

COMPENDIUM OF MODULES (MODULHANDBUCH)
“MASTER OF ARTS IN DEVELOPMENT MANAGEMENT“

2016 - 2018

Institute of Development Research and Development Policy
Ruhr-Universität Bochum

CONTENTS

1	General Information.....	4
2	Curriculum.....	5
3	List of Modules.....	6
4	Module Descriptions.....	8
4.1	Compulsory Modules.....	8
	C I Theories of Development and Underdevelopment.....	8
	Theories of Development and Underdevelopment – Social Sciences Perspectives	9
	Theories of Development and Underdevelopment – Economic Perspectives	10
	C II Methods of Empirical Social Research	11
	Methods of Empirical Social Research: Statistical Methods	12
	Methods of Empirical Social Research: How to Conduct a Field Survey	13
	C III Research Project I	14
	Research Project I: Research Logic	16
	Research Project I: Seminar Paper	17
	Research Project I: Field Research Design and Pre-Test.....	18
	C IV Research Project II	19
	Research Project II – Field Research and Data Analysis	21
	Research Project II – Presentation of Field Research Results	22
	Research Project II – Master Thesis	23
	Research Project II – Final Oral Examination.....	24
4.2	Elective Modules	25
	E I Actors in Development Cooperation.....	25
	Development Cooperation: Actors and Roles	26
	Public Sector Management	27
	E II Institutions & Development	28
	E III The Managerial Cycle/ Process	29
	Planning, Monitoring, and Evaluation	30
	Financial Management	31
	Economic Evaluation Methods.....	32
	E IV Management of Reforms	33
	Public Policy and Reform Management.....	34
	Economic Reforms, Income, and Poverty	35
	Public Sector Reforms	36
	E V Free Specialization	37
	Qualitative Research Methods.....	38
	Law and Development	40
	Urbanisation and Development	41
4.3	Optional Modules.....	42
	O I Introduction to the MA in Development Management.....	42
	O II German Language Class	43

O III	Economic Tutorial.....	44
O IV	Development Practice	45
Development Cooperation in Practice I (Germany)		46
Development Cooperation in Practice II (South Africa)		47
Development Practice: Internship		48
O V	Seminars on Selected Subjects.....	49
5	Examination Requirements	50
5.1	Examination Regulations, Types of Examinations and European Credit Transfer System.....	50
5.2	Grading System.....	51

1 GENERAL INFORMATION

The 3-semester MA in Development Management programme is an interdisciplinary course of study designed for foreign students from developing countries and other foreign as well as German students who desire a career in international and development cooperation. The language of the programme is English. The normal period of study including the examinations is three semesters. The programme is addressed to candidates with a first relevant university degree from developing and developed countries and academics with some experience in international development cooperation.

The course of study shall, taking into account of the demands and changes in the professional world, provide the candidates with the specialised knowledge and methods to increase their competence in scientific procedures, to be able to critically assess scientific material, and to improve their capacity for responsible and effective professional practice.

After completion of the MA in Development Management a successful candidate has acquired a set of skills preparing her/him for the management of development projects and programmes based on a sound academic approach. These skills include knowledge about the theoretical discourse and relevant players in development cooperation, skills in empirical social research to analyse real world development projects and to judge about project reports, project and reform management skills, skills in academic and report writing and presentation and (intercultural) communication skills.

Admission requirements¹ are an (1) above average B.A. or equivalent degree in political science, social science, law, economics or geography or in other subjects related to the planning and evaluation of development programmes and projects; (2) at least four weeks practical experience related to the management of development programmes and projects or experience in research and teaching in an institution of higher education in subjects related to the management of development programmes and projects and (3) a minimum certified proficiency in written and spoken English (equivalent to ibTOEFL 79-80 or IELTS Band 6).

The programme is structured in modules (compulsory modules, elective modules and optional modules) which are described in detail in this compendium. Teaching is to a major extent organized as block teaching. Teaching blocks usually are of one or two weeks duration.

For successful completion of the programme students need to achieve 90 credit points (CP) according to the European Credit Transfer System (ECTS). 1 CP is equal to a workload of 30 hours.

Of the total 90 CP 69 CP are allocated to compulsory modules including taught modules (24 CP) and research project modules (45 CP). The taught compulsory modules are aimed at creating a common knowledge about relevant theories of development and underdevelopment and essential methods of empirical social research while the research project allows for individual specialisation.

Further 21 CP are allocated to elective taught modules which allow to a limited extend for additional individual specialisation through coursework.

The programme finally provides optional modules which do not allow for CP collection but complement the academic programme by (1) offering introductory courses in relevant fields (Economic Tutorial), (2) focussing on the practice of Development cooperation (Development Cooperation in Practice I & II, Internship) and by (3) offering additional qualification options (German language classes & Seminars on selected subjects).

Grading is based on the German grading system. For details see chapter 5 of this compendium.

¹ See § 3 of the Examination Regulations of the MA in Development Management

2 CURRICULUM

FIRST SEMESTER: DEVELOPMENT AND DEVELOPMENT CO-OPERATION

(A)	INTRODUCTION TO THE MA IN DEVELOPMENT MANAGEMENT PROGRAMME (optional)		
	1. Introduction to the MADM programme		
	2. Economic Tutorial		
(B)	THEORIES OF DEVELOPMENT AND UNDERDEVELOPMENT (compulsory)		12CP
	1. Social Science Perspectives	6 CP	
	2. Economic Perspectives	6 CP	
(C)	ACTORS IN DEVELOPMENT COOPERATION (elective)		6 CP
	1. Development Cooperation: Actors and Roles	3 CP	
	2. Public Sector Management	3 CP	
(D)	INSTITUTIONS AND DEVELOPMENT (elective)		6 CP

SUMMER SCHOOL BOCHUM: RESEARCH METHODS AND DEVELOPMENT PRACTICE I

1	Methods of Empirical Social Research: Statistical Methods (compulsory)	6 CP
2.	Development Cooperation in Practice I (optional)	

SUMMER SCHOOL CAPE TOWN: RESEARCH METHODS AND DEVELOPMENT PRACTICE II

1.	Methods of Empirical Social Research: How to Conduct a Field Survey (compulsory)	6CP
2.	Development Cooperation in Practice II (optional)	

SECOND SEMESTER: DEVELOPMENT MANAGEMENT

(A)	The Managerial Cycle/Process (elective)		15CP
	1. Planning, Monitoring, and Evaluation	6 CP	
	2. Financial Management	3 CP	
	3. Economic Evaluation Methods	6 CP	
(B)	Management of Reforms (elective)		15CP
	1. Public Policy and Reform Management	6 CP	
	2. Economic Reforms, Income, and Poverty	6 CP	
	3. Public Sector Reform	3 CP	
(C)	Free Specialization (elective)		15CP
	1. Electives from (A) & (B)		plus (A) & (B)
	2. Qualitative Research Methods	6 CP	
	3. Law and Development	3 CP	
	4. Urbanisation and Development	3 CP	
(D)	Research Project I - Seminar Paper: (compulsory)		15CP
	Research Logic		
	Developing Theoretical Framework for MA Thesis & Preparation of Field Research		

THIRD SEMESTER: SEMINARS AND WRITING UP OF MASTER THESIS

(A)	Research Project II		30CP
	1. Writing up of Master Thesis (compulsory)	24 CP	
	2. Seminar: Presentation of Field Research Results		
	3. Final oral examinations (compulsory)	6 CP	
(B)	Seminars on Selected Subjects (optional)		

PRACTICE

1.	Internship, after 1 st semester (optional)
2.	Field Research, after 2 nd semester (part of Research Project II)

COMPLEMENTARY OFFERS

1.	German Language Classes (optional)
2.	Individual Mentoring (part of Research Project I & II)

3 LIST OF MODULES

3.1 Compulsory Modules (69 CP)

- | | |
|---|--|
| 1 Theories of Development and Underdevelopment | 1st semester (12 CP) |
| Course 1: Social Science Perspectives (6 CP) | |
| Course 2: Economic Perspectives (6 CP) | |
| 2 Methods of Empirical Social Research | 1st semester (12 CP) |
| Course 1: Statistical Methods (6 CP) | |
| Course 2: How to Conduct a Field Survey (6 CP) | |
| 3 Research Project I | 2nd semester (15 CP) |
| Sub-Module 1: Research Logic (with coursework) | |
| Sub-Module 2: Seminar Paper | |
| Sub-Module 3: Field Research Design and Pre-Test | |
| 4 Research Project II | 3rd semester (30 CP) |
| Sub-Module 1: Field Research and Data Analysis | |
| Sub-Module 2: Seminar: Presentation of Field Research Results | |
| Sub-Module 3: Master Thesis (24 CP) | |
| Sub-Module 4: Final Oral Examination (6 CP) | |

3.2 Elective Modules (21 CP required)

- | | |
|--|--|
| 1 Actors in Development Cooperation | 1st semester (6 CP) |
| Course 1: Development Cooperation: Actors and Roles (3 CP) | |
| Course 2: Public Sector Management (3 CP) | |
| 2 Institutions and Development | 1st semester (6 CP) |
| 3 The Managerial Cycle / Process | 2nd semester (15 CP) |
| Course 1: Planning, Monitoring, and Evaluation (6 CP) | |
| Course 2: Financial Management (3 CP) | |
| Course 3: Economic Evaluation Methods (6 CP) | |
| 4 Management of Reforms | 2nd semester (15 CP) |
| Course 1: Public Policy and Reform Management (6 CP) | |
| Course 2: Economic Reforms, Income, and Poverty (6 CP) | |
| Course 3: Public Sector Reforms (3 CP) | |
| 5 Free Specialisation | 2nd semester (12 CP) |

The Module allows for specialization by opting for any combination of elective courses from the list above and additional offers within the MADM and from partner faculties or partner programmes

MADM provides following additional offers:

- | |
|---|
| Course 1: Qualitative Research Methods (6 CP) |
| Course 2: Law and Development (3 CP) |
| Course 3: Urbanisation and Development (3 CP) |

Offers from partner faculties or partner programmes are to be announced at the beginning of the second semester. Students who wish to choose electives outside the communicated list shall consult the course coordinator with regard to recognition requirements.

3.3	Optional Modules (0 CP)	
1	Introduction to the MA in Development Management	1st semester
2	Economic Tutorial	1st semester
3	Development Practice	1st & 2nd semester
	Sub-Module 1: Development Cooperation Practice I(Germany)	
	Sub-Module 2: Development Cooperation Practice II (South Africa)	
	Sub-Module 3: Internship	
4	Seminars on Selected Subjects	3rd semester
5	German Language Classes	1st & 2nd semester
	(compulsory for DAAD-EPOS scholarship holders as part of the obligations related to the scholarship award)	

4 MODULE DESCRIPTIONS

4.1 Compulsory Modules

Theories of Development and Underdevelopment					
No.	Workload	Credits	Semester	Frequency	Duration
C 1	360 hrs	12	1 st	Once per intake	4 weeks
Module type	Contact Hours	Self Study		Group Size	
Lecture Seminar	120 hrs	240 hrs		~ 30	
Learning Outcomes					
The students are able to understand the international discourse about development success and failure based on relevant development theories from social science and economics. They have gained insights into those factors which are made responsible for promoting or obstructing socio-economic development. This enables them to analyse the relevance of different determinants of development and to derive theory-based hypotheses about the effects of development programs and projects and other types of public interventions on the realization of development goals.					
Contents					
Course 1: Social Sciences Perspective Course 2: Economic Perspectives					
Didactical methods					
Lecture / Seminar with active participation of students					
Prerequisites					
Admission to the MA in Development Management Participation in Economic Tutorial for Non-economists					
Examination Type					
Paper & written exam: see course descriptions					
Conditions for the Award of Credit Points					
Successful completion of exams, module grade consists of grades for course 1 (50%) and course 2 (50%)					
Module relevance					
Compulsory Module of the 1 st Semester					
Weighting of the Module Grade for the final Grade					
12/90 CPs					
Lecturer (s)					
Dr. Stefan Buchholz (Course 1) Anne Siebert, Dipl. Soz.Wiss. (Course 1) Prof. Dr. Wilhelm Löwenstein (Course 2)					
Additional Information					
See course descriptions					

Theories of Development and Underdevelopment – Social Sciences Perspectives					
No.	Workload	Credits	Semester	Frequency	Duration
C I.1	180 hrs	6	1 st	Once per intake	Block of 2 weeks
Module type	Contact Hours	Self Study		Group Size	
Seminar	60 hrs	120 hrs		~ 30	
Learning Outcomes					
By the end of this course, students will have developed a comprehensive view of the ways in which contemporary thinking in social sciences has shaped our understanding of development and the theoretical underpinnings of conventional views of the reasons behind (under-) development. Another goal of the course is to encourage critical reading, thinking, writing, and speaking skills.					
Content					
<i>Objective:</i>					
This course gives students the basic understanding of the developmental discourse, insight into the developmental theories and their operationalization in developmental goals, strategies and programmes.					
<i>Structure:</i> The course consists of five parts:					
<ul style="list-style-type: none"> • What is Development and Underdevelopment? • How to define the Developing World • Theory and Strategy: Explaining Development and Developing Adequate Strategies Part I: The State • Theory and Strategy: Explaining Development and Developing Adequate Strategies Part II: Society and Markets • Conclusion: Theories about Development and Underdevelopment 					
Didactical methods					
Seminar, including Group Work and Short Presentations.					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
Each student is required to write a 10 page assignment. Topics can be chosen from a list which will be made available at the beginning of the course. Guidelines for writing the assignments are to be considered.					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the paper					
Sub-Module relevance					
Compulsory Course of the 1 st Semester					
Weighting of the Course Grade for the final Grade					
6/90 CPs					
Lecturer (s)					
Dr. Stefan Buchholz Anne Siebert, Dipl. Soz.Wiss.					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform. The core reading is: Martinussen, John (2003): Society, State and Market: A Guide to Competing Theories of Development, London: Zed Books.					

Theories of Development and Underdevelopment – Economic Perspectives					
No.	Workload	Credits	Semester	Frequency	Duration
C I.2	180 hrs	6	1 st	Once per intake	Block of 2 weeks
Module type	Contact Hours	Self Study		Group Size	
Seminar	60 hrs	120 hrs		~ 30	
Learning Outcomes					
<p>The students are aware of the international differences in important development indicators, know about the goals of economically-oriented development policy, are aware about the variety and of the structure of theories trying to explain economic growth, know about the strengths and weaknesses of the different approaches and their relevance for development policy. The students are able to discuss on a theoretical base the advantages and disadvantages of different sectoral development policies, as well as of inward- and outward-looking approaches. They know about the chances and dangers of globalization and of regional integration. Finally the students have gained knowledge about the modes of trade and capital assistance, of programme and project aid, and are able to give a differentiated judgment of the achievements (and failures) of development policy.</p>					
Contents					
<p>socio-economic development indicators in a global comparative perspective; economic development indicators, and indicators for income distribution; goals of development policy; actors of international development policy; sources of economic development; traps and vicious circles; approaches of explaining development; growth, distribution and poverty; development strategies: sectoral strategies and dimensions of globalization; types of aid and assistance granted by multilateral and national donors ; motives of donors and growth effects of ODA, achievements of developmental efforts</p>					
<i>Structure:</i>					
1 Development Economics and Development Policy					
2 Sources of Economic Development					
3 Development Strategies of Developing Countries					
4 Development Aid/Assistance					
5 Achievements of Development Policy					
Didactical methods					
Power-point-based lecture with lecturer/student interactions					
Prerequisites					
Admission to the MA in Development Management					
Non-economists should have followed the Economic Tutorial.					
Examination Type					
Written exam of two hours					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the written exam					
Sub-Module relevance					
Compulsory Course of the 1 st Semester					
Weighting of the Course Grade for the final Grade					
6/90 CPs					
Lecturer					
Prof. Dr. Wilhelm Löwenstein					
Additional Information					
<p>A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform. One basic reading is: Todaro, M. P. (2011): Economic Development. (11th edition). Reading at al.</p>					

Methods of Empirical Social Research					
No. C II	Workload 360 hrs	Credits 12	Semester 1 st (Summer Schools)	Frequency Once per intake	Duration Block of 4 weeks
Module type Lecture with exercises Seminar & workshop		Contact Hours 140 hrs		Self Study 220 hrs	Group Size ~ 40
Learning Outcomes Students have gained insights into inherent logic of theory-based empirical research and are able to use that knowledge for structuring their own research. They are familiar with basic statistical parameters, know how to interpret them and have developed an understanding for the limitations of these concepts. Furthermore students have gained an overview over the most common ways of data gathering – ranging from group or expert interviews over the use of questionnaires to the organisation of secondary data – and are able to choose those tools which are most appropriate for their own research.					
Content Course 1: Statistical Methods Course 2: How to conduct a field survey					
Didactical methods Lecture with exercises; seminar & workshop; see course descriptions for details					
Prerequisites Admission to the MA in Development Management Completion of course 1 is precondition for participation in course 2					
Examination Type See course descriptions					
Conditions for the Award of Credit Points Successful completion of exams, module grade consists of grades for course 1 (50%) and course 2 (50%)					
Module relevance Compulsory Module of the 1 st Semester					
Weighting of the Module Grade for the final Grade 12/90 CPs					
Lecturer (s) Prof. Dr. em. Werner Voß (Course 1) Dr. Tobias Thüerer (Course 1 + 2) Dr. Elkhan Sadikhzadeh					
Additional Information See course descriptions					

Methods of Empirical Social Research: Statistical Methods					
No. C II.1	Workload 180 hrs	Credits 6	Semester 1 st (Summer School)	Frequency Once per intake	Duration Block of 2 weeks
Module type Lecture with exercises		Contact Hours 80 hrs		Self Study 100 hrs	Group Size ~ 40
Learning Outcomes By the end of the course, the students are able to handle basic statistical measurements such as percentages, averages and spreads. They are also enabled to describe a given quantitative data set with appropriate statistical methods and to carry out necessary calculations. Some basics concerning the design and validation of statistical charts and tables are mastered. Furthermore, the students are able to formulate statistical hypotheses about the relationships between variables and check them.					
Content This course provides the basics for carrying out and analyzing own empirical research in the context of the Master thesis projects. The main focus is on descriptive and inferential statistics. <i>Structure:</i> <ol style="list-style-type: none"> 1 Introduction: Methods and problems of empirical research. Statistical Variables 2 Presentation of statistical data: Tables and Charts 3 Means (Averages) 4 Measures of dispersion (Spreads) 5 Regression analysis 6 Correlation analysis 7 Chi-Squared Test 					
Didactical methods The course combines lectures and exercises sessions. During the exercises sessions, the tasks carried out by the students will be presented and discussed.					
Prerequisites Admission to the MA in Development Management					
Examination Type Written exam of two hours					
Conditions for the Award of Credit Points Active Participation and successful completion of the written exam					
Sub-Module relevance Compulsory Course of the 1 st Semester					
Weighting of the Course Grade for the final Grade 6/90 CPs					
Lecturer (s) Prof. Dr. em. Werner Voß Dr. Tobias Thürer Dr. Elkhan Sadikhzadeh					
Additional Information Tutorial Program: LERNSTATS (http://www.lernstats.de) A detailed reading list will be made available to registered students via the internet-based e-learning platform.					

Methods of Empirical Social Research: How to Conduct a Field Survey					
No.	Workload	Credits	Semester	Frequency	Duration
C II.2	180 hrs	6	1 st (Summer School)	Once per intake	Block of 2 weeks
Module type		Contact Hours		Self Study	Group Size
Seminar & workshop		60 hrs		120 hrs	~ 40
Learning Outcomes					
<p>The course enables students to conduct small-scale quantitative surveys on their own, analyse primary quantitative data independently and interpret statistical results. Participants can apply their knowledge of statistics gained during the course statistical methods by performing a survey. Mentored students are able to choose from different data gathering approaches the one which fits the own research question best and are able to design their empirical research. After a decision on a survey topic has been made, the students will develop a questionnaire and apply it during interviews to be carried out usually off campus. Data will be processed with SPSS afterwards and will be used for applying tools of statistical analysis.</p>					
Content					
<p>The structure of the workshop-like course is as follows:</p> <ol style="list-style-type: none"> 1 Determine the objective of the survey 2 Operationalize variables 3 Word the questions 4 Edit and Format the questionnaire 5 Performing a pre-test (subject to change due to limitations in time) 6 Adjusting the questionnaire according to pre-test results (subject to change) 7 Performing interviews in face-to-face situation (approx. 10 per participant) 8 Creating a SPSS-Data sheet 9 Editing the data 10 Statistical analyzing 11 Interpretation of results 					
Didactical methods					
<p>The course is structured as a workshop and mainly based on a group work approach combined with moderated discussions. The central method is “learning by doing” where the lecturer recognizes himself more as a moderator than an instructor calling for self initiative.</p>					
Prerequisites					
Completion of the course Statistical Methods					
Examination Type					
Group presentation and the creation of a handout of approx. 2-5 pages.					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the presentation and delivery of the handout.					
Sub-Module relevance					
Compulsory Course of the 1 st Semester					
Weighting of the Course Grade for the final Grade					
6/90 CPs					
Lecturer (s)					
Dr. Tobias Thüerer Dr. Elkhan Sadikhzadeh Marc Hansen, MA Economics and Econometrics					
Additional Information					
Readings provided for the Statistical Methods course are relevant Additional readings will be made available via the internet-based e-learning platform.					

Research Project I					
No.	Workload	Credits	Semester	Frequency	Duration
C III	450 hrs	15	2 nd	Once per intake	2 nd semester
Module type Seminar/workshop, guided research		Contact Hours ~ 50 hrs		Self Study ~ 400 hrs	
Group Size n.a.					
Learning Outcomes Based on the knowledge gained in the theoretical modules of the 1 st semester and in the module Methods of Empirical Social Research students are able to write an inception report-type seminar paper that shows the steps ahead in terms of own empirical research covering the specification of the research question, its embedding into a theoretical/conceptual framework, derivation of field research guiding hypotheses and a preparation of field research design. Students pre-test this design and are capable to adjust it where necessary.					
Content Sub-Module 1: Research Logic (with coursework) Sub-Module 2: Seminar Paper Sub-Module 3: Field Research Design and Pre-Test The Research Project I is part of the total research project cycle. During the first semester the identification of a topic and basic reading tasks are central. During the second semester students prepare a seminar paper to embed the topic in a theoretical framework and to prepare a field research related to the topic for empirically testing the theory based hypotheses. During the third semester students complete their MA Thesis which discusses the theory, the methodological research design and the results of the empirical research. In a seminar preliminary field research results have to be presented and discussed. The final thesis has to be presented and defended in the final oral examination. For details, see sub-module descriptions of Research Project I & II.					
Didactical methods Guided autonomous research					
Prerequisites Successful completion of the module “Methods of Empirical Social Research”					
Examination Type Seminar Paper (15-20 pages)					
Conditions for the Award of Credit Points Successful completion of the seminar paper examination					
Module relevance Compulsory Module of the 2 nd Semester, precondition for research project II					
Weighting of the Course Grade for the final Grade 15/90 CPs					
Lecturer (s) See Research Logic; During the whole research project students are guided by individual mentors. The decision about mentors will be taken after a first consultation with the course coordinator which aims at identifying first ideas regarding the research topic.					
Additional Information Depending on individual topics, introductory readings will be recommended by mentors. The reader “Research Logic” provides imperative readings for writing the seminar paper. Further readings recommended for the “Research Logic” Sub-module are relevant for structuring the research process. The Reader: “How to write the seminar paper and the master thesis” provides the guidelines					

for the structure and formal aspects of the academic papers

Research Project I: Research Logic					
No.	Workload	Credits	Semester	Frequency	Duration
C III.1	~ 75 hrs	0	2 nd	Once per intake	2 nd semester
Module type		Contact Hours		Self Study	
Seminar/workshop		~ 25 hrs		~ 50 hrs	
Group Size					
~ 30					
Learning Outcomes					
Students are familiar with the research process and the various steps involved in that process. They are prepared to structure their own research projects (seminar paper & master thesis).					
Content					
1 Introduction to Social Science Research					
2 The Research Process					
2.1 The Research Question					
2.2 Embedding the research theme in a theoretical framework					
2.3 Derivation of empirically testable hypotheses					
2.4 Operationalisation					
2.5 Sampling					
2.6 Data Collection					
2.7 Data Analysis					
3 Cross-cutting issues					
Didactical methods					
Short seminar type input sessions, student presentations, and workshop elements.					
Prerequisites					
Successful completion of the module “Methods of Empirical Social Research”					
Examination Type					
No separate examination – results form part of the seminar paper.					
Conditions for the Award of Credit Points					
n.a.					
Sub-Module relevance					
Compulsory Part of the Module Research Project I					
Weighting of the Course Grade for the final Grade					
n.a.					
Lecturer					
Prof. Dr. Wilhelm Löwenstein					
Dr. Gabriele Bäcker					
Dr. Tobias Thüerer					
Additional Information					
Basic Literature consists of (partly provided in the reader “Research Logic”:					
Russel, Bernard, H. (2013). Social Research Methods, 2 nd ed., London					
Creswell, John W. (2014), Research Design, 4 th ed., London					
Neuman, Lawrence W. (2011), Social Research Methods, 7 th ed., Boston					

Research Project I: Seminar Paper					
No.	Workload	Credits	Semester	Frequency	Duration
C III.2	~ 200 hrs	15	2 nd	Once per intake	2 nd semester
Module type		Contact Hours		Self Study	Group Size
guided research		~ 25 hrs		~ 175 hrs	n.a.
Learning Outcomes					
Students are able to narrow down their research questions, to place them in a real world context and to identify an appropriate theoretical/conceptual framework and to derive there from testable hypotheses and data needs. Students show their report writing skills.					
Content					
1	Introduction, Justification and Specification of (Research) Problem				
2	Literature Review				
3	Theoretical / Conceptual Framework				
4	Methodological Approach				
Didactical methods					
Guided research project mainly based on individual work. The seminar paper work is mostly in the responsibility of the students. Regular consultations with mentors during the writing process are included.					
Prerequisites					
Successful completion of the module “Methods of Empirical Social Research”, participation in the sub-module “Research Logic”					
Examination Type					
Seminar Paper (15-20 pages)					
Conditions for the Award of Credit Points					
Successful completion of the seminar paper examination					
Sub-Module relevance					
Compulsory Module of the 2 nd Semester, precondition for research project II					
Weighting of the Course Grade for the final Grade					
15/90 CPs					
Lecturer (s)					
During the whole research project students are guided by individual mentors. The decision about mentors will be taken after a first consultation with the course coordinator which aims at identifying first ideas regarding the research topic.					
Additional Information					
Depending on individual topics, introductory readings will be recommended by mentors. The reader “Research Logic” provides imperative readings for writing the seminar paper. Further readings recommended for the “Research Logic” Sub-module are relevant for structuring the research process. The Reader: “How to write the seminar paper and the master thesis” provides the guidelines for the structure and formal aspects of the academic papers.					

Research Project I: Field Research Design and Pre-Test					
No.	Workload	Credits	Semester	Frequency	Duration
C III.3	~ 175 hrs	0	2 nd	Once per intake	2 nd semester
Module type		Contact Hours		Self Study	Group Size
guided research		~ 20 hrs		~155 hrs	n.a.
Learning Outcomes					
Working on the field research design provides the skills for burning down a theory/concept embedded research question into a design for empirical research and to pre-test this design with respect to appropriateness.					
Content					
Preparation and discussion of the field research design and the derived pre-test of the research project.					
Didactical methods					
Guided field research design and guided pre-test. Work is mostly in the responsibility of the students. Regular consultations with mentors are included.					
Prerequisites					
Successful completion of the module “Methods of Empirical Social Research”, participation in the sub-module “Research Logic”, parallel completion of Seminar Paper					
Examination Type					
No separate examination – results form part of the seminar paper.					
Conditions for the Award of Credit Points					
n.a.					
Sub-Module relevance					
Compulsory Part of the Module Research Project I					
Weighting of the Course Grade for the final Grade					
n.a.					
Lecturer					
During the whole research project students are guided by individual mentors. The decision about mentors will be taken after a first consultation with the course coordinator which aims at identifying first ideas regarding the research topic.					
Additional Information					
Depending on individual topics.					

Research Project II					
No. C IV	Workload 900 hrs	Credits 30	Semester 3 rd	Frequency Once per intake	Duration 3 rd semester
Module type guided research		Contact Hours ~ 90 hrs		Self Study ~ 810 hrs	
Group Size n.a.					
<p>Learning Outcomes Students have gained the ability to successfully carry out theory-guided empirical research in complex environments and demonstrated their skills in data analyses. They are able to condense their findings into a short oral presentation. They demonstrate their ability to structure a final report-type Master thesis showing the relevance of their research and of their results for development management satisfying academic standards. Furthermore, they show the mastering of their research object in the final oral examination where they defend their approaches and their findings. They are able to integrate their own research into the broader context of development cooperation and management.</p>					
<p>Content Sub-Module 1: Field Research and Data Analysis Sub-Module 2: Seminar Presentation of Field Research Results Sub-Module 3: Master Thesis Sub-Module 4: Final Oral Examination Remark: The Research Project II is part of the total research project cycle. During the first semester the identification of a topic and basic reading tasks are central. During the second semester students prepare a seminar paper to embed the topic in a theoretical framework and to prepare a field research related to the topic for empirically testing the theory based hypotheses. During the third semester students complete their MA Thesis which discusses the theory, the methodological research design and the results of the empirical research. In a seminar preliminary field research results have to be presented and discussed. The final thesis has to be presented and defended in the final oral examination. For details, see sub-module descriptions of Research Project I & II.</p>					
<p>Didactical methods Guided autonomous research, seminar, presentation</p>					
<p>Prerequisites Successful completion of “Research Project I”</p>					
<p>Examination Type Master Thesis and Final Oral Examination</p>					
<p>Conditions for the Award of Credit Points Successful completion of Master Thesis and final oral examination</p>					
<p>Module relevance Compulsory Module of the MA Development Management</p>					
<p>Weighting of the Course Grade for the final Grade 30/90 CPs</p>					
<p>Lecturer (s) During the whole research project students are guided by individual mentors. The decision about mentors will be taken after a first consultation with the course coordinator which aims at identifying first ideas regarding the research topic.</p>					
<p>Additional Information Depending on individual topics, introductory readings will be recommended by mentors. The reader “Research Logic” provides imperative readings for writing the master thesis. Further readings recommended for the “Research Logic” Sub-module are relevant for structuring the research process.</p>					

The Reader: “How to write the seminar paper and the master thesis” provides the guidelines for the structure and formal aspects of the academic papers

Research Project II – Field Research and Data Analysis					
No.	Workload	Credits	Semester	Frequency	Duration
C IV.1	~ 250 hrs	0	3 rd	Once per intake	3 rd semester
Module type		Contact Hours		Self Study	Group Size
guided research		~ 10 hrs		~ 240 hrs	n.a.
Learning Outcomes					
Acquisition of skills in empirical research, implementation of research design, coping with challenges of field research, develop knowledge with respect to different approaches of data analysis.					
Content					
Collection of data; preparation of data for analysis; data analysis					
Didactical methods					
Field research and guided data analysis					
Prerequisites					
successful completion of the “Research Project I”					
Examination Type					
No separate examination – results form part of the Master Thesis.					
Conditions for the Award of Credit Points					
n.a.					
Sub-Module relevance					
Compulsory Part of the Module Research Project II					
Weighting of the Course Grade for the final Grade					
n.a.					
Lecturer					
The field research is largely in the responsibility of students. The process of data analysis is guided by the student’s mentor.					
Additional Information					
Depending on individual topics of research by the students.					

Research Project II – Presentation of Field Research Results					
No. C IV.2	Workload ~ 60 hrs	Credits 0	Semester 3 rd	Frequency Once per intake	Duration ~ 1,5 weeks
Module type Seminar		Contact Hours ~ 50 hrs		Self Study ~ 10 hrs	Group Size ~ 30
Learning Outcomes Students are able to give a warm-up presentation that condenses the empirical findings of their field research and discuss approach and results with the whole group of students and mentors. The seminar contributes to acquisition of presentation and discussion skills.					
Content Series of warm-up presentations with plenary discussions.					
Didactical methods Seminar with Presentations and plenary Discussions					
Prerequisites successful completion of the “Research Project I”, completion of field research					
Examination Type No separate examination – results form part of the Master Thesis.					
Conditions for the Award of Credit Points n.a.					
Sub-Module relevance Compulsory Part of the Module Research Project II					
Weighting of the Course Grade for the final Grade n.a.					
Lecturer MADM coordinator MADM mentors & lecturers					
Additional Information Depending on individual topics of research by the students.					

Research Project II – Master Thesis					
No.	Workload	Credits	Semester	Frequency	Duration
C IV.3	~ 510 hrs	24	3 rd	Once per intake	3 rd semester
Module type		Contact Hours		Self Study	
Guided research		~ 50 hrs		~ 460 hrs	
Group Size n.a.					
Learning Outcomes					
Students demonstrate their ability to structure their Master thesis showing the relevance of their research and of their results for development management satisfying academic standards. Students show their report writing skills.					
Content					
The MA Thesis brings together theoretical work and empirical results related to the predefined research topic. Students are expected to embed the research problem into a theoretical context, to derive theoretically based hypotheses, to explain the design of the empirical research, and to present and discuss their empirical results.					
Didactical methods					
Mentored Academic Writing, guided research project mainly based on individual work. The Master thesis work is mostly in the responsibility of the students. Regular consultations with mentors during the writing process are included.					
Prerequisites					
Proof of required CPs for registration of Master Thesis, including successful completion of Research Project I; completion of field research and participation in Seminar “Presentation of Field Research Results”					
Examination Type					
Master Thesis of 50 – 80 pages					
Conditions for the Award of Credit Points					
Successful completion of Master Thesis examination					
Sub-Module relevance					
Compulsory Part of the Module Research Project II					
Weighting of the Course Grade for the final Grade					
24/90 CPs					
Lecturer					
During the whole research project students are guided by individual mentors. The decision about mentors will be taken after a first consultation with the course coordinator which aims at identifying first ideas regarding the research topic.					
Additional Information					
Depending on individual topics of research by the students.					

Research Project II – Final Oral Examination					
No.	Workload	Credits	Semester	Frequency	Duration
C IV.3	180 hrs	6	3 rd	Once per intake	3 rd semester
Module type		Contact Hours		Self Study	Group Size
Research colloquium		~ 5 hrs		~ 175 hrs	n.a.
Learning Outcomes					
Students show the mastering of their research object in the final oral examination where they defend their approaches and their findings. They are able to integrate their own research into the broader context of development cooperation and management.					
Content					
The final oral examination consists of a 10 minutes presentation of the thesis by the candidate which is then followed by a 30-40 minutes discussion which is open to all teaching staff of the MA in Development Management.					
Didactical methods					
Student presentation, colloquium discussion					
Prerequisites					
Successful completion of the Master Thesis					
Examination Type					
The final oral examination concerns the consistency of the thesis as presented in the student's presentation and the consistency of the student's argumentation in the discussion that follows. The didactics, presentation, and the relevance of the research results to development management and policy are also subject to assessment. Special attention is given to the presentation of empirical results.					
Conditions for the Award of Credit Points					
Successful completion of the oral examination					
Sub-Module relevance					
Compulsory Part of the Module Research Project II					
Weighting of the Course Grade for the final Grade					
6/90 CPs					
Lecturer					
Examiners in the final oral exam are the first and second examiner of the MA thesis; usually together with the chairperson or deputy chairperson of the Board of Examiners.					
Additional Information					
Depending on individual topics of research by the students.					

4.2 Elective Modules

Actors in Development Cooperation					
No.	Workload	Credits	Semester	Frequency	Duration
E I	180 hrs	6	1 st	Once per intake	2 weeks
Module type		Contact Hours		Self Study	
Lecture / Seminar		60 hrs		120 hrs	
Group Size ~ 30					
Learning Outcomes Students are familiar with actor-oriented approaches and with the characteristics and roles of main actors in development cooperation. They are aware of the special role of and challenges faced by public sector management.					
Content Course 1: Development Cooperation: Actors and Roles Course 2: Public Sector Management					
Didactical methods Lecture / seminar with student input					
Prerequisites Admission to the MA in Development Management					
Examination Type Successful completion of exams, module grade consists of grades for course 1 (50%) and course 2 (50%)					
Conditions for the Award of Credit Points see course descriptions, module grade consists of grades for course 1 (50%) and course 2 (50%)					
Module relevance Elective Module of the 1 st semester					
Weighting of the Module Grade for the final Grade 6/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer (s) Prof. em. Dr. Uwe Andersen (course 1) Dr. Meik Nowak (course 2)					
Additional Information See course descriptions					

Development Cooperation: Actors and Roles					
No.	Workload	Credits	Semester	Frequency	Duration
E I.1	90 hrs	3	1 st	Once per intake	1 week
Module type		Contact Hours		Self Study	Group Size
Lecture / exercises		30 hrs		60 hrs	~ 30
Learning Outcomes					
Students have gained an overview over relevant actors in the field of international development co-operation with a special focus on International Governmental Organisations (IGOs) and International Non-Governmental Organisations (INGOs). They know about distinguishing criteria of these actors, their formal structures, their 'modi operandi' as well as their development over time are considered with the help of real world examples.					
Content					
This course links the developmental discourse to the global level of governance, the international relations and the relevance of multilateral actors in terms of their institutional arrangements, policies and motives.					
<i>Structure:</i>					
1 Introduction					
2 International Governmental Organisations					
3 International Non-Governmental Organisations (INGOs)					
4 Other Actors					
5 Résumé					
Didactical methods					
Lecture with plenary discussion and exercises.					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
Written exam of 2 hrs					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the written exam					
Sub-Module relevance					
Part of Module Actors in Development Cooperation, elective					
Weighting of the Course Grade for the final Grade					
3/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer					
Prof. Dr. em. Uwe Andersen					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform. Some relevant readings are: ARCHER, Clive (2001): International Organizations, third edition, Routledge: London. ARTS, Bas; NOORTMANN, Math; REINALDA, Bob (2001) (eds): Non-State Actors in International Relations, Ashgate: Aldershot. BENNETT, Leroy A.; OLIVER, James K. (2002): International Organizations. Principles and Issues, Prentice Hall: New Jersey.					

Public Sector Management (substituted by “Public Policy Analysis & Management”)					
No.	Workload	Credits	Semester	Frequency	Duration
E I.2	90 hrs	3	1 st	Once per intake	1 week
Module type		Contact Hours		Self Study	Group Size
Lecture / case studies		30 hrs		60 hrs	~ 30
Learning Outcomes					
The major aspects of public administration and the challenges the public sectors of developing countries are faced with are introduced to the students. They are enabled to take a comprehensive and interdisciplinary perspective on the complex facets of administration in developing countries, the reform trends and the organizational challenges.					
Content					
The course deals with the basics of public sector management - bureaucracy, development administration and New Public management. The course will be based mainly on political analysis although it touches on other academic disciplines such as management or economic theory.					
Structure: The course consists of four parts, which are bridging the discourse from the Classics of Administrative Theory to modern economic techniques.					
1 Introduction to Public Sector Management					
2 The Theory of Bureaucracy					
3 From Administration to Management					
4 The need for reforms					
Didactical methods					
Problem-based learning Techniques and Harvard-Case Study Approach. Additional Input Presentations by the Lecturer					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
Written exam of 2 hrs					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the written exam					
Sub-Module relevance					
Part of Module Actors in Development Cooperation, elective					
Weighting of the Course Grade for the final Grade					
3/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer					
Dr. Meik Nowak					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform.					
The core readings are:					
Hirschman, David (1999): Development Management vs. Third World Bureaucracies. A brief history of conflicting interests. Development & Change 30/2.					
Gray, A./Jenkins B. (1995): From Public Administration to Public management: Reassessing a Revolution. Public Administration 73, 75-99.					

Institutions & Development					
No.	Workload	Credits	Semester	Frequency	Duration
E II	180 hrs	6	1 st	Once per intake	2 weeks
Module type Lecture / case study / group work		Contact Hours 60 hrs		Self Study 120 hrs	
Group Size ~ 30					
<p>Learning Outcomes</p> <p>Students will be aware of the major institutional determinants of development in the current debate from the perspective of economics, political science and international relations. They are enabled to conduct a systematic and theory guided analysis of institutional developmental issues with respect to foreign aid/assistance provision, SME development, environmental problems, and agricultural contracting, among others. Students will be able to compare different institutional approaches and can apply them on individual cases in order to assess if institutions make a difference in regard to developmental outcomes.</p>					
<p>Content</p> <p>This course deals with the importance of institutions for development and aims on answering the question, if institutional performance of developmental actors makes a difference for development. The course combines perspective from the disciplines of economics, political science, international relations and human geography.</p> <p>Structure: The course is divided into five parts, which are analyzing institutions from different perspectives:</p> <ol style="list-style-type: none"> 1 Introduction to Institutions and Development: What are Institutions? 2 From Global to Local: Different levels of institutions and their relevance for developmental projects and programmes. 3 The Toolbox of the Institutional Analyst: How to Approach Institutions? 4 Institutions as Independent Variable: In How Far Do Institutions Matter for Development? 5 Summary, Critique and Outlook: Which institutions matter more/most for Development? 					
<p>Didactical methods</p> <p>Theory-based lecture with selected case-studies of applied theory, Case Studies, Group Work, individual Readings, guided Discussions.</p>					
<p>Prerequisites</p> <p>Admission to the MA in Development Management</p>					
<p>Examination Type</p> <p>Oral examination of 15 -30 minutes</p>					
<p>Conditions for the Award of Credit Points</p> <p>Active Participation and successful completion of the oral exam</p>					
<p>Module relevance</p> <p>Elective Module of the 1st semester</p>					
<p>Weighting of the Course Grade for the final Grade</p> <p>6/90 CPs , 21 CPs from electives are recognized for the final grade</p>					
<p>Lecturer</p> <p>Ruth Knoblich, M.A.</p>					
<p>Additional Information</p> <p>A detailed reading list together with a selection of case studies and derived project proposals will be made available via the e-learning platform „Blackboard“.</p>					

The Managerial Cycle/ Process					
No.	Workload	Credits	Semester	Frequency	Duration
E III	450 hrs	15	2 nd	Once per intake	5 weeks
Module type Lectures, group work, Practical exercises, case studies		Contact Hours 150 hrs		Self Study 300 hrs	
Group Size ~ 30					
Learning Outcomes Students have gained insight into common procedures of project and programme management. They are able to select and apply appropriate planning, monitoring & evaluation approaches. They recognized the role financial management instruments for the success of development projects and programmes and are able to understand and prepare simple financial reports.					
Content Course 1: Planning, Monitoring, and Evaluation Course 2: Financial Management Course 3: Economic Evaluation Methods					
Didactical methods Lectures with plenary discussions, exercises, group work, and case studies					
Prerequisites See course descriptions					
Examination Type See course descriptions					
Conditions for the Award of Credit Points see course descriptions					
Module relevance Elective Module of the 2 nd Semester					
Weighting of the Module Grade for the final Grade 15/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer Britta Niklas, MA (course 1) Dr. Martina Shakya (course 1) Dr. Gabriele Bäcker (course 2) Prof. Dr. Wilhelm Löwenstein (course 3)					
Additional Information see course descriptions					

Planning, Monitoring, and Evaluation					
No. E III.I	Workload 180 hrs	Credits 6	Semester 2 nd	Frequency Once per intake	Duration 2 weeks
Module type Lecture, group work, Practical exercises		Contact Hours 60 hrs		Self Study 120 hrs	
Group Size ~ 30					
<p>Learning Outcomes This course module aims at introducing to core concepts of planning, monitoring and evaluation in the context of international development cooperation. More specifically, the course will discuss key terms and approaches to planning and evaluation in a theoretical and practical perspective. It will give an overview of current approaches and methods for the planning, monitoring & evaluation of development cooperation and critically discuss these instruments in the light of students' own practical experience and apply them in practical exercises.</p>					
<p>Content This course is the core course dealing with the techniques and rationales of Planning, Monitoring and Evaluation of developmental interventions. It uses elements of project cycle management and all relevant M&E Techniques. The course module is structured as follows:</p> <ol style="list-style-type: none"> 1. Project Management in Development Cooperation 2. The Planning Process 3. Monitoring and Performance Management 4. Evaluating Development Cooperation 5. Methods and Tools (with practical exercises) 					
<p>Didactical methods Power-point-supported lectures, plenary discussions, practical exercises (group work)</p>					
<p>Prerequisites Admission to the MA in Development Management</p>					
<p>Examination Type Written examination of two hours</p>					
<p>Conditions for the Award of Credit Points Active Participation and successful completion of the written exam</p>					
<p>Sub-Module relevance Part of elective module "The Managerial Cycle/Process"</p>					
<p>Weighting of the Course Grade for the final Grade 6/90 CPs , 21 CPs from electives are recognized for the final grade</p>					
<p>Lecturer Dr. Martina Shakya, Britta Niklas</p>					
<p>Additional Information A detailed reading list & reading schedule will be made available via the internet-based e-learning platform. Some relevant readings are: Cracknell, B.E. (2000): Evaluating Development Aid. Issues, Problems and Solutions. New Dehli, London: Sage Publications. Chapter 5: Project Cycle Management (pp. 93-125) / Dale, Reidar (2004): Evaluating Development Programmes and Projects. New Dehli, London: Sage Publications. Chapter 1 / Kusek, J.Z., R.C. Rist and E.M. White (2005): How Will We Know the Millenium Development Goal Results When We See Them? Building a Results-Based Monitoring and Evaluation System to Give Us the Answers. In: Evaluation, Vol. 11, No. 1, pp. 7-26.</p>					

Financial Management					
No.	Workload	Credits	Semester	Frequency	Duration
E III.2	90 hrs	3	2 nd	Once per intake	1 week
Module type		Contact Hours		Self Study	
Lecture, group work, Practical exercises		30 hrs		60 hrs	
Group Size					
~ 30					
Learning Outcomes					
Students' understanding of financial management tools and general problems of financial management in the context of development cooperation is extended. Students are able to understand and prepare basic financial reports. They are able to understand the relevance of financial management instruments for the success of development projects and programmes.					
Content					
This course is the core course dealing with the techniques and rationales of Financial management of Developmental Programmes and Projects. It covers elements like Backstopping, Financial Controlling and Budgeting.					
The course module is structured as follows:					
<ol style="list-style-type: none"> 1. What is financial management? 2. The building blocks of Financial management 3. Financial Statements: Types & Purposes 4. Planning & Budgeting 5. Cash and Bank Book 6. Interpretation of Financial Statements 7. Case Study 					
Didactical methods					
PowerPoint-supported lectures, plenary discussions, practical exercises (group work), students' contributions					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
Written examination of two hours					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the written exam					
Sub-Module relevance					
Part of elective module "The Managerial Cycle/Process"					
Weighting of the Course Grade for the final Grade					
3/90 CPs , 21 CPs from electives are recognized for the final grade					
Lecturer					
Dr. Gabriele Bäcker					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform.					
An introductory reading related to Accounting and Finance in Development Management is: Lewis, Terry (2015), produced for © Mango (Management Accounting for Non-governmental Organisations, Financial Management Essentials. A Handbook for NGOs available at: http://www.mango.org.uk/Guide/CourseHandbook					

Economic Evaluation Methods					
No.	Workload	Credits	Semester	Frequency	Duration
E III.3	180 hrs	6	2 nd	Once per intake	2 weeks
Module type Lecture, group work, presentation		Contact Hours 60 hrs		Self Study 120 hrs	
Group Size ~ 30					
Learning Outcomes The students are able to discriminate between the different perspectives of evaluation. If confronted with an evaluation report – be it an academic article or a report written by a practitioner – they know how to judge the reliability of the published results as they have deepened their knowledge on the scope and the limitations of evaluation methods. Furthermore, the participants are able to do own economic evaluations: They know which approach to use (1) to respond to a given demand for evaluation, and (2) which methods to apply to evaluate a given set of interventions. The lecture starts with a general introduction into the needs for and perspectives of economic evaluation, discusses the place of evaluation in the “project cycle” and addresses some general challenges to economic evaluation. It then presents different perspectives of economic evaluation and shows approaches which are appropriate to reflect these perspectives.					
Content This course is the advanced course dealing with the techniques and rationales of Evaluation of developmental interventions. It uses elements of cost-benefit analysis and contingent valuation. The course module is structured as follows: Chapter 1: Introduction Chapter 2: Financial evaluation of private investments: The firm’s perspective Chapter 3: Economic valuation of public interventions: The society’s perspective Chapter 4: Conclusion					
Didactical methods Power-point based lecture and group work on methods and cases.					
Prerequisites Admission to the MA in Development Management, participation in Economic Tutorial or equivalent knowledge about the fundamentals of micro-economics					
Examination Type Written examination of two hours					
Conditions for the Award of Credit Points Active Participation and successful completion of assignments					
Sub-Module relevance Part of elective module “The Managerial Cycle/Process”					
Weighting of the Course Grade for the final Grade 6/90 CPs , 21 CPs from electives are recognized for the final grade					
Lecturer Prof. Dr. Wilhelm Löwenstein					
Additional Information A detailed reading list & reading schedule will be made available via the internet-based e-learning platform.					

Management of Reforms					
No. E IV	Workload 450 hrs	Credits 15	Semester 2 nd	Frequency Once per intake	Duration 5 weeks
Module type Lectures with case studies, role plays		Contact Hours 150 hrs		Self Study 300 hrs	
Group Size ~ 30					
Learning Outcomes Students are familiar with different phases of the managerial aspects of reforms and specifically the public policy making process. They have gained an extended understanding of general problems of public sector reform in the context of development cooperation and are able to discuss selected real world economic reform programs and their income and poverty effects.					
Content Course 1: Reform and Public Policy Management Course 2: Economic Reform, Income, and Poverty Course 3: Public Sector Reform					
Didactical methods Interactive lectures, case studies, role plays, student presentations					
Prerequisites See course descriptions					
Examination Type See course descriptions					
Conditions for the Award of Credit Points see course descriptions					
Module relevance Elective Module of the 2 nd Semester					
Weighting of the Module Grade for the final Grade 15/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer(s) Ruth Knoblich, MA (course 1) Dr. Bäcker, Dr. Thürer (course 2) Nicole Dittrich, MA (course 3)					
Additional Information see course descriptions					

Public Policy and Reform Management					
No.	Workload	Credits	Semester	Frequency	Duration
E IV.1	180 hrs	6	2 nd	Once per intake	2 weeks
Module type		Contact Hours		Self Study	
Lectures with case studies, role plays		60 hrs		120 hrs	
Group Size					
~ 30					
Learning Outcomes					
The course focuses on understanding the causes of the successes and failures of real world developmental reforms in different countries, contexts, and sectors. The students are familiarised with the various determinants of successfully managing developmental reforms, i.e. of initiating, implementing and enforcing change. A special focus is on political-economic, institutional, and cultural aspects of reform success and failure. In addition, students have gained a deeper insight into the specific aspects and challenges of institutional reforms at different levels and of the reforms of social and economic policies. From a methodological point of view, the course enables students to deepen their analytical, strategic, (inter-cultural) communication, negotiation, and decision-making skills.					
Content					
This course is focusing on societal change manifested by organizational change and changing demands by the citizens. The global discourse about the diffusion of global norms into national projects of development is also highlighted. The course module is structured as follows: <ol style="list-style-type: none"> 1. Reform Management as Public Policy and Change Management 2. Critical Discussion of Criteria for Evaluating the Success of Reforms 3. Institutional and Political-Economic Determinants of Reform Success and Failure 4. Recommendations for Improving the Manageability and Success of Reforms 					
Didactical methods					
Interactive lecturing; case studies; role plays; group presentations					
Prerequisites					
Admission to the MA in Development Management, basic knowledge of contents of the Module “Institutions and Development” recommended					
Examination Type					
Presentation about a case study					
Conditions for the Award of Credit Points					
Active Participation and successful presentation about a case study					
Sub-Module relevance					
Part of the elective module Management of Reforms					
Weighting of the Module Grade for the final Grade					
6/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer					
Ruth Knoblich, M.A.					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform. Relevant readings are: Sturzenegger, F.; Tommasi, M. (eds) (1998): The Political Economy of Reform. Cambridge, MA (MIT Press) / Nunberg, B. Et al (2010): At the Frontier of Practical Political Economy: Operationalizing an Agent-Based Stakeholder Model in the World Bank’s East Asia and Pacific Region. The World Bank, January 2010 / Odugbemi, S; Jacobson, T (Eds) (2008): Governance Reform Under Real World Conditions. Washington, DC (World Bank) / Cabanero-Verzosa, C.; Garcia, H. (2009): Building Commitment to Reform Through Strategic Communication. Washington, DC (World Bank Publication).					

Economic Reforms, Income, and Poverty					
No.	Workload	Credits	Semester	Frequency	Duration
E IV.2	180 hrs	6	2 nd	Once per intake	2 weeks
Module type		Contact Hours		Self Study	
Lecture / seminar		60 hrs		120 hrs	
Group Size					
~ 30					
Learning Outcomes					
The module extends students' understanding of theoretical concepts underlying economic reform policies by familiarizing them with relevant theoretical approaches. Finally, the focus on pro-poor growth is expected to broaden the understanding of impacts of economic reform programs. By the end of the module, students should be able to discuss empirically selected economic reform programs and their income and poverty effects by applying the acquired theoretical knowledge.					
Content					
This course is focusing on the benefits and challenges developing countries face consequently to domestic sector reforms (e.g. privatization and deregulation) and external sector reforms (e.g. trade policies, currency regimes). A specific focus lies on the effect of such policies on growth, income distribution, and poverty.					
The course module is structured as follows:					
1. Introduction: an historical overview over developmental goals and agendas 2. Domestic Sector Reforms 3. External Sector Reforms					
Didactical methods					
Interactive lecture					
Prerequisites					
Admission to the MA in Development Management; familiarity with micro-economic modelling recommended					
Examination Type					
Written exam of two hours					
Conditions for the Award of Credit Points					
Active Participation and successful completion of written exam					
Sub-Module relevance					
Part of the elective module Management of Reforms					
Weighting of the Module Grade for the final Grade					
6/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer					
Dr. Gabriele Bäcker Dr. Tobias Thürer					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform.					

Public Sector Reforms					
No.	Workload	Credits	Semester	Frequency	Duration
E IV.3	90 hrs	3	2 nd	Once per intake	1 week
Module type		Contact Hours		Self Study	
Lecture / seminar		30 hrs		60 hrs	
Group Size ~ 30					
Learning Outcomes Students are aware of general problems of public sector reform in the context of development cooperation. They are able to understand why corruption is seen as a major threat to development, what obstacles privatization may (or may not) have for the efficiency of public service delivery and what impact decentralization strategies may have. They are especially able to understand the relevance of reform and governance instruments for the success of development projects and programmes.					
Content This course is strongly linked with the course of “Public Sector Management” of the first semester. The main focus lies on this explicit case study orientation and analysis of the used reform strategies with the Public Sector, optimizing its role as main channel of development. The course module is structured as follows: <ol style="list-style-type: none"> 1. Governance Effects and Reform Trends 2. The efficiency criteria in the Public Sector 3. Economic Reform – Privatization 4. Political-Administrative Reform – Decentralization 5. Socio-cultural Reform – Fight against Corruption 6. New Public Management as the sole solution? 					
Didactical methods Lecture, guided discussion, exercises, presentations, group work, case studies.					
Prerequisites Admission to the MA in Development Management					
Examination Type Presentation about case study					
Conditions for the Award of Credit Points Active Participation and successful presentation about case study					
Sub-Module relevance Part of the elective module Management of Reforms					
Weighting of the Module Grade for the final Grade 3/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer Nicole Dittrich, M.A.					
Additional Information A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform.					

Free Specialization			
No.	Workload / Credits / Duration / Module Type	Frequency	Group Size
E V	Depending on courses chosen	Once per intake	~ 30
<p>Learning Outcomes Students are enabled to gain specialized knowledge in the fields of project and reform management according to their specific needs. The module is geared towards an intensive dialogue between theory and practice in development cooperation and covers a wide range of actual topics. It embodies courses thought by practitioners outside the regular university canon or corresponding faculties of the Ruhr-University Bochum or the project partners of the IEE. The Free Specialisation module is aimed at taking into account heterogeneous backgrounds of students which may lead to specific specialisation interests. Therefore the major aim is to allow for specific specialisation in the field of development management which is consistent with individual profiles of students as well as potential career needs.</p>			
<p>Content Any combination of the following list of courses Course 1: Qualitative Research Methods (6 CP) Course 2: Law and Development (3 CP) Course 3: Urbanisation and Development (3 CP) One course of the Module “Actors in Development Cooperation” Courses of the Module “The Managerial Cycle / Process” Courses of the Module “Management of Reforms” Additional courses of partner faculties or universities will be announced at the end of the 1st semester</p>			
<p>Didactical methods Depending on sub-modules; the range is from seminars to workshops and includes case study work and other methods relevant to foster required skills for a professional career in development cooperation.</p>			
<p>Prerequisites See course descriptions</p>			
<p>Examination Type See course descriptions</p>			
<p>Conditions for the Award of Credit Points See course descriptions</p>			
<p>Module relevance Elective Module of the 2nd Semester</p>			
<p>Weighting of the Module Grade for the final Grade Depending on courses chosen; 21 CPs from electives are recognized for the final grade</p>			
<p>Lecturers See course descriptions</p>			
<p>Additional Information see course descriptions</p>			

Qualitative Research Methods					
No.	Workload	Credits	Semester	Frequency	Duration
E V.1	180 hrs	6	2 nd	Once per intake	2 weeks
Module type	Contact Hours	Self Study		Group Size	
Seminar	60 hrs	120 hrs		~ 30	
Learning Outcomes					
At the end of this course, students will <ul style="list-style-type: none"> • understand the relevance of different qualitative methods, particularly focus group discussions and interviewing • know and have successfully undertaken main steps in qualitative data collection, analysis, and interpretation, particularly the interview methodology • be able to plan and time their forthcoming field research. 					
Contents					
The purpose of this class is to introduce the students to theories, assumptions, and practices underlying the use of qualitative research in the field of development studies. Students will study, practice, and reflect on different qualitative research methodologies and consider the components and challenges faced when engaging in qualitative research methods. The class is divided into three parts. First, students will be introduced to the field of qualitative research, its underlying assumptions and methodological toolbox. The participants will have a detailed look at focus group discussions and interview methods. In the main part, to prepare the forthcoming field research, students will particularly learn how to develop, conduct, and analyse interviews. Issues related to data collection, access to the field, ethics, and the researcher's role will be of particular importance. In the third part, students will design their field research plan for their Master thesis. It is expected that upon completion students will acquire the foundational knowledge and experience to begin evaluating, selecting, and defending appropriate qualitative methods for their own future research project.					
<i>Structure:</i>					
1	Introduction				
2	Strategies of inquiry				
3	Overview: Methods of qualitative research				
4	How to conduct a focus group discussion				
5	The interview: from research design to data transcription				
6	Data analysis and interpretation				
7	Introduction: mixed methods and combination of different qualitative material				
8	How to design a field research plan				
Didactical methods					
Power-point-based lecture with lecturer/student interactions; Group work; Practice					
Prerequisites					
Admission to the MA in Development Management					
Recommended for students with a qualitative focus of their MA thesis					
Examination Type					
Interview and transcript; Short report on the findings/write-up					
Conditions for the Award of Credit Points					
Active Participation and successful completion of the required assignments					
Sub-Module relevance					
Part of the elective module Free Specialization					
Weighting of the Course Grade for the final Grade					
6/90 CPs					

Lecturers

Raffael Beier / Julien Lebourg / Anne Siebert

Additional Information

A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform.

Law and Development					
No. E V.2	Workload 90 hrs	Credits 3	Semester 2 nd	Frequency Once per intake	Duration 5-7 days, depending on number of participants
Module type Lecture / case study exercises / group work / presentations		Contact Hours 30 hrs		Self Study 60 hrs	Group Size ~ 30
Learning Outcomes The course familiarizes students with legal structures, disputes and arguments in development-related contexts. The regimes of international economic law and international, regional and national human rights law serve as the two main focus areas. Additionally, the course provides a brief introduction to legal foundations and human rights based approaches in development cooperation. Students will be enabled to understand specifically the legal position of both developed and developing countries in the World Trade Organization (WTO) and Human Rights jurisprudence, and more generally how lawyers address development issues.					
Content/Structure A. Introduction: Law and Development B. International Economic Law I. History, Organizational Structure and Dispute Settlement Mechanism of the WTO II. Trade in Goods, Trade in Services III. Trade-related Aspects of Intellectual Property (TRIPS) IV. Investment Law C. Human Rights Law I. Human Rights: International and Regional Systems II. Social Human Rights in Constitutional Law D. Human Rights Law and International Economic Law as Conflicting Legal Orders? E. Legal Foundations of Development Cooperation, including the Role of Human Rights in Development Cooperation					
Didactical methods Lecture, guided discussion, exercises, presentations, group work, case studies.					
Prerequisites Admission to the MA in Development Management					
Examination Type Presentation and subsequent discussion in course group					
Conditions for the Award of Credit Points Grade 4.0 for presentation and responses in subsequent discussion					
Sub-Module relevance Part of the elective module Free Specialization					
Weighting of the Module Grade for the final Grade 3/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer Dr. des. Annika Engelbert Johannes Norpoth, LL.M.					
Additional Information A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform (Blackboard).					

Urbanisation and Development					
No.	Workload	Credits	Semester	Frequency	Duration
E V.3	90 hrs	3	2	Once per intake	1 week (+ one day)
Module type		Contact Hours		Self Study	
Seminar		30 hrs		60 hrs	
Group Size					
~ 30					
Learning Outcomes					
<p>Since 2007, most of the world's population live in cities. In response, the management of urbanisation has become an increasingly relevant topic for national governments and development agencies. This course is designed to sensitize students for the challenges and chances of (rapid) urbanisation. The course will draw attention to relevant theories and the current state of the art concerning a range of sub-topics such as housing, rural-urban migration, city planning and the linkages between urbanisation and growth. Besides, students are encouraged to present own case studies and to discuss them in light of the theoretical debates. The aim of the course is to enhance students' ability to discuss and understand interdependencies and complexities of urbanisation, urban planning and development.</p>					
Content					
<p>The course is structured as follows:</p> <ol style="list-style-type: none"> 1. Overview on global urbanization – numbers, histories, trends 2. City vs. urbanity – what does it mean? 3. Cities as “engines of growth”? 4. Rural-urban migration and rural-urban linkages 5. The housing question 6. Urban competitiveness and “worlding” practices (7. Excursion) 					
Didactical methods					
Lecture, guided discussion, presentations, group work, case studies, excursion.					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
Oral presentation (60%) and short written presentation (40%) of an own case study.					
Conditions for the Award of Credit Points					
Active and continuous participation and successful completion of the assignments					
Sub-Module relevance					
Part of the elective module Free Specialization					
Weighting of the Module Grade for the final Grade					
3/90 CPs, 21 CPs from electives are recognized for the final grade					
Lecturer					
Raffael Beier, M.Sc					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform (or e-mail).					

4.3 Optional Modules

Introduction to the MA in Development Management					
No.	Workload	Credits	Semester	Frequency	Duration
O.1	6 hrs	0	1 st	Once per intake	1 day
Module type Presentation & discussion		Contact Hours 6 hrs		Self Study 0 hrs	
Group Size ~ 30					
Learning Outcomes Participants will be given an overview about the general structure of the MA in Development Management and about how the different modules are designed to contribute to the overall learning aim. Course regulations and requirements shall be clarified and students should also get detailed information about their new learning environment. They will be introduced to the internet based e-learning platform “Blackboard” which facilitates the students’ access to relevant literature and data material and other information related to the programme.					
Content 1 Background 2 Structure, Curriculum & Schedule 3 Exams & Credits 4 MA Thesis Process 5 Summer Schools, Internship & German Language Classes 6 E-learning via Blackboard 7 Course Evaluation					
Didactical methods Presentation and Discussion					
Prerequisites Admission to the MA in Development Management					
Examination Type n.a.					
Conditions for the Award of Credit Points n.a.					
Module relevance Optional module of the MADM					
Weighting of the Course Grade for the final Grade n.a.					
Lecturer Dr. Tobias Thürer					
Additional Information Examination Regulations MA in Development Management, Compendium of Modules, and presentation slides are considered the readings for the introduction.					

German Language Class					
No. O.2	Workload 360 hrs	Credits 0	Semester 1 st	Frequency Once per intake	Duration 6-8 weeks
Module type Language course		Contact Hours 180 hrs		Self Study 180 hrs	
Group Size ~ 25					
Learning Outcomes After the intensive course students are able to organise their daily life using the German language. In addition to that students are prepared for the internship period in German organisations where German is the major daily communication language.					
Content Once per intake, starting with a 6-8 weeks intensive course mainly for beginners and students with only basic knowledge of German before the course programme itself starts. The intensive course usually covers the basic (“Grundstufe”) level but with a specific focus on communication skills.					
Didactical methods Lecture elements combined with exercises; audio visual elements; group work.					
Prerequisites Admission to the MA in Development Management					
Examination Type Students will receive a certificate based on a final test Results are not relevant for the MADM itself					
Conditions for the Award of Credit Points n.a.					
Module relevance Highly recommended for all students, who are not fluent in the German language Compulsory for DAAD-EPOS scholarship holders as part of their scholarship obligations					
Weighting of the Course Grade for the final Grade n.a.					
Lecturer Experienced Lecturer from the Center for German as Foreign Language (DaF)					
Additional Information Books and any information on additional essential readings will be given out early in advance.					

Economic Tutorial					
No.	Workload	Credits	Semester	Frequency	Duration
O.3	30 hrs	0	1 st	Once per intake	1 week
Module type		Contact Hours		Self Study	
Lecture & exercises		20 hrs		10 hrs	
Group Size					
~ 30					
Learning Outcomes					
The course is especially targeted at non-economists and enables those students not familiar with economic theories and approaches with the necessary understanding to successfully participate in subsequent economics-oriented courses.					
Content					
The course presents the basic concepts and tools of economic analysis with a focus on microeconomics, i.e. the analysis of economic problems from the perspective of the individual which fits well to the actors-oriented approach of the program. In addition some macroeconomic-basics are covered.					
The tutorial focuses on the following three aspects:					
1 Economic Theory					
2 Microeconomics: Theory of the Household, Theory of the Firm, Market & Price Theory					
3 Macroeconomics: Basic Concepts					
Didactical methods					
Lecture with discussion and exercises					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
n.a.					
Conditions for the Award of Credit Points					
n.a.					
Module relevance					
Optional module of the MADM, highly recommended for non-economists, especially to prepare for MADM courses Economic Perspectives & Economic Evaluation Methods					
Weighting of the Course Grade for the final Grade					
n.a.					
Lecturer					
Dr. Tobias Thürer					
Additional Information					
A detailed reading list & reading schedule will be made available to registered students via the internet-based e-learning platform. Introductory readings are:					
Mankiw, N. Gregory (2004), Principles of Economics, 3rd edition, Mason/Ohio.					
Samuelson, Paul and Nordhaus, William D. (1998), Economics, 16th edition.					

Development Practice					
No.	Workload	Credits	Semester	Frequency	Duration
O.4	~ 440 hrs	0	1 st , 2 nd , 3 rd	Once per intake	varies
Module type Sessions with development practitioners, internship		Contact Hours 40 hrs	Self Study 400 hrs		Group Size ~ 40 if appl.
Learning Outcomes Students have been exposed to development practice to complement the academic perspective and to provide network opportunities. More specifically students are aware about the professional profiles of fellow students. They know about the basic structure of German development cooperation policy and have been exposed to specific projects / case studies by practitioners. They have also been exposed to the development practice of a country of the South which at the same time gives and receives development aid. In addition students had the opportunity to work with a development related organization during an internship.					
Content Sub-Module 1: Development Cooperation in Practice I (Germany) Sub-Module 2: Development Cooperation in Practice II (South Africa) Sub-Module 3: Internship					
Didactical methods Presentations by students; presentations by development practitioners from Germany and from South Africa or Sub-Sahara Africa; case studies; team-building; internship					
Prerequisites Admission to the MA in Development Management					
Examination Type n.a.					
Conditions for the Award of Credit Points n.a.					
Module relevance Optional module of the MADM					
Weighting of the Course Grade for the final Grade n.a.					
Lecturers Dr. Tobias Thürer Respective Experts and external lecturers Internship supervisor					
Additional Information see sub-module descriptions					

Development Cooperation in Practice I (Germany)					
No.	Workload	Credits	Semester	Frequency	Duration
O.4.I	~ 20 hrs	0	1 st (summer school)	Once per intake	1-2 weeks
Module type Sessions with development practitioners		Contact Hours 20 hrs	Self Study 0 hrs		Group Size ~ 40
Learning Outcomes Students are aware about the professional profiles of fellow students. They know about the basic structure of German development cooperation policy and have been exposed to specific projects / case studies by practitioners.					
Content As a first step, students are asked to give short presentations to inform each other and the lecturers about their own relevant practical experience. This, due to the origin of the students, is usually an experience from an aid receiving country. In a second part an introduction to the practice of development cooperation / management in Germany will be given. Finally representatives of selected development organisations will be invited to present case studies related to projects of their organisations. 1 Development Cooperation / Management: Students experience 2 Development Cooperation / Management practice in Germany: an introduction 3 Selected case studies of German Development Cooperation					
Didactical methods Student presentations and group discussion; presentations of and discussions with external lecturers; case studies					
Prerequisites Admission to the MA in Development Management					
Examination Type n.a.					
Conditions for the Award of Credit Points n.a.					
Module relevance Optional module of the MADM, relates especially to Development Management modules of the 2 nd semester					
Weighting of the Module Grade for the final Grade n.a.					
Lecturers Dr. Tobias Thürer (coordination) Respective experts and external lecturers					
Additional Information The IEE has a pool of around 125 cooperation partners for giving practical insight in the day-to-day operations of Development Cooperation Actors.					

Development Cooperation in Practice II (South Africa)					
No.	Workload	Credits	Semester	Frequency	Duration
O.4.2	~ 20 hrs	0	2 nd (summer school)	Once per intake	1-2 weeks
Module type		Contact Hours	Self Study		Group Size
Sessions with development practitioners		20 hrs	0 hrs		~ 40
Learning Outcomes					
Students have been exposed to the development practice of a country of the South which at the same time gives and receives development aid to complement the acquired knowledge about the development practice of a donor country.					
Content					
To contrast the session on Development Cooperation in Practice I (sub-module I) this sub-module – which will take place during a summer school in Cape Town, South Africa – will introduce students to selected development projects and programmes in South Africa/Sub-Saharan Africa. South Africa in this context shall be understood as an example for development cooperation practice of a country in the south.					
Didactical methods					
Student presentations and group discussion; presentations of and discussions with external lecturers; case studies					
Prerequisites					
Admission to the MA in Development Management					
Examination Type					
n.a.					
Conditions for the Award of Credit Points					
n.a.					
Module relevance					
Optional module of the MADM, relates especially to Development Management modules of the 2 nd semester					
Weighting of the Module Grade for the final Grade					
n.a.					
Lecturers					
Dr. Tobias Thüerer (coordinator), Dr. Ina Conradi (UWC) Respective experts and external lecturers					
Additional Information					
The School of Government and the Institute for Social Development as partners at the UWC have a wide range of partners based on their work in community outreach and consultancy. External experts invited will be from the pool of such partners.					

Development Practice: Internship					
No.	Workload	Credits	Semester	Frequency	Duration
O.4.3	~ 400 hrs	0	1 st	Once per intake	10-12 weeks
Module type		Contact Hours	Self Study	Group Size	
internship		0 hrs	400 hrs	n.a.	
Learning Outcomes					
Students gained firsthand experience about project work / working culture of a specific German organisation working in the field of Development Cooperation. They are able to broaden their network for future professional activities.					
Content					
After the first semester students can follow an internship of 2 – 3 months in an organisation working in the field of development cooperation / management. Internships usually take place in Germany and are arranged by the Institute of Development Research and Development Policy on an individual base. The process of internship arrangements will be discussed in an information meeting during the first semester.					
Didactical methods					
Learning by doing					
Prerequisites					
Admission to the MA in Development Management Students will be asked to complete a CV template which will be used for internship arrangements.					
Examination Type					
n.a.					
Conditions for the Award of Credit Points					
n.a.					
Module relevance					
Optional module of the MADM, relates especially to Development Management modules of the 2 nd semester					
Weighting of the Module Grade for the final Grade					
n.a.					
Lecturers					
Dr. Tobias Thürer (coordination of internship arrangements) Internship supervisors in respective institutions					
Additional Information					
none					

Seminars on Selected Subjects					
No.	Workload	Credits	Semester	Frequency	Duration
O.5	30 hrs	0	3 rd	Once per intake	varies
Module type		Contact Hours		Self Study	
Seminars / workshops		20 hrs		10 hrs	
Group Size					
~ 30					
Learning Outcomes					
Students are able to identify topics for in-depth discussions. They are able to organise a seminar and chair plenary discussion. They gain in-depth knowledge about specific topics from courses of the previous semester or follow workshops with relevance for career development					
Content					
Based on students' suggestions 1-5 day seminars on selected topics are organised. Specific contents are depending on topics.					
Didactical methods					
Workshops, Trainings, Short Courses					
Prerequisites					
Admission to the MA in Development Management , students' suggestions regarding seminar topics / structure, type of workshop; major student input to organisation of seminars and workshops, chairing of sessions if applicable					
Examination Type					
n.a.					
Conditions for the Award of Credit Points					
n.a.					
Module relevance					
Optional module of the MADM					
Weighting of the Module Grade for the final Grade					
n.a.					
Lecturer					
Dr. Tobias Thüerer (coordination) Other (external) experts					
Additional Information					
Depending on Seminar Topics					

5 EXAMINATION REQUIREMENTS

5.1 Examination Regulations, Types of Examinations and European Credit Transfer System

The grading system, credit point allocation, types of examinations etc. are based on the examination regulations of the MA in Development Management.

The examination regulations are available from our website at: www.development-research.org or via the Blackboard course “MADM – General Information”.

According to § 13 of the Examination Regulations the examinations comprise the module examinations during their first and second semester, and the Master thesis and the final oral examination in the third semester.

In the module examinations during their first and second semester candidates have to show that they have a broad foundation of knowledge in development management, understand correlations within the field and are able to integrate specialized problems into their proper context.

Module or Sub-module examinations during the first and second semester are carried out as written examinations (1-2 hrs), oral examinations (15-30 minutes), written assignments (papers), or presentations. The type of an examination is determined by the board of examiners in consultation with the lecturer and the course coordinator. Details for each course are given in the course descriptions. Module or Sub-module examinations take place in the same semester as the module or sub- module. The seminar paper has to be submitted at the end of the second semester.

For successful completion of the third semester students have to complete the MA thesis and the final oral examination. According to § 14 of the examination regulations the thesis shall demonstrate that the candidate is capable to undertake independent research on a problem within the field of development management using scientific methods and provide the results within a specified period. The time needed for completion of the Master thesis is equivalent to 24 credit points; therefore candidates have 18 weeks to complete the Master thesis. The starting date is usually at the beginning of the third semester. The thesis is normally between 50 and 80 pages in length.

The final oral examination (§ 15 Examination Regulations) will take place at the end of the third semester and consists of a 10 minutes presentation of the thesis by the candidate which is then followed by a discussion which is open to all teaching staff and student of the Masters Programme in Development Management. The final oral examination takes a minimum of 30 and a maximum of 50 minutes per candidate. Its associated workload is equivalent to 6 credit points. The final oral examination is concerned with the consistency of the theses put forward in the presentation and the arguments presented by the candidate in the discussion. In addition the didactical structure of the presentation and the classification of the results within the context of development policy are also relevant parts of the examination.

The MA in Development Management is using the European Credit Transfer System (ECTS). For successful completion of the programme 90 credits are needed. Of these 90 credits, 69 are allocated in case of successful completion of compulsory modules, while 21 credits from elective modules must be acquired.

5.2 Grading System

The grades for each examination will be determined by the respective examiner(s). The following grading scheme will be used (see (§ 16 examination regulations):

1	=	very good	=	a distinguished effort;
2	=	good	=	an effort that is substantially above average;
3	=	satisfactory	=	an average effort;
4	=	sufficient	=	an effort that shows deficiencies but still meets the requirements
<hr/>				
5	=	insufficient	=	an effort that does not meet the requirements due to serious deficiencies

Raising or lowering grades in steps of 0.3 is used to differentiate more fully between results. Grades of 0.7, 4.3, 4.7 and 5.3 are not used. This results in the following grading scale: 1.0; 1.3; 1.7; 2.0; 2.3; 2.7; 3.0; 3.3; 3.7; 4.0; 5.0. An examination is passed if it is graded at least as “sufficient” (4.0). The master examination is passed if all the required examinations have been graded at least as “sufficient” (4.0).

The final grade for the master examination is determined from the average of the required module grades, the grade of the Master thesis and the grade of the final oral examination, weighted in accordance with their associated credit points.

The final grading is as follows:

with an average of down to	1.5	=	very good,
with an average less than	1.5 to 2.5	=	good,
with an average less than	2.5 to 3.5	=	satisfactory,
with an average less than	3.5 to 4.0	=	sufficient.

When determining the final grade for the master examination only the first decimal is relevant, all other decimals are ignored and no rounding is to be done.

The grading system used can be translated into percentage grades according to the following table:

German Grade	German Grade in Words	Percentage
1,0	Very good	95 – 100
1,3	Very good minus /still very good	90 – 94
1,7	Good plus / fully good	85 – 89
2,0	Good	80 – 84
2,3	Good minus / still good	75 – 79
2,7	Satisfactory plus / fully satisfactory	70 – 74
3,0	Satisfactory	65 – 69
3,3	Satisfactory minus / still satisfactory	60 – 64
3,7	Sufficient plus / fully sufficient	55 – 59
4,0	Sufficient	50 – 54
5,0	Insufficient	0 – 49

After successful completion of studies graduates will receive a diploma supplement in addition to the degree certificate and transcript. The final overall grade in the diploma supplement will be expressed according to the German grading scale as outlined above and as ECTS grade according to the table below. For calculation of the ECTS grade, usually results of students of the current and the two previous intakes will be taken into account.

ECTS Grade	% of successful students normally achieving the grade	Definition (only of failing grades)
A	10	
B	25	
C	30	
D	25	
E	10	
FX	-	FAIL - some more work required before the credit can be awarded
F	-	FAIL - considerable further work is required