

Course manual
Joint Master's Programme in
International Humanitarian Action

University of
Warsaw

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Management in Humanitarian Action

Semester 1



Module coordinator:**Dr. Dawid Sześciło**

e-mail: dawid.szescilo@uw.edu.pl

phone: +48 697 051 664

office location: Collegium Iuridicum III, room 2.11

office hours: Tuesday, 16.00-16.45

Lecturers:**Dr. Dawid Sześciło**

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Credits awarded:

5 ECTS

Period:

First semester, block 1.

1. Introduction

The module is an element of the second component (Core Course, 25 ECTS) of the NOHA Joint Master's Degree in International Humanitarian Action to be completed during the first semester. It forms a recognised part of the curriculum and is a requirement for obtaining the NOHA Master's degree.

This module aims at providing participants with general knowledge about management of organisations and processes with special focus on managerial techniques and methods applicable to humanitarian action. It also offers insight to main differences in managing various types of organisations, including public sector, private sector and charities. Another important aspect of this course is focus on managerial innovations that might be particularly useful in day-to-day activities of humanitarian aid organisations. This module is based on open formula, including direct involvement of participants and adjusting detailed scope of the course to their needs.

2. Learning outcomes

In conformity with the learning outcomes set out by the NOHA network, students should achieve the following learning outcomes by the end of this module:

- knowledge about key management paradigms applicable also to managing humanitarian action
- general knowledge on crucial aspects of managing organisations with special focus on institutions conducting humanitarian action
- understanding of major managerial challenges in humanitarian action
- an ability to identify and respond to the major ethical challenges in humanitarian action work

3. Course material

1. Abu-Sada C. (2012). Dilemmas, Challenges, and Ethics of Humanitarian Action, McGill Queen's Press.



2. Clarke P. (2013). *Who is in charge here? A literature review on approaches to leadership in humanitarian organizations*. ALNAP/ODI.
3. Humanitarian Action Partnershing (2010). *HAP Standard in Accountability and Quality Management*.
4. James E. (2008). *Managing humanitarian relief: an operational guide for NGOs*. Intermediate Technology Publications Ltd.
5. Mac Ginty, R., & Peterson, J. H. (2015). *The Routledge Companion to Humanitarian Action*. Routledge.
6. Mintzberg H. (1996). „Managing Government. Governing Management”, *Harvard Business Review*, May/June.
7. OECD (2009). *Better Aid Managing Aid Practices of DAC Member Countries: Practices of DAC Member Countries*, OECD Publishing.
8. Ramalingam B., Mitchell J., Borton J. & Smart K. (2009). Counting what counts: performance and effectiveness in the humanitarian sector, ALNAP Review of Humanitarian Action.

4. Teaching and learning methodology

- Lectures
- Guest lectures
- Individual writing assignment

5. Programme and training activities

Week 1

Introduction/overview:

- Presentation of the course content
- Information about assessment criteria

Public/Private/Charity Sector Management: Similarities and Differences. Management paradigms

- Management values and styles
- Structures, organisational types
- Bureaucracy vs. market-based management (new public management)
- Collaborative and participatory management

Week 2

Managing humanitarian projects. Introduction

- Needs assessment
- Analysis of problems
- Definition of objectives
- The logical framework
- Indicators
- Risk analysis

Week 3

Introduction to managing humanitarian actions. Humanitarian system, actions, principles

- Public sector
- NGOs
- Donors

Week 4:

Managing humanitarian projects – logframes. Workshop – part 1

- Testing logframes as a tool for project management
- Identifying and discussing key elements of the logframes
- Diagnosing major limitations of logframes

Week 5:

Managing humanitarian projects – logframes. Workshop – part 2

- Testing logframes as an approach to management of humanitarian intervention

Week 6:

Managing humanitarian projects. Risk management

- Key elements of risk management
- Case studies – risk management in humanitarian projects

Week 7:

Managing humanitarian projects. Risk management – workshop

- Designing the comprehensive risk management plan for humanitarian intervention

Week 8:

Strategic management in humanitarian action

- Principles of strategic management
- Approaches and methods
- Strategic management in the specific context of humanitarian action
- Case studies – strategic planning of humanitarian intervention

Week 9:

Financial management

- Budgeting
- Basic accounting
- Auditing
- Funding sources

Week 10:

Human resources management

- HRM models



- Key aspects of HRM: hiring, promotion, salaries, career development, talent management, organisational and individual learning
- Leadership styles
- Transformation of leadership – from autocratic towards democratic and collaborative model
- Leadership model for humanitarian action

Week 11:

Human resources management. Workshop: Development of competency models

- Developing comprehensive competency model for humanitarian organisation

Week 12:

Security management

- Risk analysis
- Acceptance, protection, dissuasion (deterrence)
- Security plan
- SOPs
- Incident analysis
- Crisis management
- Safety
- Humanitarian negotiation

Week 13:

Security management. Workshop – crisis management

- Developing crisis management plans for humanitarian intervention

Week 14:

Management ethics

- Values in management and values in managing humanitarian action
- Key ethical dilemmas and challenges

Week 15:

Final exam

6. Workload

Attendance: 30

Reading of and analyzing required literature: 10

Preparing for final exam: 20

Preparing written submissions: 20

7. Assessment methods

The final grade will be calculated as follows:

1. Final exam (60%)
2. Individual written assignments – two in semester (40%)
 - Mini-essay (2500-3000 words)

- Topic to be agreed individually between lecturer and participant until the 4rd week of classes.

8. Assessment criteria

For grading of written submissions the following criteria will be applied:

- Relevance and clarity of information presented
- Quality of literature review
- Formal correctness

9. Appendices

Most of the literature required for classes and numerous additional publications will be uploaded to NOHA Blackboard and made available to participants.

