

Humanitarian Action - Management Module 2016

Course Title:	Management in the Humanitarian Context
Credits:	5 ECTS
Course Type:	Compulsory for all students.
Course Coordinator:	Pat Gibbons
Contact Details: Room:	G-03c, p.gibbons@ucd.ie , 01-716 7792

Aim of the Module

The increasing complexity, scale and scope of humanitarian action calls for enhanced professionalism to manage humanitarian programmes and projects. Humanitarian professionals require a range of competences to maximise an organisation's resources to achieve stated aims. This module examines management fundamentals across the diverse humanitarian stakeholder mix. Beginning with the theoretical and conceptual underpinnings that characterise humanitarian action, the module critically analyses the more salient management issues and challenges in contemporary humanitarian action, and examines the more commonly applied models and strategies employed across a range of management functions.

Learning outcomes

On successful completion of the course students should be able to:

- Comprehensive understanding of the humanitarian principles, their value to the humanitarian effort and their organisational application;
- Describe and critically analyse the humanitarian business, its key stakeholders, management principles and governance structures;
- Critically analyse HA organisational principles and practice;
- Design a strategy for a HA organisation that combine key issues of intervention;
- Present a detailed description of the project cycle;
- Critique the logical framework approach to project design and management;
- Develop a security and logistics plan for humanitarian intervention;
- Prepare a financial accounting system for a humanitarian intervention; and
- Develop and evaluate the personnel management system for a humanitarian intervention.

Course Assessment

Assignments (written and presentations) based on course work and group projects account for 60%. The written exam accounts for 40%.

The written assignment will comprise both a group and an individual components. Groups of students will be given a project proposal on September 21st and requested to use this proposal to develop a logical framework. This assignment will be submitted before 9.00am on Wednesday the 28th of September. Each group will receive feedback on this assignment on September 30th.

Then each student within his/ her group will be requested to further develop the project in line with a management function studied in class (personnel management/ logistics/ security/ financial management/ monitoring and evaluation). Guidance will be provided in class.

Students will be provided with sample questions in advance of the written exam. The exam will be two hours. Guidance will be provided in class.

General Reading List

All readings are available on blackboard. Students are encouraged to read materials in advanced of lecture. Students will also be provided with a library guide that has additional reference related to management in humanitarian action.

Module Outline

Topic	Dates and times	Person Responsible
Introduction Humanitarian principles Humanitarian system Management fundamentals Leadership/ co-ordination/ accountability	Sept 20 th 9.30 – 12.30	Pat Gibbons
Management process - Issues of Intervention Strategic Planning Programmes and projects	Sept 21 st 9.30 – 12.30	Pat Gibbons
Project Management Context analysis Project planning Project implementation	Sept 23 rd 9.30 – 12.30	Pat Gibbons
Monitoring and Evaluation Project design Monitoring and evaluation	Sept 26 th 9.30 – 12.30	Pat Gibbons
Personnel Management	Sept 27 th 9.30 – 12.30	Pat Gibbons
Financial Management Budgeting/ budgetary management	Sept 28 th 9.30 – 12.30	Phillip Byrne
Security Management	Sept 29 th 2.00 – 5.00	Pat and Brian Casey
Logistics Purchases, transport, stock control and distribution. Managing technical assets such as vehicles, food, vaccinations, and refugee care items	Sept 30 th 9.30 – 12.30	Brian Casey
Project preparation and study	Oct 3 rd – 6 th	
EXAM	Oct 7 th	