the person. Participation will be graded according to the following criteria:

A. The student in this grade range arrives in class each day thoroughly prepared with comments and questions on the assigned reading. Her/his comments significantly contribute to the class discussion. This student occasionally initiates the discussion without waiting for the professor to do so. This student does not, however, try to dominate the class, but listens carefully to the remarks made by fellow class members, and responds as readily to these as to the instructor’s questions.

B. The student in this grade range participates in most discussions, although not as fully or reliably as the student described above. There is evidence of having done the reading. This student pays attention to the comments of the other students.

C. The student in this grade range participates only intermittently, and is more willing to discuss broad, general questions than to engage in concrete analysis of an assigned text. Sometimes unprepared, this student lacks interest in the ideas of other members of the class, neglects to bring the proper text to class, and is often inattentive.

D. The student in this grade range seldom if ever participates.

F. Missing more than 3 class sessions.

**Other behaviors that lower your participation grade:**

* Missing classes
* Talking to your neighbor or holding conversations separate from the class discussion
* Not paying attention in class

**A ringing cell phone, texting, checking email and/or surfing the Internet during class.**³

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¹ Source: GWU Honors Program.
² “WHAT IS A [participation] CONTRIBUTION? A contribution is not simply an uninformed “opinion.” To be considered a valuable “contribution,” participation should be stated in the context of the course concepts. I consider a worthwhile contribution to be substantial, relevant to the issues being addressed, reflective of assigned readings, additive to the ongoing discussion and helping to move the class discussion to a new level.” Source: Linda Trevino’s Syllabus, 2013.