The Norman Paterson School of International Affairs

Issues in Development Management (INAF 4202)

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Classes: Fridays at 8.35am to 11.25am RB 3228
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COURSE DESCRIPTION AND OBJECTIVES:

This course will explore key issues facing development management internationally. Its aim is to develop a deeper understanding of development management. Linking theory to practice, this class will assess the kinds of public policies, leadership, and management practices necessary to effectively manage development, to build the capacity of the national and international development sectors. It has a special interest in the role of cultural differences and divergent value systems in development management.

The course will examine:

- Theories underpinning International Organization Management

- Current trends in global affairs and how they are addressed by international organizations, NGO's and businesses

Issues in Development Management examines theories and practice in political science, economics, management studies and public administration to engage students in problems and solutions relating to the institutions and organizations of development. It looks at the roles and effectiveness of the local, national and international organizations that drive development forward. This course examines the causes of development and non-development. It focuses on the different kinds of authority, incentives and accountability mechanisms that govern the relationships between managers and recipients in the institutions and organizations that people use to meet their political, economic and social needs. It reviews ongoing debates about the best ways of designing state agencies, private firms and NGOs.

The course will enable participants:

1. To develop a deeper understanding of issues in development management in the context of contemporary governance; and
2. To critically assess public policies and management practices that would strengthen the development sector
3. To explore key development issues, including poverty, inequality, complex emergencies, migration, health, employment and livelihoods, education, governance, and the relationships between the agencies who undertake development
4. To examine and practice the use of tools that contribute to situational and stakeholder analysis, participation, project and program planning, implementation and evaluation
5. To develop key skills necessary for managing development, in particular the skills of strategic thinking and planning

The course will offer a combination of theory and practical tools.

COURSE FORMAT
Presentations, small-group discussions, exercises, and guest speakers will provide a balance of theoretical and practical learning.

Week 1:

- Course overview
- Learning styles
- Definitions
- Assignments

Week 2:

- Project Cycle Management
- Introduction to Participatory Learning and Action

Week 3:

- Participatory Learning and Action (Tools: Part 1)

- Critical analysis of the ways in which development is managed
- Actors, institutions

Week 4:

- Participatory Learning and Action (Tools: Part 1)

Week 5:

- Student Presentation of participatory research

Week 6:

- Leadership and Governance in development management
- Oversight, Stewardship, Inspiration, and Innovation

Week 7:

- Managing Complex Emergencies

Week 8:

- ICT and Development Management

Week 9:
- Networks, Collaboration, and Partnerships

- Coalitions, multi-sector engagement, public private partnerships, and corporate community investment Human Resources and Community Engagement
- Current Trends in Development Management

Week 10:

Class Presentations

Week 11:

Class presentations

Week 12: (Please note this class falls on a Wednesday

- Linking theory to Practice
- Evaluation

REQUIRED READINGS
All of the required readings will be provided in class.

EVALUATION

Assignment	Reflection Paper	Class Participation	Group Presentation	Final Paper	Total
Due Date	To be negotiated	Attendance is Mandatory to pass this course	X2	Last day of class	
% of Final Grade	20 %	20 %	40%	20%	100%

REFLECTION PAPER (1200 words)

This short paper is intended to provide you with an opportunity to think about the key issues of development management. Based on the readings, class presentation, group work, class discussions, and your own experience, provide your reflections on the current trends and challenges pertaining to development management.

CLASS PARTICIPATION
Because of the participatory nature of this course, attendance at all of the classes is a requirement, in order to pass this course. The participation mark will be assigned not only on the basis of attendance, but on the extent to which students are actively engaged in class discussions.

GROUP PRESENTATIONS
In the second class you will be divided into groups of 4. Please select one of the following assignments and prepare a two-page brief, to be used as a hand-out, and a 15-minute presentation to be delivered during the last two classes in March. Time will be provided during class for groups to meet.

- **DFATD** is holding public hearings to learn more about the concerns Canadians have regarding the Government of Canada's Role in supporting development management. Your group is a coalition of major international NGOs that will be appearing at the public hearing. Prepare a two-page brief (as a hand-out) and a 15 minute presentation outlining your concerns and recommendations.

- **The Editorial Board** of a national newspaper has agreed to meet with a group of leaders from the non-profit and voluntary sector. Prepare a two-page brief (as a hand-out) and a 15 minute presentation delivering the key messages you want the public to hear, about issues in development management.

- **The Major Foundation** has put out a Call for Proposals to create a program aimed at strengthening development management in the sector. Your group is an organization that had submitted a proposal and has now been invited to make an oral presentation to the foundation's board of governors. Prepare a two-page brief (as a hand-out) and a 15 minute presentation outlining the components of your program.

FINAL PAPER: **(1500 WORDS**)

This will be an opportunity to explore in depth one of the topics in depth. You will agree your topic with the Professor during the course term. You can focus on a specific question or topic, or examine an organization, policy, or program, through the lens of development management. It will be important to demonstrate the linkages between this course and other courses you have learned throughout your studies. If this paper can also be used as a backgrounder, brief, or think piece for an organization or government department, feel comfortable adapting the format to the intended audience, while maintaining appropriate reference citations.

A NOTE ON THE EVALUATION SYSTEM
The School of Public Policy and Administration adheres to the Carleton University grading system for graduate program, which can be interpreted in the following way (note that a B- is normally considered the minimum grade to credit the course to a graduate program):

Letter Grade	CU #s	Description	% Ranges	Explanation
A+	12	Outstanding	90-100	For written work, virtually publishable. Demonstrates exceptional evaluative judgment, outstanding critical thinking, and mastery of technical as well as literary aspects of writing.
A	11	Excellent	85-89	Demonstrates superior grasp of material, very strong critical thinking, and capacity to understand and extend underlying patterns.
A-	10	Very Good	80-84	Demonstrates strong grasp of material, its component parts, and capacity to analyze their relationships to each other.
B+	9	Good	77-79	Demonstrates clear understanding of material and ability to apply concepts. Written work is competent.
B	8	Satisfactory	73-76	Satisfactory, but below average. Demonstrates comprehension of material, reasonable but not strong analytical capacity, with limitations in the ability to apply concepts.
B-	7	Barely Adequate	70-72	Clearly below average. Demonstrates comprehension and understanding, with limited capacity for application. Communication skills problematic.
C+	6	Less Than Adequate	67-69	Did not demonstrate an adequate understanding of the material or the ability to apply the concepts. Writing and/or presentations show serious problems.

C to D-		Failure	50-66	Grades in this range indicate work that is passable in some respects but does not meet the standards of graduate work.
F		Failure		Did not meet minimal requirements.

UNIVERSITY POLICY ON ACADEMIC INTEGRITY
Plagiarism is an instructional offence that occurs when a student uses or passes off as one's own idea or product work of another person, without giving credit to the source. The punishments for plagiarism at Carleton are significant. You could fail the course, or, under certain circumstances, be expelled from the university.

If you are using someone else's words—in a quotation—refer to the source in a footnote or bracketed reference. If you are paraphrasing someone else's text (that is, not quoting directly, but closely following the line of argument), refer to the source just as you would for a quotation, except that quotation marks are not used. If you are using someone else's ideas, acknowledge this in a footnote, or by a clear reference in the text of your essay.

Material copied from the Internet must be treated like material from a book or any other source. If you are quoting a source you found on the Internet, use quotation marks and refer to the location of the item (name the website; identify the electronic journal and issue, etc.) just as you would for a quotation from printed material. If you are paraphrasing material or borrowing ideas from an Internet source, the source must be identified in a footnote, just as a quotation would be. Excellent software is available for locating material that might have plagiarized from the Internet, and it will be used.

COURSE SCHEDULE AND READINGS
Please note that lecture topics, required readings and audio-visual resources are subject to change at the discretion of the instructor.