PSC 463S.01: Development Administration

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Course Requirements

The course involves individual and group projects. Each assignment is outlined below and will be discussed more fully in class. Lateness will be penalized.

Group Projects

The class will be divided into teams. Each team will be expected to apply one of the following approaches to the challenges of development administration that they will deal with. The approaches, or emphases, that can be applied are: (1) growth/production; (2) resource-conservation; (3) equity/redistribution; (4) self-reliance; (5) sustainability.

Sept 22 Individual Essay (10%)

Write a concise and persuasive essay of no more than five double-spaced pages (not including your bibliography) on the following question. Be sure to cite all references to your sources.

Some analysts regard development administration/management as a key independent variable in the transformation of developing countries. Others suggest that development administration actually is a dependent variable, the operation of which depends on a variety of environmental and cultural contingencies. Which of these two positions is closest to your own view? Provide a thorough justification for your position.

Oct 6 Group Development-planning Project (20%)

"Wajjo Awraja" case study. Submit a typed development-plan narrative and budget for Wajjo that is consistent with one of the emphases listed above. The narrative should not exceed five typed pages in length.


Each team will present a summary of major findings and current issues for its sector:

1. Agriculture (V A)
2. Natural resources and the environment (V B)
Dec 1 Individual Final Project (35%)

Each of the following individual "course-culmination" assignments will be allocated to an interested student. In addition to the typed report to be submitted no later than December 1, each student will deliver an in-class presentation based upon his/her final report.

1. Present a proposal to Mrs. Sadako Ogata, U.N. High Commissioner for Refugees, for establishment within UNHCR of a *Global Refugee Corps* (GRC).

2. Develop an *Autonomous Development Fund* for immediate introduction by proclamation in Eritrea. Provide an accompanying *justification* for discussion and action by the Council of Ministers that shows why Eritrea should institute such a fund.

3. Develop a *model training program in intercultural communication for development* that would be appropriate for AMDA staff and interns.

4. Submit a proposal to establish a joint venture between The University of Montana and Shanghai International Studies University. Develop the joint venture’s corporate-capability statement and its plan to launch training courses on "public entrepreneurship."

5. Prepare an external evaluation of The University of Montana’s *linkage project with The University College of Belize* or its *USAID project in Namibia*.

6. Prepare a *consultancy report* with recommendations for UNICEF on *decentralization for social planning in Eritrea* in accordance with a specific terms-of-reference (TOR).

7. Prepare a complete start-to-finish *design for a small-scale* (natural-resources, agricultural, urban housing, primary-education, primary-health-care, or environmental sanitation) *project* that is consistent with one of the emphases listed above. Select your own developing country and rural or urban context. The project design should include provisions for community participation; a budget; specific identification of community, government, NGO, and donor roles (if any); and an evaluation methodology.

8. Develop a consultant’s *organizational-development (OD) plan for an NGO* (your choice) active in a Third-World context (your choice). Be sure to address governance structure; staffing; organizational relationships and
communication; the organization's principal policies; human-resource
development; monitoring, evaluation, and expenditure-tracking systems; and
external relations with communities, other organizations, and donors. Your
plan should be culturally sensitive.

Dec 10 Group Final Project (25%)

Submit an integrated five-year local development plan that is consistent with one
of the emphases listed above. Country and area details will be provided by the instructor.
The typed report may be lengthy and should contain references to literature read for this
course. Each team also will make a 30-minute oral presentation to the class on their plan.

Graduate-increment Assignment

Graduate students will prepare and lead an applied class exercise in development
management – to be arranged in consultation with the instructor.

The task remains to challenge the mythologies of the nation-state, the cult of
work, the submission to authority, the imposture of groups and parties who claim to
possess the truth – in short, to sift carefully through all established assumptions (for they
lie at the root of many consented servitudes) with a view to satisfying all basic needs and
eventually attaining the supreme luxury: free time.

Gerald Chaliand, Revolution in the Third World: Myths and Prospects, 1976
The course explores issues of sustainable development and development management in the developing world as well as the roles of local and national public administrators, NGOs, and donors. Development administration focuses on the fundamental challenge of how to improve living conditions in a context of scarce material resources. Agriculture, natural resources and the environment, health, education, and the special needs of refugees will be considered. The course also involves simulated experience in local development planning and budgeting and other practical exercises aimed at preparing students for field assignments.

Required texts


Course Outline and Assignments

Sept. 1,3 I. Concepts: Human Development, Sustainable Development, Underdevelopment, Development Administration, Development Management

1. Staudt, Chapters 1,2,3,13

Sept. 8 II. Goals: An Agenda for Development Management

1. Rasheed and Luke, Appendix ®

Sept. 10 III. The Development Context

A. Public Administrators and Public-policy Making

1. Staudt, Chapter 4

**Sept. 15**

**B. The Impact of Culture on Management**


**Sept. 17**

**C. National Level Development Management**

1. Staudt, Chapter 7; "Community Development Officer" case (S, p. 124).


4. "Timely Public Works in La Isla" role play (S, p. 69).

5. "A 30% Budget Cut in the Ministry of Health" role play (S, p. 78).

**Sept. 22**

**D. NGOs: Participation, Governance, and Civil Society**

1. Staudt, Chapter 9


**Sept. 24**

**E. Decentralization and Community Empowerment**


**Sept. 29**

Wajjo case – group preparation
IV. Capacity Building for Sustainable Development

Oct. 1  
A. Institutional Capacity and Popular Support  
1. Staudt, Chapter 10  

Oct. 6  
Wajjo case: group presentations

Oct. 8  
B. Privatization, Infrastructure, and Entrepreneurship  
1. Rasheed and Luke, Chapter 11®  

Oct. 8  
C. Information Technology  
1. Rasheed and Luke, Chapter 8®

Oct. 13  
D. Intercultural Communication  

Oct. 13  
E. Management Training and Human-resource Development  

V. Critical Development Sectors and Issues

Oct. 15  
A. Agriculture  
1. Staudt, Chapter 11; “Agricultural Extension Reform” case (S, p. 235)
4. "Agricultural Productivity Improvement: Cambodia"

Oct. 20

B. Natural Resources and the Environment


Oct. 22

C. Health

1. Staudt, Chapter 12; “The Model Clinic Case” (S, pp. 195-96).
3. Gill Walt and Lucy Gilson, "Reforming the Health Sector in Developing Countries: The Central Role of Policy Analysis.”

Oct. 27

D. Refugee and Returnee Assistance and Development

VI. Development Processes

Oct. 29

A. Data Collection

2. Staudt, pp. 81-95; “What Counts” case (S, pp. 93-94).

Oct. 29

B. Needs Assessment and Appraisal Methods


Nov. 5

C. Project Initiation, Preparation/Design, and Selection

1. Staudt, pp. 95-100, 103-108.
2. A&W, pp. 52-68.
4. “Street Kids of Ciudad Juarez” role play (S, pp. 84-85).

Nov. 5

D. Development Planning and Budgeting

1. Koehn, Public Policy and Administration in Africa, Chapter 6

Nov. 10

E. Project Implementation

1. A&W, pp. 75-82.
2. John Ickis, “Profile of a Permanent Secretary” case.

Nov. 10

F. Monitoring and Evaluation

VII. International Development Assistance and the Global Context of Development

Nov. 12  
A. Overview

1. Staudt, Chapter 8.

Nov. 17, 19  B. Autonomous Development Funds

1. Rasheed and Luke, Chapter 15

Nov. 24  Group Final Project: Preparation

Dec. 1,3,8,10  Individual Project Reports

Dec 10  Written Group Final Project due

Dec. 14/18  Group Final Project: Reports
(8:10-10:00)