

*The Graduate School of Political Management
The George Washington University
Spring Semester 2009*

**Issues Management
PMGT 230
Brian Hawkinson**

Overview

Issues Management has been defined as the management function responsible for enhancing and promoting the long-term performance and standing of an organization by anticipating change, promoting opportunities and avoiding or mitigating risks.

The practice of Issues Management involves the intersection of a number of policy and communications disciplines, including environmental scanning, public policy analysis, public policy advocacy, strategic communications, media relations, grassroots mobilization, coalition management and corporate reputation management. This course will explore all of the approaches in detail and examine ways in which they work together to influence public policy and further the broad strategic goals of organizations.

The course will be conducted as a seminar utilizing the case method and will require robust classroom discussion. The goal of the course is to provide students with an in-depth knowledge of the various elements of Issues Management and to equip them with the practical skills needed to advance organizational goals through the policy process

Course Requirements

There will be four graded activities in this course:

1. A mid-term paper of 8-10 pages that explores an Issues Management challenge. (30% of the final grade)
2. A final project involving a PowerPoint presentation by teams of 3 to 4 students. The presentation should be an in-depth Issues Management campaign outlining goals, objectives, audiences, messages, strategies and tactics. Presentations should last 30 minutes, followed by Q&A with the rest of the class. Presentations will be graded on content and quality of the presentation. (50%)
3. A class “blog” has been established to encourage thinking about and discussion on current issues found in daily newspapers. The blog is located at <http://gwuissuesmgt.blogspot.com>. Each week, the instructor will post at least one opinion or discussion piece inviting comments from students. Students are expected to post comments regularly; grading will be based on level of participation and will not address content. (10%)
4. Class participation. (10%)

Office Hours

Mr. Hawkinson's daytime office is located at 44 Canal Center Plaza, Suite 200, Alexandria, Virginia. He is available for individual meetings by appointment. He can be reached at 703-299-1285 or by email at brian.hawkinson@gmail.com

Assigned Readings

The Wal-Mart Effect by Charles Fishman

Starbucks Company Fair Trade Coffee, Tuck School of Business at Dartmouth, No. 1-0023

Dallas Cowboys: Financing a New Stadium, Stanford Graduate School of Business, Case SPM-6, 11/24/03

Goodyear and the Threat of Government Tire Grading, Harvard Business School, 9-707-494, 3/19/07

Reforming the San Diego City Schools, Stanford Graduate School of Business, Case SI-53, 1/28/04

GlaxoSmithKline and AIDs Drug Policy, Stanford Graduate School of Business, Case P-39, 8/7/03

American Cancer Society: Access to Care, Harvard Business School, 9-109-015, 11/21/08

Other cases may be assigned during the course. A thorough daily reading of the *Washington Post* and the *New York Times* is required.

Class Schedule

<i>January 14</i>	Introduction What is Issues Management? The History and Definition of Issues Management
<i>January 21</i>	A Primer on Strategic Issues Management The Components of an Issues Management Campaign Discussion of The Wal-Mart Effect (chapters 1-3)
<i>January 28</i>	How Issues Affect Reputation A case study – Starbucks Company Fair Trade Coffee Discussion of The Wal-Mart Effect (chapters 4-6)
<i>February 4</i>	Issues Management at the Local Level A case study – Dallas Cowboys: Financing a New Stadium Discussion of The Wal-Mart Effect (chapters 7-9)

- February 11* Issues Management at the Federal Level
 A case study – Goodyear and the Threat of Government Tire Grading
 Conclude discussion of The Wal-Mart Effect
- February 18* Issues Management in the Public Sector
 A case study – Reforming the San Diego City Schools
- February 25* *Written assignment in lieu of class*
- March 4* Issues Management in Balancing Stakeholder Interests
 A case study – GlaxoSmithKline and AIDs Drug Policy
- March 11* Issues Management and Non-Profit Organizations
 A case study – American Cancer Society: Access to Care
Mid-term assignment due
- March 18* *Spring Break*
- March 25* Issues Management in Congress
 Guest Lecturer: Michael Sommers
 Office of House Minority Leader (invited)
- April 1* Issues Management in a Political Campaign
 Guest Lecturer: Don Gonyea
 NPR White House Correspondent (invited)
- April 8* Issues Management in a Corporation
 Guest Lecturer: Peter Molinaro
 Vice President, Dow Chemical Company (invited)
- April 15* Issues Management in a Labor Union
 Guest lecturer: Kirk Adams
 Chief of Staff, SEIU (invited)
- April 22* Issues Management in a Trade Association
 Guest Lecturer: Elizabeth VanDersarl, Director of Public Policy
 American Forest & Paper Association (invited)
- April 29* **Group final project presentations**
- May 6* **Group final project presentation(s)**