



Course information 2026-27

DV3165 Development Management

General information

MODULE LEVEL: 6

CREDIT: 30

NOTIONAL STUDY TIME: 300 hours

MODE: Locally Taught and Independent Learner Route Only (not available for Online Taught students)

Summary

This course uses an institutional approach to examine the development process and to analyse the roots of developmental and anti-developmental experiences in countries, regions, and organisations. The approach draws on institutional theories from political science, sociology and the new institutional economics.

Conditions

Please refer to the relevant programme structure in the EMFSS Programme Regulations to check:

- where this course can be placed on your degree structure; and
- details of prerequisites and corequisites for this course.

You should also refer to the Exclusions list in the EMFSS Programme Regulations to check if any exclusions apply for this course.

Aims and objectives

The objectives specifically include:

- to explain institutions and organisations as theoretical concepts,
- to analyse the development implications of different organisational forms,
- to examine coordination in the increasingly complex institutional systems that characterise the most advanced countries,
- to explore how characteristics of this complex interdependence are related to the persistence of high and low states of development.

Learning outcomes

At the end of this course, and having completed the Essential Reading and activities, students should be able to:

- Explain the role of incentives in political behaviour and economic performance.
- Map the links from different organisations and institutions to the incentives they put in place.
- Compare and contrast why certain organisations are better suited to certain types of services and/or environments than others.
- Map the links from incentive systems to micro and macro-level economic performance.
- Discuss what stable institutional constellations comprise, how they come about, and under which conditions they perish.

Employability skills

Below are the three most relevant employability skills that students acquire by undertaking this course which can be conveyed to future prospective employers:

1. Decision making
2. Creativity and Innovation
3. Persuasion and negotiation

Essential reading

For full details please refer to the reading list.

North, D. Institutions, Institutional Change and Economic Performance. (Cambridge: CUP) [ISBN 9780521397346].

Brett, E.A. Reconstructing Development Theory. (Basingstoke: Palgrave-Macmillan) [ISBN 9780230229808].

Putnam, R.D. Making Democracy Work: Civic Traditions in Modern Italy. (Princeton: Princeton University Press) [ISBN 9780691037387].

Rodrik, D. (ed.) In Search of Prosperity: Analytical Narratives on Economic Growth. (Princeton: Princeton University Press) [ISBN 9780691092690].

Assessment

This course is assessed by a three-hour and fifteen-minute closed-book written examination.

Syllabus

Part 1: Theoretical background

Institutional theories: Institutions, organisations, and development management; the importance of managing the transformation from less to more effective institutions.

Part 2: Governance

Public order and theories of the State: The origins and role of the state; Leviathan vs. social contract approaches; political accountability, order, and public policy-making in conditions characteristic of less-developed countries.

Democracy and decentralisation: Fiscal architecture, hierarchical relations within government, and government responsiveness; residual power; interest groups vs. civic groups, organisation and voice, and political representation.

International aid and international governance: Aid, conditionality, and national sovereignty; the concept and limitations of 'global governance'; its effects on trade and aid flows; their ultimate effects on countries' development prospects.

Part 3: Private provision: the market and beyond

Hierarchy, co-operation & incentives in private firms: Pure market exchange; the theoretical origins of firms; the role of hierarchy in efficiency and coordination.

Real firms, small firms: micro-entrepreneurs and the informal sector: Theory of the firm applied to real, third-world market conditions; the origins of the informal sector; prospects for its development.

Common resources and private solutions for collective action: The economic characteristics of common property resources; the pervasiveness of Tragedies of the Commons and environmental degradation in LDCs; implications for efficiency; possibilities for private solutions and collective action; empirical examples from LDCs.

Part 4: Empirical studies of transformation and decomposition

Institutions vs. geography vs. values: Why are some countries rich and others poor? Competing theories of the determinants of development; empirical evidence for each.

Analytical narratives on development failure: Why do some countries 'de-develop'? The cases of Venezuela, Zimbabwe, and Pakistan; cross-country evidence of development failure.

Analytical narratives on development success: Why do some countries succeed? Can their success be replicated? The cases of China and Botswana; cross-country evidence of development success.

Towards a theory of development management: A synthesis of the theory of parts 1 and 2 with the empirics of part 3; the determinants of development success; successful management of the transition to a rapid development process.