



Course and Examination Fact Sheet: Spring Semester 2021

8,390: Consultancy Project: Knowledge Transfer in Diplomacy

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Presentation (in groups - all given the same grades) (20%)

Examination time: term time

Decentral - Presentation (in groups - all given the same grades) (30%)

Examination time: term time

Decentral - Group examination paper (all given the same grades) (30%)

Examination time: term time

Decentral - examination paper written at home (individual) (20%)

Examination time: term time

Attached courses

Timetable -- Language -- Lecturer

[8,390,1.00 Consultancy Project: Knowledge Transfer in Diplomacy](#) -- Englisch -- [Stünzi Anna](#)

Course information

Course prerequisites

Prior to taking this course, students must be well versed in the disciplines of International Affairs and have some experience in working in diverse teams towards an agreed upon resolution. It is beneficial to have knowledge in project management as well as some experience in presentation skills.

It is strongly recommended that students complete the MIA Morning course prior to taking the Consultancy Project course. The knowledge and skillsets acquired in the MIA Morning workshops will be extremely relevant and applicable in obtaining a successful outcome in this course.

Learning objectives

During a Consultancy Project course, students

- demonstrate ability to evaluate and classify a problem and source a solution from its onset to its conclusion;
- acquire and foster skills in the application of theoretical concepts to real-life situations;
- gain experience with actual issues in the practitioner's world that arise in the course of the consultancy project;
- foster their creativity and various skills, including teamwork, project, communication, research, writing, presentation.

Students who participate in this course will, afterwards, be able to:

- understand the current Swiss system of diplomatic turns and respective challenges and opportunities
- choose and apply an appropriate method to analyze specific problem settings
- translate academic findings to the policy world by learning how to write a policy brief

Course content

This Consultancy Project course will analyze the current model of diplomatic services and, in particular, the question of knowledge transfer between leaving and newly appointed diplomats. Usually, diplomats change their position and country



every 4 years. This comes with opportunities and challenges. While the change of location and respective relations to authorities and the population helps to overcome conflicts of interests, it also risks disrupting important knowledge on local settings and problems.

The aim of this Consultancy Project is to analyze the challenges of knowledge transfer within this diplomatic turnover and make suggestions on how to improve knowledge transfer. Students can choose a variety of different methods to analyze this question. To just name a few, they can - based on prior extensive literature review - conduct qualitative interviews with diplomats, analyze bilateral relationship patterns or evaluate social media contents. While there is no "right" or "wrong" about which specific question a group analyzes (and thus, which method is being applied), the rigorous application of the method and, in particular, the derivation of respective policy suggestions will be part of the assessment.

The end product of the project is expected to be a Policy Brief. If the Brief is of sufficient quality (assessed by the client), it will be proposed for publication at foraus. Such publication would be distributed within the network of foraus, including the respective target groups such as the Swiss Department of Foreign Affairs.

Course structure

Students will work in small groups on a challenge presented to them by their 'client'. Students are responsible for a mid-term presentation which should introduce students' approach as well as highlight and discuss any roadblocks or difficulties faced. At the end of the course, students will present an in-depth analysis of the problem and a recommended solution.

This course mainly consists of independent study (in groups). However, there will be several in-class lectures and presentations:

- The course starts off with an introduction lecture that discusses in-depth the expectations of the course. Students are also introduced to their client and be briefed on the problem. This kick-off session also serves the formation of student groups.
- Students then work independently on their project, in their groups.
- At mid-term student groups present the chosen approach to analyze the question and their progress (as well as roadblocks and difficulties) to the academic lecturer, their 'client' and other student groups. Students receive feedback.
- Groups then continue to work independently and present an in-depth analysis of the problem and their recommendations toward the end of the course.

Course literature

Course instructors will provide recommended references, including academic journal articles, on relevant topics.

Additional course information

Dr. Anna Stünzi studied psychology and economics at the Universities of Zurich and Copenhagen and did her PhD at the Center of Economic Research at ETH Zurich in the field of climate and resource economics. She works as a postdoctoral researcher at the Potsdam Institute for Climate Impact Research (PIK). Since 2019 Anna Stünzi is president of foraus.

foraus, the Swiss think tank on foreign policy, advocates a constructive foreign policy and an informative dialogue. It offers young talents access to the discourse, where they can contribute with their ideas to foreign policy - outside the traditional framework of political parties. foraus publishes scientific-based policy recommendations in the form of discussion papers, policy briefs and blog posts, as well as organizes high-level debates with the aim of creating innovative solutions for foreign policy. More info: www.foraus.ch

Fabian Ottiger works at the World Resources Forum, an international science-based organization at the interface between business, politics and civil society. In addition, he serves as Impact Officer for the WEF Global Shapers. At foraus, he is co-head of the thematic group Development Policy and oversees and advises the students within this Consultancy Project.

In the case of the President's Board having to implement new directives due to the SARS-CoV-2 pandemic in SpS2021, the course information listed above will be changed as follows:

- The course is conducted online via the platform Zoom;
- The recordings of the course are permanently available;
- The lecturer informs via e-mail on the changed implementation modalities of the course.

The examination information listed below would be changed as follows:

- The midterm and final presentations are conducted online and are being recorded; There are no other changes necessary to



the examination information.

Examination information

Examination sub part/s

1. Examination sub part (1/4)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (20%)

Examination time: term time

Remark

Midterm presentation

Examination-aid rule

Presentations

In presentations, aids for visual presentation can be used. These aids can be specified or restricted by the lecturers.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/4)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (30%)

Examination time: term time

Remark

Final presentation

Examination-aid rule

Presentations

In presentations, aids for visual presentation can be used. These aids can be specified or restricted by the lecturers.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/4)

Examination time and form

Decentral - Group examination paper (all given the same grades) (30%)

Examination time: term time

Remark

Final Report (Policy Brief)

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 which is a published template in StudentWeb.

The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the chosen citation standard such as APA or MLA.

For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende, newest edition respectively, or according to the recommendations of the Law School).

The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into texts 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., Lern- und Arbeitsstrategien, newest edition respectively).

For any work written at the HSG, the indication of the page numbers is mandatory independent of the chosen citation standard. 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.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

4. Examination sub part (4/4)

Examination time and form

Decentral - examination paper written at home (individual) (20%)

Examination time: term time

Remark

Reflection paper (1,000 words max.)

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 which is a published template in StudentWeb.

The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the chosen citation standard such as APA or MLA.

For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende, newest edition respectively, or according to the recommendations of the Law School).

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Supplementary aids

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Examination languages



Question language: English

Answer language: English

Examination content

Students are expected to participate fully in all aspects of the course including group work and presentations.

Midterm Presentation (20%, 15min.): Student groups present their approach in addressing the question, brief on their progress, including any roadblocks or difficulties that may have been encountered. All group members will be given the same grade.

Final Presentation (30%, 20 min.): Student groups present an in-depth analysis of the problem and their recommendations to the client. All group members will be given the same grade.

Final Report (30%, max. 5'000 words): Structured as a policy brief targeted at the client, reports typically give summaries of relevant research, suggest possible policy options, and propose particular courses of action. Next to an explanation of the problem and the results of the research undertaken, it outlines the methods used and the theories applied to analyze the problem. The brief might include graphs, charts, or other visual aids that make it easier to digest the most important information. All group members will be given the same grade.

Reflection Paper (20%, max. 1'000 words): Targeted at the academic lecturer, this paper invites students to reflect on their groups' individual journey, from defining the problem to coming up with a solution. It allows them to consider the challenge to apply what they have learned in a classroom setting to contemporary problems in a real-world setting. The reflection paper should be submitted individually and will be graded on an individual basis.

Examination relevant literature

Course instructors will provide recommended references, including academic journal articles, on relevant topics.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 12 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 28 January 2021);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 22 March 2021);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 22 March 2021);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 14 (Thursday, 8 April 2021).