International Development Project management 1
Spring 2014
Thursday 09:00 AM-11:50
Professor Wha-Joon Rho
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Course Objectives

Students in this course will learn how a project is reviewed, planned, implemented and finalized in the context of international development cooperation gaining familiarity with the techniques of a project management over the entire course of its process as well as result management to ensure achieving goals set for each step. The course also leads the students to have an understanding of how a management system can be rendered more effective and result-focused by way of incorporating the tasks of monitoring and evaluation into each step of the project. Also discussed are practical approaches and research methods that are directly applicable in the field of international cooperation.

Course Assessment

Class participation & Oral presentation (20%), Mid-term exam (30%), Final exam (30%), Final-term paper (20%)

Course text books and references

• Ruggero Golini and Paolo Landoni (2013), *International Development Projects*, Project Management Institue Inc.

• David Potts (2002), *Project Planning and Analysis for Development,* London, Lynne Rienner Pub.

• Michael Thomsett (1990), *Project management,* New York, American Management Association.

• John Bryson (1995), *Strategic Planning for Public and Non-profit Organizations,* San Francisco: Jossey-Bass Pub.

• Marco Segone(eds.) (2007), *From policies to results: developing capacities for country monitoring and evaluation systems,* UNICEF.

• Gerald Hill (2014), *The Complete Project Management Handbook,* New York: CRC Press.

• Robert Baker, Richard Michaels and Everett Preston (1975), *Public Policy Development,* New York: John Wiley& Sons, Inc.

• Peter Ross, Mark Lipsey and Howard Freeman (2004), *Evaluation: A Systematic Approach,* Thousand Oaks: Sage Pub.

• UNDP (2009), *Handbook on Planning, Monitoring and Evaluating for Development Results,* New York: UNDP.

• Rho, Wha-Joon (2013), *Triple Helix for Social Innovation: Saemaul Undong for Eradicating Poverty* (unpublished paper), Seoul National University.

• Knowlton, Lisa Wyatt and Cynthia Phillips (2009), *The Logic Model guidebook: better strategies for great results,* Los Angeles: Sage Pub.

• Rho, Wha-Joon (2012), *Theories of Public Policy* (in Korean), Seoul: Barkyoungsa.

• Rho, Wha-Joon (2010), *Policy Analysis for Planning and Policy-making* (in Korean), Seoul: Barkyoungsa.

• Rho, Wha-Joon (2007), *Policy Evaluation* (in Korean), Seoul: Bubmoonsa.

Course Schedule & Reading Assignments

Week 1- Course overview

■ Introductory lecture: the structure of public policy and understanding on the program logic model.
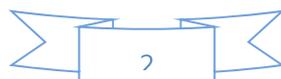
• Rho (2012), Role of the government and the expressional forms of policy, pp. 117-125.
• Rho (2012), Understanding program: logic model of program, p 125-130.
• Knowlton and Phillips (2009), Introducing logic models, pp. 3-16.
• Rho (2013), Triple Helix for Social innovation: Saemaul Undong for Eradicating Poverty, pp. 1-41.

Week 2

■ Social Goals- the foundations of public policy development.

• Baker, Michaels and Preston (1975), Social goals- the foundations of public policy development, pp. 21-46.
• Baker, Michaels and Preston (1975), Analysis and Selection of Policy Alternatives: Policy Evaluation, pp. 47-58.

■ Basics for Strategic Planning: understanding the dynamics of strategic planning I.

• Bryson (1995), Why strategic planning in public and non-profit organizations is more important than ever, pp. 3-20.

Week 3

■ Basics for Strategic Planning: understanding the dynamics of strategic planning II.

• Bryson (1995), The strategy change cycle: an effective strategic planning approach for public and non-profit organizations, pp. 21-44.

■ A case of strategic planning

• U.S. Department of Energy, Guidelines for strategic planning (January 1996), pp. 1-31, pp. A-1~ A-10.

Week 4

■ Assessing the environment to identify strengths and weaknesses, opportunities and

threats.

• Bryson (1995), Assessing the environment to identify strengths and weaknesses, opportunities and threats, pp.82-103.

■ Building and improving theory of change logic models.

• Knowlton and Phillips (2009), Building and improving theory of change logic models, pp. 17-34.

Week 5

■ Creating program logic models.

• Knowlton and Phillips (2009), Creating program logic models, pp. 35-48.

■ Modeling.

• Knowlton and Phillips (2009), Improving program logic models, pp. 49-64.

Week 6

■ Project and project manager.

• Thomsett (1990), Project definition and the successful project manager, pp. 3-18.

■ Creating the project plan.

• Thomsett (1990), Creating the project plan, pp. 19-48.
• David Potts (2002), Projects and planning process, pp. 11-22.

Week 7

■ Project identification and project budget.

• Potts (2002), Project identification and formulation, pp. 23-46.
• Thomsett (1990), The project budget, pp. 49-63.

Week 8

■ Mind-term exam.

Week 9

■ Establishing schedule.

• Thomsett (1990), Establishing schedule, pp. 64-77.
• Thomsett (1990), The rules of flow-charting, pp.78-89.
• Thomsett (1990), The project flow-chart, pp.90-104.

Week 10

■ International Development Projects: peculiarities and managerial approaches.

• Ruggero Golini and Paolo Landoni (2013), Introduction, pp. 1-8.
• Ruggero Golini and Paolo Landoni (2013), International development projects: context and peculiarities, pp. 9-28.
• Crawford, P. & Bryce, P. (2003), Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation, *International Journal of Project Management*, vol. 21, pp. 363- 373.
• Ahlemann, F., Teuteberg, F. & Vogelsang, K (2009), Project management standards-diffusion and application in Germany and Switzerland, *International Journal of Project Management,* vol. 27, pp. 292- 303.
• Ahsan, K. & Gunawan, I. (2010), Analysis of cost and schedule performance of international development projects, *International Journal of Project Management*, vol. 28, pp. 68- 73.
• Baum, W. C. (1970), The project cycle, *Finance and Development*, vol. 7, pp. 2-13.
• Landoni, P. & Corti, B. (2011), The management of international development projects: moving toward a standard approaches of differentiation? *Project Management Journal*, vol. 42, pp. 45- 61.

• Diallo, A. & Thuiller, D. (2004), The success dimensions of international development projects: the perceptions of African project coordinators, *International Journal of Project Management*, vol. 21, pp. 363- 373.

• Khang, D. B. & Moe, T. L. (2008), Success criteria and factors for international development projects: a life cycle based framework, *Project Management Journal*, vol. 39, pp. 72- 84.

• Saad, M., Cicmil, S. & Greenwood, M. (2002), Technology transfer projects in developing countries- furthering the project management perspectives, *International Journal of Project Management*, vol. 20, pp. 617- 625.

Week 11

■ International Development Projects: methods and tools I.

• Ruggero Golini and Paolo Landoni (2013), International development projects: methods and tools, pp. 29-34.

• Abbasi, G. Y. & Al- Mharmah, H. (2000), Project management practice by the public sector in a developing country, *International Journal of Project Management*, vol. 18, pp. 105- 109.

• Baum, W. C. (1978), The World Bank project cycle, *Finance and development*, vol. 15, pp. 10-17.

• Coleman, G. (1987), Logical framework approach to the monitoring and evaluation of agricultural and rural development projects, *Project Appraisal*, vol. 2, pp. 251- 259.

Week 12

■ International Development Projects: methods and tools II.

• Ruggero Golini and Paolo Landoni (2013), International development projects: methods and tools, pp. 35-48.

• Couillard, J., Garon S. & Riznic, J. (2009), The logical framework approach- Millennium, *Project Management Journal*, vol. 40, pp. 31- 44.

• Eggers, H. (1994), Integrated projects cycle management: roots and perspectives, *Project Appraisal*, vol. 9, pp. 59- 65.
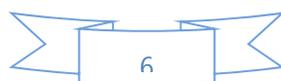
Week 13

■ Government and Private Guidelines I.

• Ruggero Golini and Paolo Landoni (2013), Government guidelines, pp. 49-59.
• Baum, W. C. (1970), The project cycle, *Finance and development*, vol. 7, No. 2, pp. 2-13.
• Landoni, P. & Corti, B. (2011), The management of international development projects: moving toward a standard approach of differentiation? *Project Management Journal*, vol. 42, pp. 45- 61.
• Youker, R. (1999), Executive point of view: managing international development project-lessons learned, *Project Management Journal*, vol. 30, pp. 6-7.

Week 14

■ Government and Private Guidelines II.

• Ruggero Golini and Paolo Landoni (2013), Private international guidelines, pp. 59-80.
• PM4DEV (2010), Mastering project management, Atlanta, GA.

■ Course evaluation.

Week 15

■ Final exam.