**MLD 102M A: Getting Things Done**

**Management in the Development Context**

**Draft: August 17, 2017**

**Fall 1 Module, 2017-2018 Academic Year**

**Monday and Wednesday, 11:45 am – 1:00 pm**

Venue:

LAND

**Instructor:**

Matt Andrews

Matt\_andrews@hks.harvard.edu

115 Rubenstein

617-494-8039

**Assistant:**

Stacy Hannell

Stacy\_hannell@hks.harvard.edu
Littauer-209
617-496-1477

**What’s the course about?**

Governments in developing countries face complex challenges that require new policy solutions. Proposed solutions are actually quite common in most of these countries, offered regularly by government officials, aid workers, development professionals, students, interns, and more; in classrooms, consultant meetings, donor organization boardrooms, coffee shops, and other 'fora'.

What is less common is the effective implementation of many of these solutions. Governments, the main role-player in policy implementation in these contexts, regularly struggle to 'get things done' when it comes to policy implementation. This means that 'incomplete' or 'false start' solutions litter the policy landscape in most developing countries. And the complex challenges remain complex and pressing and costly to countries.

Perhaps you have already been party to such experience in your international development career, or maybe you expect to face this kind of issue in the future? Either way, this course attempts to offer some assistance to you--pointing to ways in which you can think about getting things done, and helping you choose strategies that offer a better chance of success in solving whatever complex challenge you find yourself faced with.

**What we will look at?**

A. The course will first examine conventional approach to developing and implementing policies and reforms in developing countries, and shows how these often fail and lead to what we call ‘The Big Stuck’ (classes 1-3).

B. It will then suggest that one can escape getting stuck by recognizing the multiple paths to getting things done, working out which one (s) are most appropriate for the challenge you are facing, and having a strategy to follow that path. The course will then offer some thoughts on choosing the right path to follow. This choice will be influenced by the background of the one doing the choosing (so you need to know who you are) as well as the nature of the task you are trying to address, and the focus of the work (classes 4, 5 and 6).

D. The bulk of the course then shows different tactics and strategies to adopt along different management paths, in regard to key dimensions of the implementation process: focusing work, starting work, structuring implementation, managing implementers, leadership, and evaluating work (classes 7 to 12).

**Evaluation, and policies about original work**

This is a module, so there is only one component of the evaluation: a final exam on the last day of class (October 16). This will be an open book exam in the classroom on the last day of class, where each student will face a series of questions to test their understanding of concepts learned in the class and their ability to apply these concepts practically.

As with all classes at the Harvard Kennedy School (HKS), students are expected to do their own original work at all times. No cheating or plagiarism will be allowed at any time.

Also according to HKS policy, a maximum of 10% of students will receive A grades and a maximum of 15% will receive A- grades. Given that everyone in class is outstanding, students should expect that their usual excellent performance will generate a B+ (the norm); only the most high-performing students will get higher grades.

**Class calendar, topics and instructor**

|  |  |  |  |
| --- | --- | --- | --- |
| **Class** | **Date** | **Topic** | **Instructor** |
| 1 | Wed 8/30 | This is how to do it (?) | Andrews |
| 2 | Fri 9/1 | What about context? | Andrews |
| 3 | Wed 9/6 | Getting stuck | Pritchett/Woolcock |
| 4 | Mon 9/11 | Paths for escape | Andrews |
| 5 | Wed 9/13 | Knowing yourself | Andrews |
| 6 | Mon 9/18 | Matching paths and tasks | Andrews |
| 7 | Wed 9/20 | Matching paths and work focus | Andrews |
| 8 | Mon 9/25 | Starting work | Andrews |
| 9 | Wed 9/27 | Structuring implementation | Andrews |
| 10 | Mon 10/2 | Leadership | Andrews |
| 11 | Wed 10/4 | Managing implementers | Andrews |
| 12 | Wed 10/11 | Evaluating work | Samji |
| 13 | Mon 10/16 | Final exam | Samji |

**Classes; and mandatory readings (see Canvas for more details)**

**Wednesday August 30: This is how to do it (?)**

Many of you have been or will be thrust into difficult situations in your careers, where you have to design a strategy to address a pressing need or issue. In this class, we explore conventional approaches to doing this, in international development. The goal is to get bearings on how organizations in this space tend to think about ‘getting things done’, and to set the scene for the rest of our course.

Class exercise:

Building an anti-corruption ‘house’: how would you ‘get things done’?

Required readings to prepare for class:

Transparency International. Best practices for anti-corruption commissions. (2013).(esp. pgs 3-5). https://www.transparency.org/files/content/corruptionqas/Best\_practices\_for\_anti-corruption\_commissions\_2.pdf

Project Management Institute. Project Management 101. (undated Powerpoint). http://www.ddaa-ldd.org/documents/Project\_Management\_101\_-\_Basic\_Principles\_\_Framework\_of\_Project\_Management,\_Julia\_Huprich.pdf

Additional readings:

Landoni, P. & Corti, B. (2011). The management of international development projects: moving toward a standard approach or differentiation? Project Management Journal, 42(3), 45–61. https://www.pmi.org/learning/library/international-development-projects-logical-framework-5496

Ika, L., Diallo, A, and Thullier, D. 2009. Project management in the international development industry: The project coordinator’s perspective. International Journal of Managing Projects in Business Vol. 3 No. 1, 2010 pp. 61-93. https://uqo.ca/sites/default/files/fichiers-uqo/medias/nouvelles/20110419-lavagnonika-ijpmib-devafrica.pdf

Awati, K. undated. Are project management approaches generic? Blog post at https://www.projectsmart.co.uk/are-project-management-practices-generic.php based on Besner, Claude, and Brian Hobbs. "Project management practice, generic or contextual: A reality check." *Project Management Journal* 39.1 (2008): 16-33.

Brewer, Gene A. and Selden, Sally Coleman, "Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies" (2000). Public Administration. Paper 1. http://surface.syr.edu/cgi/viewcontent.cgi?article=1000&context=ppa

Fernandez, Sergio and Hal G. Rainey. “Managing Successful Organizational Change in the Public Sector.” *Public Administration Review*(Mar/Apr 2006): 168-176. http://johnjay.jjay.cuny.edu/files/ManagingChange.pdf

# Bell, S. 2000. “Logical Frameworks, Aristotle and soft systems: a note on the origins, values and uses of logical frameworks, in reply to Gasper.” Public Administration and Development 20(1):29 – 31. <https://www.researchgate.net/publication/229622411_Logical_Frameworks_Aristotle_and_soft_systems_a_note_on_the_origins_values_and_uses_of_logical_frameworks_in_reply_to_Gasper>

# World Bank Project Cycle. <http://www.worldbank.org/en/projects-operations/products-and-services/brief/projectcycle>

Youker, R. 1988. Managing the project cycle for time, cost and quality: lessons from World Bank experience. <https://www.pm4dev.com/resources/documents-and-articles/105-managing-the-project-cycle-robert-youker/file.html>

Golini, R., Corti, B., & Landoni, P. (2017). More efficient project execution and evaluation with logical framework and project cycle management: evidence from international development projects. *Impact Assessment and Project Appraisal*, *35*(2), 128-138.

**Friday September 1: What about context?**

We often hear that ‘context matters’. It certainly does when we are trying to get things done in development. But context is often not well considered when designing and implementing projects. In this class we will explore ‘what’ it is about context that matters the most to implementation, and why context is often not taken seriously enough. We will also start discussing ways to take context more seriously when designing and implementing projects.

Case:

Malawi’s Cashgate scandal (on Canvas)

Required readings:

Andrews, Matt. “Overlooking the Change Context” Chapter 3 of The Limits of Institutional Reform in Development. New York: Cambridge University Press (2013): 35-64. Available on Canvas.

Rodman, Peter. Development administration: obstacles, theories and implications for planning. IEP Occasional Paper 2. (1968): 9-18.  http://unesdoc.unesco.org/images/0007/000755/075535eo.pdf

Additional readings:

Wells, S. and Bullen, C. 2008. A Near Miss: The Importance of Context in a Public Health Informatics Project in a New Zealand Case Study. Journal of American Medical Information Association, 15(5), 701-704. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2528031/

Diniz, E. H., Bailey, D. E., & Sholler, D. (2014). Achieving ICT4D project success by altering context, not technology. *Information Technologies & International Development*, *10*(4), pp-15. http://itidjournal.org/index.php/itid/article/viewFile/1306/503

Moore, Carl. "Change and Continuity: Mintzberg and Kotter Agree, You Must Manage Both." Forbes (2012). https://www.forbes.com/sites/karlmoore/2012/11/21/change-and-continuity-mintzberg-and-kotter-agree-you-must-manage-both/

**Wednesday September 6: Getting stuck**

We often see that development projects ‘get stuck’ and fail to get things done. This is often because those designing and implementing policies or reforms fall prey to one of two traps: isomorphic mimicry or premature load bearing. This class describes both of these traps and explains why conventional project approaches (like those we discussed in the first class) often fall into these traps; especially in complex contexts (like the one we encountered in the second class).

Required readings:

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “Looking like a state: The seduction of Isomorphic Mimicry” Chapter 2 of Building State Capability: 29-52.

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “Premature load bearing: Doing too much too soon” Chapter 3 of Building State Capability: 53-76.

**Monday September 11: Paths for escape**

The first three classes have shown that there is a conventional way to do development projects, but there are also contextual challenges in development initiatives that are often not well considered in conventional approaches, which often means that projects fall into traps. This class is a pivot to ask how one can avoid or escape the traps. The class offers an answer in suggesting that there are multiple pathways to ‘get things done’ and the key to effective development work is choosing which pathway—or approach—is the right one in any given situation.

Cases:

Internal audit reform in Burkina Faso and Malaysia (on Canvas)

Required readings:

Andrews, M. 2013. Explaining positive deviance in public sector reform. CID Working Paper 267. https://research.hks.harvard.edu/publications/getFile.aspx?Id=992

Stachowiak, S. 2013. “Pathways for Change: 10 Theories to Inform Advocacy and Policy Change Efforts.”  *ORS Impact October. http://orsimpact.com/wp-content/uploads/2013/11/Center\_Pathways\_FINAL.pdf*

## Nutcache. 8 Top Project Management Methods, Approaches, Techniques. http://www.nutcache.com/blog/8-top-project-management-approaches-methods-techniques/*http://www.nutcache.com/blog/8-top-project-management-approaches-methods-techniques/*

Lotz, Mary. Waterfall vs. Agile: Which is the Right Development Methodology for Your Project? Blog. http://www.seguetech.com/waterfall-vs-agile-methodology/

Additional readings:

Andrews, Matt. 2013. “How do governments get great.” *HKS Working Paper 13-20. https://www.hks.harvard.edu/centers/cid/publications/faculty-working-papers/how-do-governments-get-great*

Rondinelli, D. 1982. ‘The Dilemma of Development Administration: Complexity and Uncertainty in Control-Oriented Bureaucracies .’ *World Politics*, Vol. 35, No. 1 (Oct., 1982), 43-72

Muriithi, Ndiritu, and Lynn Crawford. "Approaches to project management in Africa: implications for international development projects." *International journal of project management* 21.5 (2003): 309-319.

McKinsey. [Deliverology](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=2&ved=0CDgQFjAB&url=http%3A%2F%2Fwww.mckinsey.com%2F~%2Fmedia%2Fmckinsey%2Fdotcom%2Fclient_service%2FPublic%2520Sector%2FPDFS%2FMcK%2520on%2520Govt%2FChange%2520under%2520pressure%2FTG_MoG_6_Deliverology.ashx&ei=sg2xUYGJM-qg4APDvYDoAg&usg=AFQjCNFSwaSotBH_s1Fo-TN32wqDggvjog&sig2=a2FivMRDffOherUYiOhS-g&bvm=bv.47534661,d.dmg): From Idea to Implementation. http://www.mckinsey.com/industries/public-sector/our-insights/deliverology-from-idea-to-implementation

Liebhart, Margrit and Lucia Garcia-Lorenzo. “Between planned and emergent change: decision maker’s perceptions of managing change in organisations.” International journal of knowledge, culture and change management, 10.5. (2010): 214-225. http://eprints.lse.ac.uk/29866/1/\_\_libfile\_REPOSITORY\_Content\_Garcia-Lorenzo%2C%20L\_Between%20planned\_Garcia-Lorenzo\_Between%20planned\_2014.pdf

**Wednesday September 13: Knowing yourself (factors shaping implementation approach, 1)**

So: While there is a conventional approach to doing development, this can often get one stuck. But there is no need to get stuck. There are other approaches to doing development differently that one can try to get unstuck (or not get stuck in the first place). We introduced a set of these approaches in the last class. In this class we start a series of three sessions addressing the question: which approach is the right one for me to work with? The first criteria we will discuss in making such choice is simple—YOU. Who are you and how will your own self shape the choice of implementation approach in projects?

Class activity:

Biases in management thought; where do you fit in?

Required readings:

Crocker, D. (2004) "Cross Cultural Communication and International Development Ethics". unpublished. http://terpconnect.umd.edu/~dcrocker/Courses/Docs/Cross%20Cultural.pdf

Andresen, Maike, and Tatjana Gustschin. "International Careers of Development Aid Workers" Euram Conference (2012). (see table on page 33). https://www.uni-bamberg.de/fileadmin/uni/fakultaeten/sowi\_lehrstuehle/personalwirtschaft/Bilder/Publikationen/Euram\_2012\_Andresen\_Gustschin\_International\_Careers\_of\_Development\_Aid\_Workers\_18309.pdf

## Blog: Insider Outsider Development: Where Do You Stand?https://www.idin.org/blog-news-events/blog/insider-outsider-development-where-do-you-stand (watch the video if you choose. It is not required).

Blog: Mehta, Nipun. 2008. “Planning versus searching” http://www.servicespace.org/blog/view.php?id=1898

Blog: Calukin, S. 2005. ‘That’s the theory, and it matters…” https://www.theguardian.com/business/2005/oct/02/theobserver.observerbusiness4

# Blog: D’Almeida and Grossi. 2016. “The fascinating world of unconscious bias and development policy.” https://www.theguardian.com/global-development-professionals-network/2016/sep/13/the-fascinating-world-of-unconscious-bias-and-development-policy

Additional readings:

Easterly, W. 2006. “Planners vs. Searchers in Foreign Aid.” *Asian Development Bank Distinguished Speakers’ Series*. https://williameasterly.files.wordpress.com/2010/08/49\_easterly\_plannersversussearcersinforeignaid\_prp.pdf

Blog: Gunkel, N. 2017. Exploring the hidden biases of development professionals. https://www.tbd.community/en/a/exploring-hidden-biases-development-professionals

**Monday September 18: Matching paths and tasks (factors shaping implementation approach, 2)**

So: ‘knowing yourself’ is important when you are deciding which management approach is the right one to work with. The second factor influencing your choice of management approach is the TASK at hand. What is the task you are struggling with, and how will the task shape the choice of implementation approach in projects?

Class exercise:

Getting to growth (hand out in class)

Required readings:

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “What type of organization capability is needed?” Chapter 5 of *Building State Capability*: 98-118.

Glouberman, S. and B. Zimmerman. 2002. *Complicated and Complex Systems: What Would Successful Reform of Medicare Look Like?* Pages 1-3. http://www.plexusinstitute.org/resource/collection/6528ED29-9907-4BC7-8D00-8DC907679FED/ComplicatedAndComplexSystems-ZimmermanReport\_Medicare\_reform.pdf

Additional reading:

Allen, W. 2013. Complicated or complex: Knowing the difference is important. http://learningforsustainability.net/sparksforchange/complicated-or-complex-knowing-the-difference-is-important-for-the-management-of-adaptive-systems/

Shenhar, A. J., & Dvir, D. (1996). Toward a typological theory of project management. *Research policy*, *25*(4), 607-632.

https://www.researchgate.net/profile/Aaron\_Shenhar/publication/222928058\_Toward\_a\_Typological\_Theory\_of\_Project\_Management/links/0f317536ed2b922dbe000000.pdf

Ramalingam, B., M. Laric, and J. Primrose. 2014. From Best Practice to Best Fit: Understanding and navigating wicked problems in international development. ODI Working Paper. http://oxfamblogs.org/fp2p/wp-content/uploads/2014/05/BestPracticetoBestFitWorkingPaper\_DraftforComments\_May2014.pdf

**Wednesday September 20: Matching paths and work focus (factors shaping implementation approach, 3)**

So: ‘knowing yourself’ and ‘knowing your task’ are important when you are deciding which management approach is the right one to work with. A third factor influencing your choice of management approach is the SUCCESS you are focused on, often shaped by the organizational context in which you work.

Cases:

Revenue management in Nomburo and Zombeta (on Canvas)

Required readings:

Rainey, Hal. G. 2003. “Organizational Goals and Effectiveness” In *Understanding and Managing Public Organizations*. New York: Jossey Bass. 127-150. (23 pages on the class website)

# Baccarini, D. 1999. The Logical Framework Method for Defining Project Success. Project Management Journal Volume 30(Issue 4):25-32. https://www.researchgate.net/publication/259268056\_The\_Logical\_Framework\_Method\_for\_Defining\_Project\_Success

# Additional readings:

Gindroz, A-S. 2014. The tyranny of performance. https://www.shareweb.ch/site/Poverty-Wellbeing/currentpovertyissues/Documents/20140527%20The%20Tyranny%20of%20Performance%20-%20Anne-Sophie%20Gindroz.pdf

Baker, K. and Branch, K. undated. ‘Concepts Underlying Organizational Effectiveness: Trends in the Organization and Management Science Literature’. <http://www.au.af.mil/au/awc/awcgate/doe/benchmark/ch01.pdf>

Natsios, M. 2010. The clash of the counter-bureaucracy and development. (about 45 pages) <http://www.cgdev.org/sites/default/files/1424271_file_Natsios_Counterbureaucracy.pdf>

**Monday September 25: Starting work**

So: There are a number of pathways to choose from when identifying an approach to get things done. We discussed these pathways in general terms with archetypes at two ends of a spectrum in which one finds different ways of doing things. These differences manifest in a number of areas, and in response to common questions people have when trying to get things done. The first question is simply, ‘how do we start the work?’ This class shows different approaches to this question at extremes, and variants along a continuum, and introduces you briefly to methods employed in the different approaches.

Pre-class preparation (more details will be provided):

Blog: Haidar, J and T. Hoshi. 2015. Using the World Bank Doing Business Ranking to inform economic reforms in Japan. http://voxeu.org/article/using-world-bank-doing-business-ranking-inform-economic-reforms-japan

[you may also want to read their working paper, *Implementing Structural Reforms in Abenomics: How to reduce the cost of doing business in Japan.* http://scholar.harvard.edu/files/haidar/files/nberwp21507.pdf

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “Doing problem-driven work.” Chapter 7 of *Building State Capability*: 140-166 and 171-177. (red, in particular, the sections on the Mantio case).

Required readings:

Blog: Haughey, D. Project planning: A step by step guide. https://www.projectsmart.co.uk/project-planning-step-by-step.php

Papke-Shields, K. and K. Boyer-Wright. 2017. Strategic Planning Characteristics Applied to Project Management. International Journal of Project Management 35 (2017) 169–179 . https://paper-download.com/wp-content/uploads/2017/02/19.pdf

Boehm, B. 2002. Get ready for agile methods with care. Computer. http://www.csis.pace.edu/~ctappert/cs615-02/boehm-2002-agile.pdf

Additional readings:

Emblemsvåg, J. 20167. LEAN PROJECT PLANNING: USING LEAN PRINCIPLES IN PROJECT PLANNING. International Journal of Construction Project Management Volume 6, Issue 2. http://www.gepuc.cl/wp-content/uploads/2016/07/Lean%20Project%20Planning%20-%20Using%20Lean%20Principles%20in%20Project%20Planning%20-%20Jan%20Emblemsvag.pdf

Dvir, D., T. Raz, and AS. Shenhar. 2003. An empirical analysis of the relationship between project planning and project success. International Journal of Project Management 21 (2003) 89–95 . https://www.researchgate.net/profile/Aaron\_Shenhar/publication/223746814\_An\_Empirical\_Analysis\_of\_the\_Relationship\_between\_Project\_Planning\_and\_Project\_Success/links/00b495320fb716ec4f000000/An-Empirical-Analysis-of-the-Relationship-between-Project-Planning-and-Project-Success.pdf

Andersen, E. 1996. Warning: activity planning is hazardous to your project's health! International Journal of Project Management Vol. 14, No. 2, pp. 89-94. http://pbsrg.com/app/wp-content/uploads/publications/pm-world-tomorrow/editorial-advisory-board/erling-andersen/Andersen-Erling-S-Article-3.pdf

Simpson, R. and Gill, R. 2007. Design for Development: A Review of Emerging Methodologies. *Development in Practice* 17(2), 220-230. http://www.ired.org/modules/infodoc/files/logical\_framework\_\_dev.practice\_4.07.pdf

World Bank. 2013. Investment Project Financing Project Preparation Guidance Note. http://siteresources.worldbank.org/PROJECTS/Resources/40940-1365611011935/Guidance\_Note\_Project\_Prepration.pdf

FAO. Preparing the project implementation plan (undated)

Blog: Learning Tree International. 2012. Is your project plan driven or change driven? http://blog.learningtree.com/is-your-project-plan-driven-or-change-driven/

Kelley, J, and B. Simmons. 2015. The Power of Ranking? The Ease of Doing Business as Soft Power. Prepared for presentation at the Princeton Workshop on Ideas, Institutions, and Political Economy. https://www.sss.ias.edu/files/pdfs/Rodrik/workshop%2014-15/Kelley\_\_Simmons\_EDB\_22Mar15v2.pdf

Article: Motamedi, M. 2017. Roadmap for improving Iran’s business climate. https://financialtribune.com/articles/economy-business-and-markets/65116/roadmap-for-improving-iran-business-climate

Blog: Yang, R. 2016. The product roadmap versus the project roadmap. https://blog.aha.io/the-product-roadmap-vs-the-project-roadmap/

Blog: Creating your project roadmap. https://business-docs.co.uk/scenario/creating-your-project-roadmap

USAID. 2011. Project Design Guidance. http://pdf.usaid.gov/pdf\_docs/Pdacs686.pdf

**Wednesday September 27: Structuring implementation**

Beyond variations in how one can ‘start’ a project or change process, there are also variations in how one can organize the execution of work in such process. This class will explore differences between extremes of control-minded compliance to script and flexible emergence.

Required readings:

Blog: Dillon L. undated. Project Implementation. http://www.sswm.info/content/project-implementation

Government of Arkansas. Undated. Project Execution Phase Overview. http://pmstats.dis.arkansas.gov/meth/07-execution%20phase.pdf

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “The searchframe: Doing experimental iterations.” Chapter 8 of *Building State Capability*: 167-192.

Slevin, Dennis P., and Jeffrey K. Pinto. "Balancing strategy and tactics in project implementation." *Sloan management review* 29.1 (1987): 33-41.

Additional readings:

Hermano, Víctor, et al. "How to manage international development (ID) projects successfully. Is the PMD Pro1 Guide going to the right direction?." *International Journal of Project Management* 31.1 (2013): 22-30.

Golini, R., Corti, B., & Landoni, P. (2017). More efficient project execution and evaluation with logical framework and project cycle management: evidence from international development projects. *Impact Assessment and Project Appraisal*, *35*(2), 128-138.

**Monday October 2: Leadership**

# There are also different theories on how one should ‘lead’ project or change related work. Some of the theories suggest the importance of ‘heroes’ while others suggest the importance of distributed leadership. The attributes and roles of those involved in providing ‘leadership’ solutions are also discussed, as is the importance of managing authorizers (as separate from leaders).

# Case study:

# Does Successful Governance Require Heroes? The Case of Sergio Fajardo and the City of Medellín. https://www.wider.unu.edu/publication/does-successful-governance-require-heroes-case-sergio-fajardo-and-city-medell%C3%ADn

Required readings:

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “Managing your authorizing environment.” Chapter 9 of *Building State Capability*: 193-214.

Turner, J. R., & Müller, R. (2005, June). The project manager's leadership style as a success factor on projects: A literature review. Project Management Institute. https://s3.amazonaws.com/academia.edu.documents/31205406/Turner\_Muller\_2005.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1503928015&Signature=hhmGj1FjIVcZ1R7bXQpCbs%2B%2BGLI%3D&response-content-disposition=inline%3B%20filename%3DThe\_project\_managers\_leadership\_style\_as.pdf

Geoghegan, L., & Dulewicz, V. (2008). Do project managers' leadership competencies contribute to project success?. *Project Management Journal*, *39*(4), 58-67.

[https://www.researchgate.net/profile/Victor\_Dulewicz/publication/227719042\_Do\_Project\_Managers'\_Leadership\_Competencies\_Contribute\_to\_Project\_Success/links/02e7e529e26cb5774e000000.pdf](https://www.researchgate.net/profile/Victor_Dulewicz/publication/227719042_Do_Project_Managers%27_Leadership_Competencies_Contribute_to_Project_Success/links/02e7e529e26cb5774e000000.pdf)

Additional readings:

Dorado**,** S.2005. “Institutional Entrepreneurship, Partaking, and Convening.” Organization Studies 26(3), 385–414.

Meijer, A.J. 2013. “From Hero-Innovators to Distributed Heroism: An in-depth analysis of the role of individuals in public sector innovation.” *Public Management Review*.

Prabhakar, G. P. (2005). Switch leadership in projects: an empirical study reflecting the importance of transformational leadership on project success across twenty-eight nations. *Project Management Journal*, *36*(4), 53.

https://www.researchgate.net/profile/Guru\_Prabhakar/publication/241897793\_Switch\_Leadership\_in\_Projects\_An\_Empirical\_Study\_Reflecting\_the\_Importance\_of\_Transformational\_Leadership\_on\_Project\_Success\_across\_Twenty\_Eight\_Nations/links/55f84c9108aeba1d9f05376e.pdf

Müller, R., & Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, *28*(5), 437-448.

https://s3.amazonaws.com/academia.edu.documents/30842972/refw\_104.\_leadership\_competency\_profiles\_muller.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1503928622&Signature=qzA9PZliwoo%2F6irkbBjR%2Bi7%2F3BY%3D&response-content-disposition=inline%3B%20filename%3DLeadership\_competency\_profiles\_of\_succes.pdf

Howell, G., Macomber, H., Koskela, L., & Draper, J. (2004, August). Leadership and project management: time for a shift from Fayol to Flores. In *Proceedings of the 12th Annual Conference of the International Group for Lean Construction (IGLC-12)* (pp. 22-29). https://www.researchgate.net/profile/Hal\_Macomber/publication/237537139\_LEADERSHIP\_AND\_PROJECT\_MANAGEMENT\_TIME\_FOR\_A\_SHIFT\_FROM\_FAYOL\_TO\_FLORES/links/574acb3208ae5c51e29e9666/LEADERSHIP-AND-PROJECT-MANAGEMENT-TIME-FOR-A-SHIFT-FROM-FAYOL-TO-FLORES.pdf

Phil Nixon, Megan Harrington, David Parker, (2012) "Leadership performance is significant to project success or failure: a critical analysis", International Journal of Productivity and Performance Management, Vol. 61 Issue: 2, pp.204-216.

**Wednesday October 4: Managing implementers**

Those working on projects are often taken for granted. But who and what does it take to make an effective project? How should the ‘workers’ be organized? As with all aspects of this course, the session suggests different ways of thinking about this question.

Required readings:

Andrews, Matt, Lant Pritchett, and Michael Woolcock. 2017. “Building state capability at scale through groups.” Chapter 10 of *Building State Capability*: 215-232.

Huemann, Martina, Anne Keegan, and J. Rodney Turner. "Human resource management in the project-oriented company: A review." *International Journal of Project Management* 25.3 (2007): 315-323. https://www.researchgate.net/profile/Anne\_Keegan/publication/223955347\_Human\_resource\_management\_in\_the\_project-oriented\_company\_A\_review/links/55bfb00208aec0e5f447663d.pdf

Nanthagopan, Y., N. L. Williams, and S. Page. "Understanding the nature of Project Management capacity in Sri Lankan non-governmental organisations (NGOs): A Resource Based Perspective." *International Journal of Project Management* 34.8 (2016): 1608-1624. https://fenix.tecnico.ulisboa.pt/downloadFile/563568428747867/T7%20Understanding%20the%20nature%20of%20Project%20Management.pdf

Additional readings:

Peterson, T. M. (2007). Motivation: How to increase project team performance. *Project Management Journal*, *38*(4), 60-69. http://userhome.brooklyn.cuny.edu/irudowsky/PM/articles/Motivation-IncreaseProjectTeamPerformance.pdf

Blog: Prosci. Roles in Change Management. https://www.prosci.com/change-management/thought-leadership-library/roles-in-change-management

Turner, J. R., & Müller, R. (2003). On the nature of the project as a temporary organization. International journal of project management, 21(1), 1-8.

https://www.researchgate.net/profile/Ralf\_Mueller7/publication/222402297\_On\_the\_Nature\_of\_the\_Project\_as\_a\_Temporary\_Organisation/links/0deec52845fd3a74bf000000.pdf

***Monday October 9 Columbus Day***

**Wednesday October 11: Evaluating work**

Evaluation, monitoring and the like have become important buzz words in project management work and in international development. How should one evaluate projects and change management processes? This session discusses different ways of thinking about the question, and different answers that offer you multiple options as you prepare to evaluate your projects.

Required readings:

Pritchett,L., Samji, S, & Hammer, J. 2013. “It’s All About MeE. Using Structured Experiential Learning (‘e’) to Crawl the Design Space.” *UNU Wider Working Paper No. 2012/104. https://www.cgdev.org/publication/its-all-about-mee-using-structured-experiential-learning-e-crawl-design-space*

Rogers, P. 2005. ‘Using Programme Theory to Evaluate Complicated and Complex Aspects of Interventions’ *Evaluation* Vol.14(1), 29-48. https://wmich.edu/sites/default/files/attachments/u58/2015/Using\_Progamme\_Theory\_0.pdf

Additional readings:

Harkema, S. 2003. ‘A complex adaptive perspective on learning within innovation projects’, *The Learning Organization*,, Vol. 10 Iss: 6.

[see also the following related paper: http://www2.warwick.ac.uk/fac/soc/wbs/conf/olkc/archive/oklc4/papers/oklc2003\_harkema.pdf]

Blumenfeld, P. C., Soloway, E., Marx, R. W., Krajcik, J. S., Guzdial, M., & Palincsar, A. (1991). Motivating project-based learning: Sustaining the doing, supporting the learning. *Educational psychologist*, *26*(3-4), 369-398.

Blog: Aidleap. I analyzed 600 of DFID’s annual reviews… https://aidleap.org/2016/03/14/i-analysed-600-of-dfids-annual-reviews-heres-what-i-found/

**Monday October 16: Final exam**