



*Lund University Master in International  
Development and Management*

**A. Syllabus for MIDM26 Development Studies: Development Organisations and Programme Management, second-cycle, A1F, 7.5 credits**

The course was adopted by the Board of the Faculty of Social Sciences on 27 The course syllabus was revised by the LUMID steering group on 6 December 2013. The assessment criteria were amended by the LUMID steering group on 29 November 2018 and is valid from 21 January 2019.

The syllabus is valid from the spring term of 2014.

**B. General Information**

This course is offered as the fourth course of the second term of the Master of Science Programme in International Development and Management (LUMID) at Lund University.

Main field of study: Development Studies.

The language of instruction and assessment is English.

**C. Learning Outcomes**

On completion of the course, the student shall be able to:

*Knowledge and understanding*

- understand and critically analyse the processes, methods and tools and instruments that are used in the planning, implementation, monitoring and evaluation of development interventions.
- understand and critically analyse how capacity building, organisational and management issues involve interdisciplinary aspects that affect individuals, groups, organisations, institutions and societies.

*Skills and abilities*

- Identify and apply relevant capacity and organisational assessment tools and models;
- formulate a development project proposal – both individually and in a group – including carrying out a problem analysis, stakeholder analysis, identifying outcomes, output, activities and indicators
- employ and critically analyse the tools and instruments that are used in the management, planning and implementation of development projects, such as logical framework analysis, organisational assessment methods, force field

- analysis, gender mainstreaming tools, SWOT analysis, gap analysis etc.
- formulate, plan and design an evaluation assignment according to the criteria of financiers;
  - formulate effective strategies and interventions for capacity building in international programmes and projects; and
  - demonstrate an ability to critically, independently and creatively identify and formulate issues and to plan and, using appropriate methods, carry out advanced tasks within specified time limits, so as to contribute to the development of knowledge within the area of international development and management and to evaluate this work.

#### *Judgement and approach*

- critically analyse and understand one's own strengths and weaknesses in teamwork and collaboration and understand how to improve such collaboration skills; and
- critically reflect upon the roles of professionals in international development cooperation and the ethical, moral and intercultural aspects of leadership.

#### **D. Course Content**

The course covers three integrated parts, focusing on different aspects of programme and project management, i.e. development management. One part focuses on understanding organisations and includes organisation theory and different perspectives regarding the development of organisations active in the development cooperation sector. A second part is focusing on methods and ways of managing development cooperation programmes and projects, including results based management (RBM), evaluation methods, project cycle management and the Logical Framework Analysis (LFA) method. A third part focuses on roles and competencies of the development practitioner working in the development cooperation sector.

#### **E. Teaching and Assessment**

The course is organised around a series of lectures, seminars and workshops covering key issues from a number of different perspectives both generally and in more depth. Analyses are made of how different strategies and interventions can be used in programme and project management. A number of teaching methods will be employed, for instance lectures, small and large group discussions, role play, cases, self-assessment and diagnostic materials, individual and team work assignments.

Students will also have to individually search for information, and analyse and present syntheses of literature in the field of international development management.

Assessment will be based on:

- one group paper on RBM and project proposal;
- one individual paper on organisation, management and development practice; and
- active participation in discussions, in critical analysis of the principles and methods of project cycle management and in group exercises.

Examinations will be scheduled during the academic year only. Re-examination will be offered after the end of the course. If necessary, a second re-examination will be arranged at a later date.

## **F. Grades**

The grades awarded are A, B, C, D, E or Fail. The highest grade is A, and the lowest passing grade is E. The grade for a non-passing result is Fail.

The student's performance is assessed with reference to the learning outcomes of the course. For the grade of E the student must show acceptable results. For the grade of D the student must show satisfactory results. For the grade of C the student must show good results. For the grade of B the student must show very good results. For the grade of A the student must show excellent results. For the grade of Fail the student must have shown unacceptable results.

Course components such as conversation practice, study visits, group exercises are exempted from the grading scale above. The grades awarded for such components are Pass or Fail. For the grade of Pass the student must show acceptable results. For the grade of Fail the student must have shown unacceptable results.

At the start of the course students are informed about the learning outcomes stated in the syllabus and about the grading scale and how it is applied in the course.

## **G. Specific Admission Requirements**

Students are required to have passed the first four courses (MIDA11, 15 credits; MIDM12, 15 credits; MIDA13, 7.5 credits; and MIDA24, 7.5 credits) of the LUMID programme.

## **H. Literature**

See attachment.