

## Course information 2025-26

### 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.