

Educational Goal

Masterseminar „Political Stakeholder Management“

From the winter semester 2013/14 until the winter semester 2020/21, Prof Dr Klemens Joos taught at the Faculty of Business Administration at the Ludwig Maximilian University (LMU) Munich. Since 01 April 2021, he has been a Visiting Lecturer at the Technical University of Munich (TUM). At the TUM School of Management, he provides Master students with in-depth insights into the complex decision-making processes of the European Union (EU) as well as into the practice of successful lobbying especially regarding the tensions between the EU institutions: European Parliament, Council of the European Union and European Commission.

The theoretical basis of the seminar is the standard work by Prof Dr Joos “Convincing Political Stakeholders: Successful lobbying through process competence in the complex decision making system of the European Union” (published in 2015; revised and extended in 2023). The academic publication impressively proves that without knowledge of political decision-making processes and the European legal framework, it is - especially since the Treaty of Lisbon has entered into force in 2009 - hardly possible to manage a company. One only needs to look at the heavily regulated chemical and pharmaceutical sectors.

The seminar at the TUM School of Management will therefore show that successful problem solving in complex systems, such as the multi-level system of the EU, requires a close **interlocking of content and process competence**. Because the best substantive arguments will not lead to success if they do not reach the right decision-makers in the right form at the right moment. This can only be achieved with the three subcomponents of process competence: **process structure competence, process support competence and perspective change competence**.

The curriculum will particularly focus on the perspective change competence. The core of this methodology is a change in perspective from the interests of the person concerned to that of the common good. This is because successful lobbying is most successful when, from the perspective of the political decision-maker, an issue serves the common good and not just an individual interest. If it can furthermore be presented in a targeted, concise and convincing manner, it significantly increases the chances of success. This is what the OnePager®-Methodology developed by Prof Dr Joos stands for.

At the beginning of the seminar, students learn to distinguish between the different concepts of lobbying (Public Relations, Public Affairs, Lobbying and Governmental Relations, ...). **Subsequently, the focus is on the three subcomponents of process competence**. They enable students to analyse and decipher highly complex political settings (legislative processes, ...), to identify all relevant actors for political decision-making (stakeholder mapping, ...) and to select and apply the right instruments for successful lobbying.

Central to this is the change in perspective. Students learn to analyse problems from different perspectives, to look at particular interests of the business sector from the point of view of the political decision-maker and to transfer them into a common interest perspective. This process shows that the creation of an OnePager® is a knowledge-intensive, intellectual and creative process, which not only requires technical expertise, but also the ability to creatively apply this expertise as well as the capacity to build argumentative linkages and to concisely articulate an issue.

Prof Dr Joos is convinced that it is indispensable to include the relevant decision-makers of the legislative and executive branches as framework-setting secondary stakeholders for laws, regulations etc. in research and teaching in the long-term. This will lead to a stronger focus on the importance of process competence in intermediary systems. The TUM School of Management is doing important pioneering work in this area with its Masterseminar “**Political Stakeholder Management**”.

