

## Post Graduate Programme in Development Management

A 12-month modular programme  
for the social sector



Building competencies  
for the development sector

## SPJIMR- An unmatched legacy



SPJIMR's programmes aim to develop value-based leaders who can innovate and transform companies, social sector organisations, and society. One such pioneering programme born out of SPJIMR's commitment to social responsibility is the Post Graduate Programme in Development Management (PGPDM).

Ranked #1 in the Business Today-MDRA India's Best B-schools Rankings 2025.

Recognised by the Financial Times Masters in Management (FT MiM) Rankings as the #3 business school in India and #35 globally in 2025.

Rated by the Positive Impact Rating (PIR) as one of only four pioneering business schools globally for societal impact and sustainability.

## Location



The programme enjoys the locational advantage of being situated in Mumbai, India's financial capital, with a strong presence of social sector, public policy, and corporate actors. With over 300 plant species and a campus lake, the 45-acres of campus in Andheri West is an urban oasis, providing a very conducive environment for learning and reflection for social change agents.

## About PGPDM

The PGPDM is a 12-month modular programme designed for professionals working in, or intending to work in, the social sector, including NGOs, foundations, CSR functions of corporates or for-profit organisations, social policy or welfare departments of governments, and social enterprises.

The only Development Management Programme in India that has been internationally accredited by AACSB, AMBA (UK) and EQUIS (EFMD).



## Competency Goals and Programme Learning Objectives

The programme is aligned with the following Competency Goals (CG) and Programme Learning Objectives (PLOs):

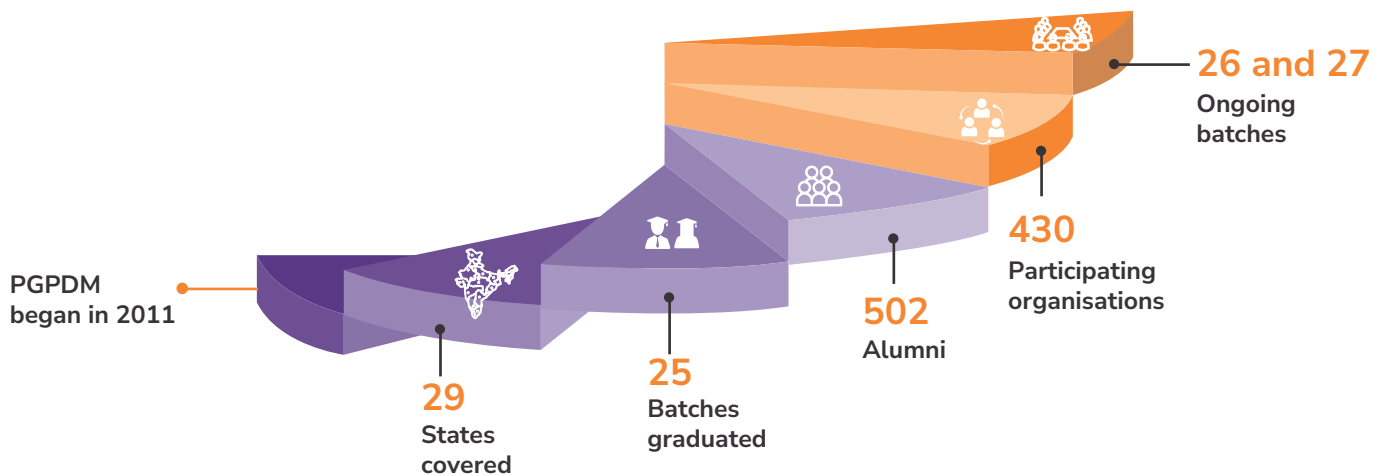
Competency Goals	Programme Learning Objectives
1: Students will become socially sensitive leaders who can recognise and act on opportunities for social change.	1.1: Understand and be sensitive to the external social, economic and policy environment. 1.2: Appraise and identify social problems and their solutions.
2: Students will be capable of leading social sector organisations with impact at scale.	2.1: Understand management principles, their interdependencies and limitations for the social sector. 2.2: Recommend and implement responsible solutions to social problems.
3: Students will become innovative social change agents.	3.1: Apply specific practices and resources to develop innovative solutions to social problems. 3.2: Develop innovative solutions to unstructured social problems and build sustainable social organisation.



## PROGRAMME MISSION

*Enhancing the efficiency and effectiveness of development sector organisations by building the capacity of development professionals and helping them to create a more inclusive and sustainable society.*

# PGPDM Journey so far



## What makes PGPDM stand out?

- A revamped curriculum designed to meet changing cohort and sectoral needs
- Strong faculty base, about 40% of SPJIMR's core faculty teaches in the PGPDM
- A unique programme of its kind to build leadership of the working professionals in the social sector
- Experience of running 25 successful batches

**Strong emphasis on real-life problem solving**  
Using case studies, application exercises and field based assignments.

**Regular reflections and feedback sessions**  
in every contact to help integrate learnings from various courses and make mid-course corrections.

**Feasible for working professionals**  
Contacts are scheduled to allow students to continue working in their organisations, while simultaneously applying classroom learnings.

**Extensive alumni network**  
Strong network of PGPDM alumni and SPJIMR's other alumni base.



### Leadership Lab

Experiential laboratory at Bhavan's Nature and Adventure Centre at SPJIMR Campus in Mumbai that sets the foundation for the yearlong leadership development journey.

### Communications Excellence Lab

A lab that translates raw talent into a polished media-ready executive presence.

### Writing Lab

A lab to help the students to improve their basic writing skills and create foundation for the advanced writing required in professional life.

### Manthan: Reading classics on social sector

Book reading sessions to inculcate the habit of reading and learning from classic works on social change.

### Leadership Talks

Sessions with experts and leaders from the development sector.

### Social Impact Project

A yearlong capstone project guided by faculty and with an opportunity to work with SPJIMR's full time management students.

## Who can benefit?

**Social impact fund managers and consultants** ensuring the efficient utilisation of funds and maximisation of social impact.

**CSR professionals** working in the corporate sector.

**Development practitioners** currently working in NGOs, foundations, philanthropic organisations and social enterprises.

**Founders, trustees, and CXOs** seeking the required knowledge, skills, perspectives and networks to build and or drive large-scale social impact initiatives.

**Public sector and government officials** working in the arena of social policies, welfare, and development.

**Corporate, business, and other professionals** intending to transition to the development sector.



## Benefits of sponsoring/sparing an employee for PGPDM

1. Improve leadership and managerial competencies of your key personnel.

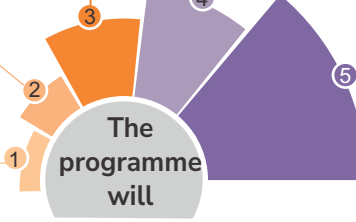
2. Enhance the effectiveness and efficiency of your organisation.

3. Help design innovative interventions, formulate new strategies, and ensure their execution.

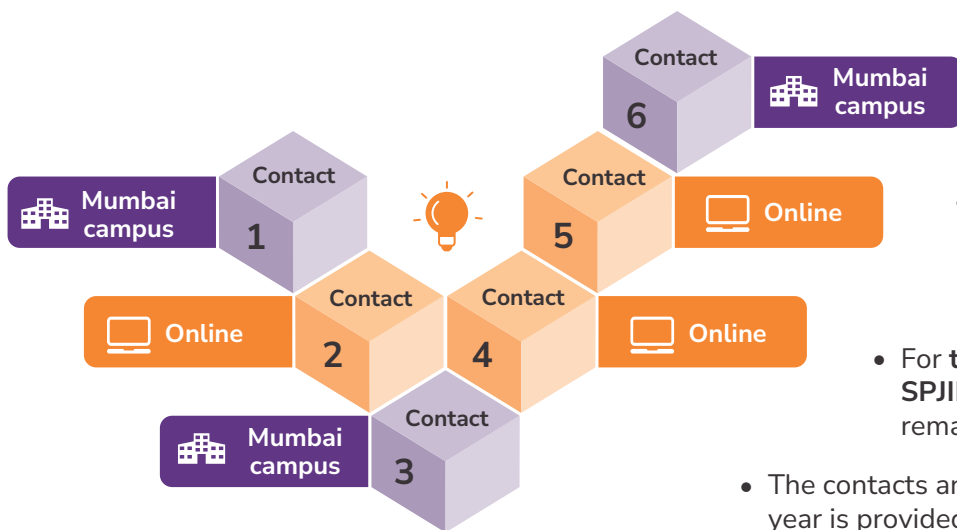
4. Raise funds through improved design and effective implementation of existing interventions.

5. Create a significant impact at scale on the lives of the targeted communities.

The programme will



# Programme architecture and contacts overview



- 'Contact' refers to the 'contact days' when the sessions are held. These sessions include physical or online classes, depending on the type of contact.

- There are **six contact sessions** across the three terms in the entire programme, with each term comprising two contacts.

- For **three contacts**, students must come to **SPJIMR's Mumbai campus**, while the remaining **three contacts** are held online.

- The contacts and examinations calendar for the entire year is provided to the students before submitting the application to help them plan their studies, professional commitments and personal life.

## Offline Contact Sessions

- On campus sessions span 16 consecutive days, starting on a Saturday and concluding on a Sunday.
- Professionals with a 6-day work week only need to take 12 days of leave to attend.
- Professionals with a 5-day work week only need to take 10 days of leave to attend.
- 60 % of the programme is held on campus, which ensures a high level of attendance and allows students to build a strong foundation in each course.
- It is mandatory for the students to stay in the SPJIMR hostel to dedicate full time to the programme

## Online Contact Sessions

- Online sessions are stretched over 21 days in each online contact
- Students are required to attend only three sessions per day on working days (Monday to Saturday) to help balance their professional and academic workload
- The class timings are 3.00 pm to 7:00 pm on working days and 9.00 am to 5:00 pm on Sunday



## Curriculum Structure: 30 courses (42 credits)

Courses	Term I	1	Developing Self and Leadership for Social Impact
		2	Fundamentals of Economics
		3	Marketing for Development Sector
		4	Communication Skills
		5	Understanding Society and Government
		6	Excel for Development
		7	Strategy Fundamentals for Social Sector
		8	Finance for Development Professionals
		9	Systems Thinking
Term II	10	Introduction to SDGs and ESG	
	11	Theory of Change and Programme Design	
	12	Research Methodology for Social Impact	
	13	Strategic People Management	
	14	Design Thinking	
	15	Technology and AI for Development Sector	
	16	Legal Aspects and Governance of Social Sector Organisations	
Term III	17	CSR: Governance and Compliance	
	18	Programme Evaluation and Impact Assessment	
	19	Fund Raising and Resource Mobilisation	
	20	Project Management for Development Sector	
	21	Social Entrepreneurship	
	22	Public Policy: Formulation, Implementation and Analysis	
	23-27	Electives**	
	28	Workshops*	

### \*\* Electives (choose any 5)

E1	A Historical Perspective on Philanthropy and Development
E2	Development Finance
E3	Education System, Policy and Finance
E4	Management of Change
E5	Media and Social Change
E6	Service Excellence and Innovation in the Development Sector
E7	Social Media and Digital Marketing
E8	Women Entrepreneurship
E9	Advanced Strategic Management for Social Sector
E10	Branding for Not for Profits
E11	Data Analysis and Visualisation
E12	Organisational and Financial Compliances

### \*Workshops (choose any one)

W1	Leading with Wisdom
W2	Negotiation Skills
W3	Management of Volunteers
W4	Behaviour Change Communication

### Year long courses

Manthan (Over Term I, II & III)

Social Impact Project (Over Term I, II, & III)

## Evaluations

Although the programme is part-time, it requires full-time commitment to maintain its rigour. Evaluation at PGPDm is continuous, comprehensive, and rigorous, covering both on-campus and off-campus periods.

Students are evaluated in each course across various components, including:



## Faculty profile

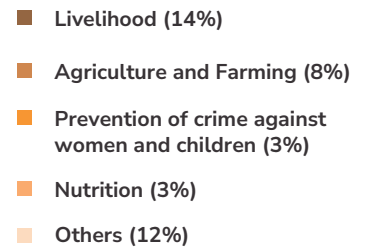
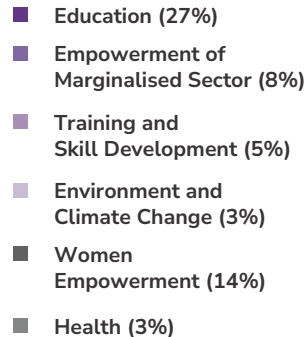
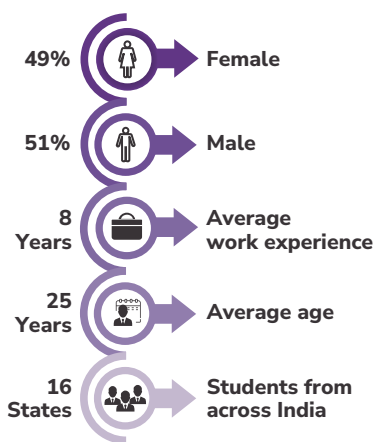
Thirty-four faculty members including core faculty (75%) from SPJIMR and visiting faculty teach in PGPDM.

These faculty members come from diverse educational and professional backgrounds, having studied or worked at prestigious global universities such as Oxford, Harvard, Vanderbilt, Purdue, Brandeis, Michigan, Tulane, UC Berkley, Yale, London Business School, London School of Economics, Aix-Marseille, Ashridge Business School and renowned Indian institutions such as IITs, IIMs, XLRI, BITS Pilani, SPJIMR, Jamnalal Bajaj IMS, IIT (ISM) Dhanbad, BIT Mesra, ISI, IIFT, TISS, IRMA, Nirmala Niketan and others of repute.

They offer a balanced approach in the classroom, blending theory and practice with management and development expertise to enrich the learning experience.



## Recent batch participants' profile



## Eligibility for admission



Graduate (in any discipline) from a recognised university



Minimum of two years of relevant full-time work experience

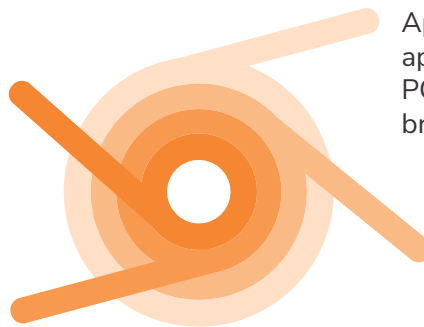


Basic computer proficiency and comfortable with English as the medium of instruction

## Application process

Non-sponsored candidates are expected to get a formal permission or support from their organisations during application stage

Sponsored candidates must submit a letter of support from their organisations



Applicants must complete the online application form on the SPJIMR PGPDM portal after reviewing the brochure

An application processing fee of Rs. 1,000 is required and non-refundable

## Selection process



Shortlisting is based on the profile and application details



Shortlisted candidates are invited for mandatory counselling followed by an online interview



Communication is sent only to shortlisted and selected candidates

## Important information

- Selected candidates must present original documents (education, experience, ID, address proof and income details in case of scholarship recipients)

- Discrepancies between application information and documents may result in admission cancellation without a refund

# Programme fee

## I. Corporate/international NGO-sponsored and high-income candidates

₹ 3,00,000 + GST

### Payment options

1. Full payment of ₹ 3,00,000 + GST
2. Term-wise: ₹ 1,00,000 + GST per term (x 3 terms)

## II. NGO or self-sponsored candidates

₹ 1,50,000 + GST

### Payment options

1. Full payment of ₹ 1,50,000 + GST
2. Term-wise: ₹ 50,000 + GST per term (x 3 terms)
3. Instalments: Six equal instalments of ₹ 25,000 + GST before start of every contact. First instalment required for admission confirmation.

## III. Discount in fee

A discount of ₹ 15,000 per candidate is provided when two or more applicants from the same organisation join the same batch, and a ₹ 10,000 discount is given when a candidate makes a lump-sum payment.



**Limited scholarships available for low-income deserving candidates.**

# Accommodation policy

All the candidates who join PGPDM are required to reside together in the SPJIMR hostel or programme-arranged accommodation during on-campus sessions. This facilitates peer learning, community building, and ensures complete dedication to the programme. It is compulsory for students to reside on campus during on-campus sessions. Accommodation and food costs are subsidised but must be covered by the students.



## Testimonials



**Ankeshwar  
Pandey**

Programme  
Anchor,  
Trust Community  
Livelihoods



The PGPDM programme has been deeply impactful for me. Working in development, we often focus narrowly on our interventions that we tend to ignore the larger picture, market dynamics, power structures within communities, the role of government and policy or how economics functions on the ground. This programme gave me those missing lenses. It is thoughtfully designed keeping the real needs of the development sector in mind. Most importantly it created space for honest introspection and challenging my own biases helping me grow not just professionally but as a leader.



**Shreya  
Bhattacharjee**

Regional Head  
(west) – Education,  
Smile Foundation



PGPDM has been far more than an academic programme, it has been a journey that reshaped the way I think, lead, and work. The programme's thoughtfully curated curriculum, rigorous assignments, and engaging classroom discussions challenged me to look beyond conventional approaches. Learning from experienced faculty members who seamlessly bridged theory and practice made every session relevant and actionable. The concepts and frameworks learnt in the classroom have already found their way into my day-to-day work. The value of this programme extends well beyond the classroom - it continues to shape how I approach opportunities, decisions, and impact every day.



**Asmita  
Gudhade**

Freelance  
Consultant



Coming from the development sector, I was familiar with the realities of programme implementation and working with communities and institutions. PGPDM at SPJIMR helped me complement this experience with management perspectives for the development sector. The programme deepened my understanding of strategy, leadership, organisational behaviour, financial management, and decision-making, while equipping me with practical tools to navigate complex development challenges. It has enabled me to think more strategically, approach problems more systematically, and bring greater effectiveness to my professional practice.



## Testimonials



**Dheeraj Dubey,**  
Founder,  
Centre for  
Contemporary  
Folklore



When I joined PGPDM, I was passionate about India's living folklore traditions, but I didn't know how to turn that passion into a reality. I soon found that the programme became the starting point for what is now the Centre for Contemporary Folklore. The PGPDM coursework gave me the tools, confidence, and language to create something real. My peers, who came from many different backgrounds and causes, always challenged and broadened my perspective.. Looking back, PGPDM truly helped me lay the foundation for things I love. I am very grateful to SPJIMR for creating a place where ideas and people can grow.



**Srishti  
Chattwal**  
Consultant, CSR  
and Sustainability,  
Wattr.ai



PGPDM pushed me to think beyond and really ask why something works, and for whom? The professors are truly spectacular bringing rich real-world expertise. The programme encouraged me to ask tough questions in class and in the field, listen carefully to communities, and let their stories guide the solutions we designed. By working with real partners on water, farming, AI, and health projects, I learned how to move smoothly from field visits to leadership meetings and to stay rooted in people's lived realities. Along the way, I also learned how to balance a demanding job, personal life, and a rigorous course – a mental drill that has stayed with me well beyond the classroom.



**Prachi Salve**  
Director, EQUERA  
Institute for  
Inclusive and  
Sustainable  
Development



For me, PGPDM was deeply transformative that reshaped my approach to social sector work and challenged me to move beyond grassroots engagement to adopt a more strategic, systems-driven, and impact-oriented perspective. Through immersive peer learning and invaluable faculty mentorship, I gained the confidence to design interventions with lasting institutional impact. Whereas I joined PGPDM when I was Trustee of ACAR, the transformative experience at SPJIMR, inspired me to found the new organisation, EQUERA Institute for Inclusive and Sustainable Development Foundation in July 2025. Today, we champion community-led advocacy for sanitation workers' rights, unorganised labour, women's leadership, social protection, and access to justice.



# An illustrative list of students' organisations

## CSRs

- Aditya Birla Group
- Alkem Laboratories
- Ambuja Cement Foundation
- Bryt Technologies Pvt Ltd
- Chambal Fertilizers and Chemicals
- Cummins India
- Ernst & Young
- Excel Industries Ltd
- Godrej & Boyce, Mumbai
- HCL Foundation
- Hero MotoCorp Ltd
- IBM India Pvt Ltd
- JSW Foundation
- Kotak Education Foundation
- Ecobasket Consultancy
- GramIQ
- KPMG
- Lupin Human Welfare & Research Foundation
- Mahindra & Mahindra
- Pidilite Industries Ltd
- Piramal Foundation
- Reliance Foundation
- Sterlite Technologies Ltd
- Tata Power
- Tata Trusts
- TCI Institute of Logistics
- Tech Mahindra Foundation
- Verizon Data Service Pvt Ltd
- Vodafone Idea Ltd

## NGOs

- Aasraa Trust
- Abhivyakti Foundation
- ACAR
- Aga Khan Rural Support Programme, India
- Americares India Foundation
- American Club for International Women
- ASHRAY-AKRUTI
- ATMA
- BAIF Development Research Foundation
- Bharat CARES
- CARE India
- CORO India
- CSRBOX
- Dasra
- Deesha Group
- Dhan Foundation
- Deepak Foundation
- Gramin Vikas Parishad
- Green and Grains
- Habitat for Humanity India
- Hand in Hand
- Haqdarshak
- Head Held High Foundation
- Himmatthan Society
- IDSP Foundation
- Jan Sahas Foundation
- Koru Foundation
- Learning Links Foundation
- Lend a Hand India
- Magic Bus India Foundation
- Mukangan
- NIIT Foundation
- Peepul
- PRADAN (Professional Assistance for Development Action)
- Prakruthi Trust
- Pratham Education Foundation
- Praveenlatha Sansthan Foundation
- Purnata
- Raah Foundation
- Ratna Nidhi Charitable Trust
- SATHI
- Shantilal Muttha Foundation
- Smile Foundation
- Snehalaya
- St. Jude India Childcare Centre
- Swades Foundation
- Tarun Bharat Sangh
- The Askhay Patra Foundation
- U&I Foundation
- Udyogini
- Vigyan Ashram
- Volunteers for Village Development
- Vowel of the People Association
- We the People Abhiyan
- Xondhan Foundation
- Yuva

## Others

- Government of Maharashtra
- Government of Punjab
- Niti Ayog
- Government of India
- United Nations Development Programme
- UN Women
- World Health Organisation
- iHub – AWaDH, IIT Ropar



**Kumar Manjunath**  
Director, Operations,  
Head Held High  
Foundation

*The PGPDM programme was a transformative part of my journey. It empowered me with the insights and confidence to take on complex challenges in the development sector. Today, as Director of Operations at Head Held High Foundation, I lead projects in 22 states and use the programme's insights daily. Mentoring PGPDM students has been equally enriching; their fresh ideas push me to keep learning. As a recruiter, I've seen the immense value of PGPDM graduates, who bring the right mix of empathy, problem-solving skills, and execution ability. Encouraging my team members to pursue PGPDM has proven to be an investment in both their growth and our mission's impact. PGPDM is not just an academic programme, it is an experience that shapes leaders for meaningful change.*

## Programme team



Dr. Tanojkumar Meshram is a public policy, education, and development professional and researcher with over 25 years of experience in government, academia, and the social sector. A former civil servant, Dr. Meshram, holds Ph.D. in Social Policy from The Heller School for Social Policy and Management at Brandeis University, USA, and a post-graduation in Public Management and Policy from IIM Ahmedabad. His research interests include public policy, implementation theory, critical policy studies, education policy and finance, development and social sector, and infrastructure. Methodologically, he is trained as a mixed-method researcher.

**Dr. Tanojkumar Meshram**  
Programme Chairperson



Rahul is a development professional with over a decade of experience in the social sector. He is an alumnus of SPJIMR's PGPDM programme and holds a Master's Degree in Sustainable International Development from Brandeis University, USA and Bachelor's in Computer Science and

Engineering from Dr. BAMU, Chhatrapati Sambhajnagar. Rahul oversees the PGPDM programme from admissions to convocation ensuring smooth operations and supporting the programme's strategic goals. Before joining SPJIMR, he was a Programme Manager at Jan Sahas Foundation, where he focused on crucial areas like land rights, safe migration, worker protection.

**Rahul Dandge**, Programme Manager



Mohan is a development professional with over six years of experience in the education, skills and livelihood domain. He is an alumnus of SPJIMR's PGPDM programme and holds a Master's degree in Education from Azim Premji University, Bengaluru, and a Bachelor's degree in Social

Work from Yashwantrao Chavan School of Social Work, Satara. Mohan supports the coordination and smooth functioning of the PGPDM programme, assisting students from admissions to convocation and ensuring timely completion of programme requirements. Previously, he has worked with organisations such as Kotak Education Foundation, and Adhyayan Foundation, where he contributed to school education.

**Mohan Rathod**, Programme Associate



Smita has been part of the PGPDM for the last 10 years and has over 26 years of professional experience in education, teaching and IT domain. In the PGPDM team she handles administration, budget, accounts, and alumni relations. Before joining SPJIMR, she was working in

Prosound Products where she was responsible for managing computer networks, data and range of servers. She holds a Master's Diploma in Software Engineering and a Bachelor's degree in Commerce both from Mumbai University.

**Smita Gore**, Programme Associate



Arpita has been associated with SPJIMR since 2019 and holds a Master's degree in Economics from University of Mumbai. She has over 15 years of experience across multiple domains, including education, sales, marketing, finance, and operations. In her role as a

Programme Associate for the PGPDM programme, she oversees the end-to-end management of a batch, from admissions of a new batch to its convocation and contributes to all the aspects of PGPDM operations.

**Arpita Rastogi**, Programme Associate



Nidhi provides academic support to students, faculty, and the PGPDM office. Her responsibilities include managing examinations and evaluations, supporting accreditation related work, and guiding students through their capstone projects. Additionally, she handles content creation and social media management for the programme. In the past, as an editor at Clear Cut Media, a magazine dedicated to the development sector and

social impact, Nidhi has contributed to writing and editing insightful articles on policy and social issues for both digital and print platforms. She is M.Sc. in Urban Policy and Governance from the Tata Institute of Social Sciences, Mumbai, as well as M.A. in Economics and B.E. in Electronics and Telecommunications from Nagpur University.

**Nidhi Chandrikapure**, Academic Associate

# Photo Gallery





Bharatiya Vidya Bhavan's  
**SPJIMR**  
Bhavan's S.P. Jain Institute of Management & Research  
Bhavan's Campus, Munshi Nagar, Dadabhai Road,  
Andheri West, Mumbai - 400 058.

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