

**Getting Things Done: Management in the Development Context
MLD 102 A**

Fall 2022
2022/23 Academic Year

Days and Time: Monday and Wednesday – 9:00 to 10:15

Venue: R 304

Instructor: Matt Andrews - matt_andrews@hks.harvard.edu

Faculty assistant: Kathryn Lang – Kathryn_lang@hks.harvard.edu

Teaching assistants: To be included

Course Description

The role of public policy has grown in the world over recent generations, with governments and other policy organizations doing more in societies than ever before. Public policy work tends to address social problems that private people and organizations cannot solve alone. But how effective is it at solving these problems? In other words, does public policy ‘get the job done’?

Reflecting on this question, with an eye to helping policy workers get things done more effectively, this course offers a view into current practice in public policy. It does this by reflecting on cases, prominent readings, and research on: *How policy organizations commonly think about success; How policy organizations commonly structure their pursuit of success; What conditions are commonly associated with success; How successful policy work commonly turns out to be; How policy work might be made more successful.*

Students will leave the course with a clearer view on how to do policy work (and well) given current ways of thinking and doing such, and on how to do policy work differently.

The course is particularly focused on policy work in developing country contexts, and the policy work undertaken by governments with international development organizations like the World Bank. The lessons are relevant beyond this domain and these actors, however.

Assessment

Student assessments will be based on team and individual work. There is also a class norms component in the assessment that you should be aware of.

Team assessments: There will be 3 pieces of team-work, where students work with others to develop and deliver in-class presentations. Team work details are in the section on ‘teams’.

- Team members will be given a score (out of 9) for the quality of the PowerPoint product their team develops, and a score (out of 9) for the presentation strength.
 - This will contribute 54% of each student’s final grade.

Individual work: There are two parts of individual work.

- First, when students participate in a team presentation, they will also submit a short individual paper (showing their personal contribution to the team's work).
 - These three personal assignments will be scored out of 9 (each).
 - This will contribute 27% of each student's final grade.
- Second, students will do a final assignment that counts for 19% of their final grade.

Class norms: It is vital that we use our time together well. I do not want any disruption in class or failures to attend. If students disrupt class by coming late, leaving early, using computers or tablets for anything other than class-related activities, or disrespecting other students, or if students miss more than 3 classes, they will be penalized. The instructor will warn students before they are penalized (for first disruption concerns or when they have missed two classes) and after this they will receive a 5% deduction from the final grade for every subsequent disruptive event they are involved in or missed class. If anyone does have a valid need to miss class, they need to contact Kathryn Lang before class is held (Kathryn_lang@hks.harvard.edu).

Plagiarism. Plagiarism is not accepted. Any concerns over plagiarism will lead to a student receiving zero for the work in question and a referral to the HKS administration.

Team work

Every student will work on three activities as part of a team. The teams will be identified on Friday September 2. The work of each team will be limited to the three activities. More details will be given on September 2.

Class schedule (all materials to be in Canvas)

Week 1 – Orientation	
Wednesday August 31	Getting Things Done: Questions and a Course Road Map
Friday September 2	Your teams and team assignments
Week 2 – What does it mean to get things done?	
Monday September 5	No class.
Wednesday September 7	What is policy success? Case discussion
Week 3 – What does it mean to get things done?	
Monday September 12	What is policy success? Readings review (Team presentations)
Wednesday September 14	What is policy success? The program success logic
Week 4 – Processes to get things done	
Monday September 19	How is policy done? Case discussion
Wednesday September 21	How is policy done? Readings review (Team presentations)
Week 5 – Processes to get things done	
Monday September 26	How is policy done? The plan and control orthodoxy
Wednesday September 28	Doing plan and control well? Case discussion

Week 6 – Doing plan and control well	
Monday October 3	Doing plan and control well? Readings review (Team presentations)
Wednesday October 5	Doing plan and control well? A plan and control checklist

Week 7 – Doing plan and control well	
Monday October 10	No class.
Wednesday October 12	Identification and planning in plan and control (Team presentations based on team assignments)

Week 8 – Doing plan and control well	
Monday October 17	Lock-in and resourcing in plan and control (Team presentations based on team assignments)
Wednesday October 19	Implementation and evaluation in plan and control (Team presentations based on team assignments)

Week 9 – What to expect from plan and control work	
Monday October 24	What to expect? Successful failure
Wednesday October 26	What to expect? Explaining successful failure, 1

Week 10 – Successful failure and beyond	
Monday October 31	What to expect? Explaining successful failure, 2
Wednesday November 2	Getting Things Done Beyond Successful Failure, 1: A broader view of success, beyond the ‘program logic’

Week 11 – Beyond successful failure, 1	
Monday November 7	A broader view of success (Team presentations of team assignments)
Wednesday November 9	Getting Things Done Beyond Successful Failure, 2: Embracing unknowns, within (or beyond?) plan and control orthodoxy

Week 12 – Beyond successful failure, 2	
Monday November 14	Embracing unknowns (Team presentations of team assignments)
Wednesday November 16	Getting Things Done Beyond Successful Failure, 3: Inside engagement, beyond ‘plan and control perimeters’

Week 13 – Beyond successful failure, 3	
Monday November 21	Inside engagement (Team presentations of team assignments)
Wednesday November 23	No class.

Week 14 – Beyond successful failure, 4	
Monday November 28	Getting Things Done Beyond Successful Failure, 4: An iterative strategy for policy success
Wednesday November 30	Summary class

