

**Full Course Title:** Booz Allen Hamilton – Exploring the Current Competitive Landscape in Public Diplomacy

**Course Title for Registration System:** Exploring the Current Competitive Landscape in Public Diplomacy

**Course Number:** SIPAU9000.045

**Faculty Advisor:** Christopher J. Loso

**Columbia Email Address:** cjl23@columbia.edu

**Meeting Date/s Times:** Fridays 11:00A – 12:50P

**Location:** IAB 501

**Office Hours:** By appointment

**Credits:** 3

**Prerequisites:** A packet of pre-read articles will be handed out to students at the initial meeting with the team in early December 2011.

**Course Overview:**

**Brief description of client:**

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 97 years, providing a broad range of services in strategy, operations, organization and change, information technology, systems engineering, and program management. The firm's success is grounded in its commitment to delivering results that endure. Headquartered in McLean, Virginia, Booz Allen has over 25,000 employees worldwide and generates annual revenue of approximately \$5.6 billion. This Capstone Workshop will be supported through the firm's Diplomacy and International Development (DID) market and the firm's Global Engagement Community of Practice (GECOP).

DID projects typically involve the multidimensional disciplines of public policy/development strategy, information technology/information management, and business management / economics. Currently, the practice has approximately 300 staff in support of 120 active projects, which are globally placed. Clients include the United States Agency for International Development (USAID), Millennium Challenge Corporation (MCC), State Department, World Bank Group (WBG), International Monetary Fund (IMF), Inter-American Development Bank (IADB), other sovereign governments, and philanthropic foundations.

The mission of the GECOP is to develop, support and promote the firm's strategic communications capability within the International business environment. The GECOP will drive market growth by supporting the development and execution of global engagement strategies for clients that focus on listening, learning, engaging with foreign entities to build partnerships, promote security and development, counter destabilization, enter new markets, identify new clients, stakeholders and bridge cultural divides. Through its diverse and recognized subject

matter expertise in innovative and customized global communications, the GECOP will support the development of localized engagement solutions for clients and stakeholders through mediums and tools that resonate and appeal to local populations.

**Summary of project:**

Public diplomacy (PD) efforts are understood within the context of their own country but rarely thought about in terms of their “competitors” in a particular PD effort. Understanding this landscape can help agencies strategically position their PD activities. Students will compare the ways in which the United States government, United Nations and European Union practice public diplomacy in order to develop a recommended “positioning” strategy for their PD efforts. Critical questions to answer include, but are not limited to, the following:

- Who are their “natural” competitors in PD activities?
- How do they view themselves within the PD landscape?
- How do PD efforts of multiple multilateral organizations impact this landscape?
- What recommended activities should these organizations pursue in light of this landscape?
- How can these organizations use to develop a “positioning” strategy for their PD activities?

**Deliverables to client:**

- One detailed project work plan
- One proposed framework for assessing Public Diplomacy competitive landscape
  - One 1-2 page outline of approach to be used to assess Public Diplomacy competitive landscape
  - One 2-paragraph individual research plan for each student
- One analysis of Public Diplomacy portfolios with associated bibliography
  - One 5-page assessment with an extensive bibliography
- Three concept papers examining the Public Diplomacy competitive landscape
  - Three 5-page concept papers
  - Final 2-page executive summary outlining the 3 concept papers
  - PowerPoint presentation to be used for final presentation to client

**Special skills/knowledge needed by team members:**

This will be a cross-disciplinary study, requiring facility with primary and secondary research, critical analysis, integrative writing, and concise oral presentations. Experience with the use of Microsoft Suite tools, such as Word and PowerPoint, is required. Students with a broad base of knowledge of different cultures and international government institutions that serve the interests of public sector clients worldwide is preferred. This capstone-workshop offers a unique opportunity for graduate students in public policy to analyze a pressing issue within the domestic and international spheres. There is no foreign language or technological proficiencies required for this project.

**Initial meeting with student team:** Early December 2011

**Dates for meetings with client, if already scheduled):** TBD

**Field component:** Travel outside of the New York City metropolitan area is not envisioned. As an exception, a funded visit to Washington, DC may be possible to allow students to benefit from briefings, conduct interviews, and engage in dialogues with officials and staff of the U.S. Government, Booz Allen Hamilton, non-governmental organizations (NGO), and Multilateral Development Banks. Correspondingly, and in direct coordination with the Faculty Advisor and SIPA Administration, interviews with officials and staff of institutions focused upon public diplomacy and/or multilateral institutional matters are envisioned primarily within the New York City metropolitan area.

**Student selection:** [All eligible students may apply for up to five workshops through a special online application process from October 15<sup>th</sup> until October 31<sup>st</sup>. Assignment of students will be coordinated by the Office of Academic Affairs, and relevant faculty will be consulted about team membership for their workshop(s).]

**Grading:** Grades for the workshop will be based on the following criteria which will equal 100% of the final grade for each student:

- Quality of participation in class, peer review (10%)
- Overall professionalism, including timeliness, ability to work with team, etc. (10%)
- Quality of individual written work (20%)
- Feedback from the client (20%)
- Quality of team's project work plan and proposed framework (10%)
- Quality of team's assessment, final report and briefing (30%)

**Readings:** All readings will be provided to the students electronically throughout the course by the Faculty Advisor, Christopher J. Loso.

#### **Academic Integrity Statement:**

The School of International & Public Affairs does not tolerate cheating and/or plagiarism in any form. Those students who violate the Code of Academic & Professional Conduct will be subject to the Dean's Disciplinary Procedures. Cut and paste the following link into your browser to view the Code of Academic & Professional Conduct online.

[http://sipa.columbia.edu/resources\\_services/student\\_affairs/academic\\_policies/deans\\_discipline\\_policy.html](http://sipa.columbia.edu/resources_services/student_affairs/academic_policies/deans_discipline_policy.html)

Please familiarize yourself with the proper methods of citation and attribution. The School provides some useful resources online; we strongly encourage you to familiarize yourself with these various styles before conducting your research:

[http://sipa.columbia.edu/resources\\_services/student\\_affairs/academic\\_policies/code\\_of\\_conduct.html](http://sipa.columbia.edu/resources_services/student_affairs/academic_policies/code_of_conduct.html)

Violations of the Code of Academic & Professional Conduct should be reported to the Associate Dean for Student Affairs.