



SPROTT SCHOOL OF BUSINESS MANAGEMENT

INTERNATIONAL DEVELOPMENT MANAGEMENT

**Course Number
IDMG 5610
Session Fall Semester Year 2014**

**Class Schedule: Day - Wednesday (September 10-October 22)
Time 14:30-17:30 hrs
Room Number: Dunton Tower - DT 701**

Instructor: Dr. Nipa Banerjee

Office: Main Office Location: Faculty of Social Sciences
University of Ottawa, 120 University, Room 8063

Carleton U Office: DT 919

Office

Hours: Wednesdays (September 3 to October 22/2014)
DT 919- 12:00 Noon to 2:00 p.m.

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Course Description and Teaching and Learning Objectives

The central objective is to teach and learn the key issues, principles and policies in international development and tools that help guide international development management. Learning management of international development programs/projects for results will be the key outcome.

The course involves study of:

1. Issues that play roles in international development, in programming, design and planning for development and international develop program/project implementation and monitoring;

AND

2. A range of issues- issues constituting “development”; international aid architecture; assessment of various contributing players to development; development contexts in various categories of developing countries; paradigm shifts in international aid delivery mechanisms and policies; projects vs. program-based approach in planning and design of international development programs etc.,- their respective efficacy in terms of development effectiveness; and impact of all of these elements in program planning, design, delivery and performance measurement.
 3. Key concepts and stages of project/program management, starting from identification/conceptualization and appraisal/analysis of needs, project development/planning, implementation, monitoring, and reporting with the use of appropriate program/project management tools.
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TEACHING METHODS

Presentation through slides prepared by professor; reading of articles; class discussions on application of principles and concepts learned in case studies. If possible presentations by practitioners, as Special Guests, would be arranged

This is a practical (practice oriented) course, prepared from a practitioner’s point of view for students interested in practicing international development management. While providing structured guidance on project/program development (the full cycle), the course will include discussion on various development delivery channels and mechanisms; major stakeholders and delivery partners; the concept of development and priority development issues; country specific contexts and related development challenges; constraints and triggers impacting on success and failures of development programs. Through class laboratory under professor’s supervision, students will review country development contexts and programs to apply lessons learned in class.

While for students’ best learning benefits, the course will be structured, questions and answer periods, debates, dialogue (including presentation of conflicting views) will be encouraged and form essential features of the course

Textbook(s)/Readings: This being an introductory course, covering a wide range of topics no single textbook is recommended. Besides, the course is practical and practice oriented, with Power Point presentations used as the most important tool for teaching and learning.

The following book will provide useful information on international development for students:
Paul A. Haslam, Jessica Schafer and Pierre Beaudet, eds. Introduction to International Development: Approaches, Actors and Issues, Don Mills, Oxford University Press, 2008

For reference purposes on international development programming, design/planning,

management- implementation, monitoring and performance measurement students could use: Linda G. Morra Imas & Ray C. Rist The Road to Results, World Bank 2009

Additional readings are suggested (in CULearn) for building the necessary knowledge base of students, specializing in international development. Students should review the overview items through the course period.

Students must review at least two latest UNDP Human Development Reports on line and the latest OECD World Development Report, which can be accessed on line. You can access Country specific context analysis in World Bank Country reports on line.

Articles on poverty and growth, multidimensional concept of development etc. by eminent scholars are uploaded in CULearn.

Readings for each week are also placed in CULearn. Much of the readings will involve review of materials in relevant websites. Links are provided in CULearn.

All power point presentations will be uploaded in the Virtual campus the day after the classes.

It is important/very important for students to stay linked with the Virtual Campus conscientiously.

Exam Date

Written paper on Growth and Development Submission date Sept. 30.

No Final Written Exam on October 22.

Final Group Take-Home Project Essay to be submitted to professor by email on October 25

Drop Course Policy

You may drop this course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Students with relevant medical issues and supporting documentation may petition the School to have the ABS grade changed back to WDN.

Grading Scheme:

Components of Final Mark Out of 100 (Elaboration Below)

Grading Items	Weight	Date
Class participation: Contribution to class discussion, Q&A period	10% (see Annex)	<u>Throughout</u>

Take-Home Group Paper: Comparative analysis of growth and economic development in two developing countries.	45%	<u>September 30</u>
Final Take-Home Group Project: A Project Developed and Planned for Performance Measurement using results management principles and tools.	45%	<u>October 25</u>

TOTAL: 100

Term Projects

Written Mid-term Take-Home Group Paper

Economic Growth and Economic Development: Comparative analysis of the extent of the impact economic growth on socio-economic development in two developing countries, based on a review of an article by Amartya Sen and professor's presentations.

Article details and guidelines for essay in CULearn.

Submission of group essay electronically on **Sept. 30**

Final Exam

No Written Exam.

Final Assignment Take-Home Group Project- Submission date: **October 25**

For Group Project and fair marking students must use the Peer & Self-Assessment Form provided in website <http://spratt.carleton.co/students/undergraduate/bcom/group-work-resources/> and submit to the professor

Marking Framework

How do I assess and mark your work?

There are **six key criteria** I use: sources, analysis, argument, relevance, writing style, and presentation

	GOOD	POOR
Source	Evidence of reading/research	No evidence of reading/research
Analysis	Shows independent thought Analytical Critically reflective	Does not show independent thought Descriptive Uncritical

Argument	Well structured Conceptual clarity Logical and coherent Shows theoretical and/or historical awareness	Badly structured Conceptual confusion Illogical and incoherent Shows no theoretical or historical awareness
Relevance	Focused Does as instructed/addresses issues	Lacks focus Does not do what is required/ignores issues
Writing style	Effective use of evidence/literature Clear Good use of language	Ineffective use of evidence/literature Obscure Poor use of language
Presentation	Right length Good referencing and bibliography	Too long/short Poor/inconsistent referencing and/or bibliography

These six **criteria** translate into a **marking scheme** that I use when grading work. It is also important to note that **the final mark reflects an overall academic judgment** and is not just a mechanical average of marks received in the various categories.

I issue an alert: marks are deducted for essays that are over or under length, have poor spelling and punctuation, when pages are unnumbered and where referencing is inadequate.

WHAT ALPHA GRADING SYSTEM REFLECTS FOR YOUR WRITTEN ASSIGNMENTS

- **A+** Excellent innovative analysis, well structured, well written paper with no errors of language.
- **A** Good analysis. Solid paper, well-structured and generally well written. Occasional error or two of language
- **A-** Generally good analysis. Well-structured for the most part. One or two defects of organization or somewhat more errors of language.
- **B+** Some good analysis. Fairly well structured, but with several defects of organization and language.
- **B** Middle of the road paper. Occasional examples of good analysis but with several problems of organization or language.

Preparation and Participation

For participation in and facilitation of class discussions, preparation of written paper and group project, follow presentations, suggested readings list and guidelines provided in CULearn

Missed Assignments and Deferred Examination

Since it is a six weeks course, the date of submission of the each of the papers must be strictly

adhered to.

Course Schedule

1. Notes related to **Pre-class Prep**: In an Introductory Course, topics and related concepts and discussions will be introduced by the professor and elaborated in class. Other than a review of professor's presentations in previous class, a huge amount of preparation is not expected/required **unless reading of articles is specifically mentioned in the Pre-class Prep column below**. Suggested reading lists covering the course period and topics in each week are provided in CULearn. Students will benefit from reading these before the respective classes covering these topics.

2. Note on **Topic/Agenda** for every week: The first agenda item for all classes is retained as Q&A and discussions on last week's presentations made by the professor. This Q&A/discussion period is not mandatory. If students need no clarification or have no questions after a review of the presentations and related suggested readings, the agenda number 2 for the week could begin immediately upon commencement of the class.

SCHEDULE

Week	Date	Topic/Agenda	Pre-class Prep Notes
1	Sept. 10	Objectives Course Content Review Grading Scheme Review (see Marking Framework Annex A) Student Group formation for research and assignments Theme: a) Issues guiding international development management & programming b) Growth & Development Professor's Presentations: 1.1 Introduction of relevant issues for international dev. project management 1.2 Economic growth and development- multi-dimensional concept of development. 1.3 Country Categories and Context Analysis	1. Review of Course and prepare to ask questions during class hours. 2. Review related Readings Week 1 Sept 10

2	Sept. 17	<p>Q&A and discussions on last week's presentations.</p> <p>Theme: International Aid architecture</p> <p>Professor's Presentations: 2.1 Channels for Delivery of Development Projects- Professor's presentation 2.2 Introducing Delivery Mechanisms/Models - Bilateral Directive - Responsive - Multilateral - Program Based</p> <p>Special Guest Presentation: Development Finance Landscape if time permits.</p>	<p>1. Review of Professor's presentation of Sept.10 and discussions.</p> <p>2. a) Read Amartya Sen's article (as prescribed in the reading list) on Economic Growth and Development; b) Review guidelines for essay on Economic Growth & Development & prepare list of issues (if any) to be clarified through class discussion. Prior to this class, each student group must select two developing countries both in mid-income category to allow a comparative analysis of the extent of the impact of growth on socio-economic development.</p>
3	Sept. 24	<p>1.Q&A/discussion period</p> <p>Theme: Development Policy Context</p> <p>Professor's Presentations: 3.1 Aid (donor) Agencies' & development partner countries' Policy and Strategies 3.2 Global Policy Context Global Policies: Millennium Development Goals (MDGs) & Paris Declaration on Aid Effectiveness</p>	<p>1. Review of professor's presentation on Sept. 17 and discussions.</p> <p>Reminder: Submission date for Group paper on Economic growth and Development is <u>September 30</u>.</p>
4 & 5	Oct. 1 & 8 combined	<p>Q&A/discussion period</p> <p>Theme: International Development Program Management for Results</p> <p>Professor's Presentations: 4.1 Project/Program Management Cycle 4.2 Results Oriented Program/ Project Planning, Managing, Monitoring and Performance Measurement</p>	<p>1. Review of professor's presentation of Sept 23 & discussions...</p> <p>2. Use for reference for October 1 & 8 and final essay: Linda G. Morra Imas & Ray C. Rist <u>The Road Map to Results</u>, World Bank 2009.</p>
6	Oct. 15	<p>Class laboratory under professor's supervision in preparation of final essay on Project/Program planning & management for results,</p>	<p>Review of all power point presentations made October 1 and 8 and students' class notes on related discussions.</p>

Policy on Mobile Devices

You may use lap-tops-iPads solely for the purpose of taking notes in class. Professor's permission must

be requested for use of these devices for any other learning related purpose. Reading or sending email messages during class hours are strictly prohibited. In cases of violations of any of these rules, use of lap-tops etc., will be suspended.

Use of other mobile devices- mobile/cell-phone/smart-phone ARE NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

Group Work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course. Please see <http://sprott.carleton.co/students/undergraduate/bcom/group-work-resources/>.

Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Person with Disabilities

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete *a letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is

anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Important dates and deadlines

Written essay on Economic Growth and Development (a comparative analysis using two developing country contexts) - Submission date: **September 30**

Final group Project using Results-based Management Principles and Tools and Planning/Design of a Project- Submission date **October 25**

For MBA dates and deadlines see below:

Fall 2014

June 24	Carleton Central opens at 8:30 a.m. for registration for graduate students, including Graduate Exchanges and Joint Programs (see Time ticket schedule).
Sept. 1	Statutory holiday, University closed.
Sept. 3	MBA Networking Workshop followed by Wine and Cheese (evening).
Sept. 4	MBA F1 classes begin. Follows Monday Schedule
Sept. 5	Mandatory MBA Skills Workshops (Day 1).
Sept. 6	Mandatory MBA Skills Workshops (Day 2).
Oct. 13	Statutory holiday, University closed.
Oct. 17	MBA F1 classes end.
Oct. 20-24	MBA F1 Exam and final project week. No regularly scheduled MBA classes with the exception of INAF/PADM classes.
Oct. 27-31	Fall break, no classes.
Nov. 3	MBA F2 classes begin.
Dec. 11	MBA F2 and F1/F2 classes end.
Dec. 15-19	MBA F2 and F1/F2 Exam and final project week.

Dec. 25-Jan. 5

University closed.