



## Course and Examination Fact Sheet: Autumn Semester 2017

### 7,364: Practical Leadership in Development Cooperation

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

Decentral - Group examination paper with presentation (all given the same grades) (70%)

Decentral - examination paper written at home (individual) (10%)

Decentral - Active participation (20%)

#### Attached courses

Timetable -- Language -- Lecturer

[7,364,1.00 Practical Leadership in Development Cooperation](#) -- Englisch -- [Koestler Andreas G.](#)

#### Course information

#### Course prerequisites

No previous experience is necessary. An interest in current international affairs and previous experience from NGOs and/or international institutions are welcome, but by no means required.

#### Course content

This course aims to prepare the student for the practical realities of development cooperation, focusing on leadership in project management from an implementing organization's perspective.

#### Course structure

##### **Introduction Session – Kick-off**

(approx. five weeks before course)

Introducing approaches in development cooperation and specific relevance of leadership. Aligning students' expectations and presenting an overview of the course. Familiarize within the group to become a team.

Management of development aid projects as an extreme form of multi-stakeholder leadership – various forms of development aid under pressure to build sustainability and selfindependence. From cooperation to entrepreneurship.

Key elements in leadership often neglected when working with volunteers, UN agencies, Red Cross/Red Crescent, NGOs, private



sector and official bodies.

Short assignment (1-2 pages): Leadership challenges in long-term community development.

## **Day 1 – Introduction to the practical realities of development cooperation**

Introduction – setting the scene – case story from Uganda – leadership vs management – new challenges in development aid through stronger business players – China’s omnipresence in Africa – understanding and defining sustainable aid concepts (illusions of project ownership, environmentally sound approaches, climate change adaptation, disaster risk reduction).

## **Day 2 – The role as a leader in development aid projects**

Analyzing stakeholder characteristics in development aid projects (local government/ national government, beneficiaries, UN/NGO’s, donors, headquarters, media, local business, international business) – the required versatility of a leader – understanding when to take which leadership role – assessing vulnerability and capacity mapping – leadership of volunteers – participatory approaches in assessment, project implementation, monitoring and evaluation – leadership through the establishment of local committees (planning for skill training and related curriculums).

All the above based on examples and experiences from recent real-life scenarios (from countries such as Mozambique, Angola, Uganda, Rwanda, Congo DRC, Iraq, Afghanistan, Haiti).

## **Day 3 - World Café: Planning a development project in groups**

Working for hours to develop the same project, however, with different roles and focus. Exchanging information and presenting finally a consolidated approach.

## **Day 4 – Applying acquired knowledge through cases**

Scenarios: Mozambique and Angola – The decision making processes as a leader in a development aid project – interaction with stakeholders – thinking as an entrepreneur - deciding with the aim of transferring leadership of project maintenance and followup – techniques to facilitate monitoring and real time evaluation supporting local independence – facilitate participatory project evaluation as a leader in the position of project ownership – reporting for learning and improvements: taking the lead in constructive self-criticism.

**Group/Individual Assignment:** Linking change management to sustainable community development.

## **Course literature**

Relevant cases, articles and theoretical papers will be provided on the StudyNet in conjunction with the lectures. Excerpts from the following publications will be used during group works:

Easterly, W. (2006). *The White Man's Burden. Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good.* London: Penguin Press.

Collier, P. (2007). *The Bottom Billion Why the poorest countries are failing and what can be done about it.* Oxford University



Press.

Moyo, D. (2009). *Dead Aid: Why Aid is Not Working and How There is Another Way for Africa*. London: Penguin Books.

Northouse, P. G. (2010). *Leadership Theory and practice*. Fifth Edition. SAGA Los Angeles.

Sachs, J. (2005). *The End of Poverty: Economic Possibilities for Our Time*. London: Penguin Press.

## Additional course information

### Short CV: Dr. Andreas G. Koestler

being a consultant in the area of disaster management and development aid with specialities in disaster risk reduction and climate change adaptation and being a Red Cross delegate and United Nations Disaster Assessment Coordination (UNDAC) team member, Dr. Koestler has been at the forefront of several human disasters triggered by natural events or caused by both cultural and regional conflicts. He has a PhD in Geology and worked with the oil industry until he founded an NGO in 1990. For over 25 years he built up extensive competencies in the water and sanitation sector, with both development and emergency projects all over the world. Among others, he worked as a disaster preparedness advisor for the Norwegian Red Cross. Today, Dr. Koestler is Director of a consulting company and the non-profit Fontes Foundation. His long and practical experience in management and implementation of both disaster response and development aid projects gives insight in how leadership critically decides about success and failure of NGO's and the civil society in supporting communities to adapt to a world in change. At the moment he is occupied with establishing private actors to develop infrastructure mainly in Africa fully based on business concepts. He develops social entrepreneurship models for the BoP market in emerging economies.

## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/3)

##### Examination time and form

Decentral - Group examination paper with presentation (all given the same grades) (70%)

##### Remark

Groups of 1 to 4 members.

##### Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while



informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2015), Lern- und Arbeitsstrategien (11th ed., 4th printing). Aarau: Sauerländer).

- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.
- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2014, Juristisches Arbeiten: Eine Anleitung für Studierende (5. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

#### Supplementary aids

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#### Examination languages

Question language: English

Answer language: English

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## 2. Examination sub part (2/3)

#### Examination time and form

Decentral - examination paper written at home (individual) (10%)

#### Remark

Details provided during kick-off lecture.

#### Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2015), Lern- und Arbeitsstrategien (11th ed., 4th printing). Aarau: Sauerländer).
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#### Supplementary aids

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#### Examination languages

Question language: English

Answer language: English

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## 3. Examination sub part (3/3)

#### Examination time and form

Decentral - Active participation (20%)

#### Remark

Participation in case studies and group exercises.

#### Examination-aid rule



## Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

## Supplementary aids

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## Examination languages

Question language: English

Answer language: English

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## Examination content

The paper handed in shall reflect the student's understanding of the topics of the course and the interlinkages between theory and practice.

It has to be submitted before the block course.

## Examination relevant literature

The papers produced by the students shall be based on the content of the course and, among others, the literature referred to and made available in class.



### Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc.

When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 24 August 2017
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 16 October 2017
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 06 November 2017

Please look at the fact sheet once more after these deadlines have expired.