PGPDM

Bharatiya Vidya Bhavan's
SP JIMR

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 is recognised by Financial Times (FT MIM) Rankings as one of India's top two business schools, by Business Today as one of the country's top five business schools, and by the Positive Impact Rating (PIR), a Swiss Association, as one of the only four pioneering business school worldwide with the highest rating for its societal impact and sustainability achievements. SPJIMR programmes aim to develop value-based leaders who can innovate and transform companies, social sector organisations, and society. One such pioneering programme emerged out of SPJIMR's social commitment is Post Graduate Programme in Development Management (PGPDM)

Location

The programme has the locational advantage of being situated in the financial capital with a large-scale presence of social sector, public policy, and corporate CSR actors. With over 250 plant species plus a campus lake, the 45 acres of campus in Andheri is an urban oasis, providing a very conducive location for the learning and reflection for the social change agents.

PGPDM - Post Graduate Programme in Development Management

PGPDM is a 12 month modular programme, for professionals working in or intending to work for the social sector including NGOs, foundations, CSR functions of corporate for-profit organisations, social policy or welfare departments of governments and social enterprises specialising in Development Management offered by SPJIMR. Spread across three terms the programme is designed keeping in mind various facets of the development sector and all that hones participants' skills to take their initiative forward in pursuing social justice.

The programme was introduced in 2011 as Indian businesses were attempting to meet their corporate social responsibility (CSR) goals and NGOs were trying to improve the effectiveness of their interventions, so as to successfully secure large grants and CSR funds. After 12 years of learning and observing the recent impact of COVID-19 on society, the programme has been redesigned with a greater emphasis on wise innovation and change management for sustainable development.

> **This is also the only Development Management Programme in India which is having international accreditations such as AMBA & AACSB.**

Competency Goals and Programme Learning Objectives

The programme is aligned to achieve following Competency Goals and Programme Learning Objectives:

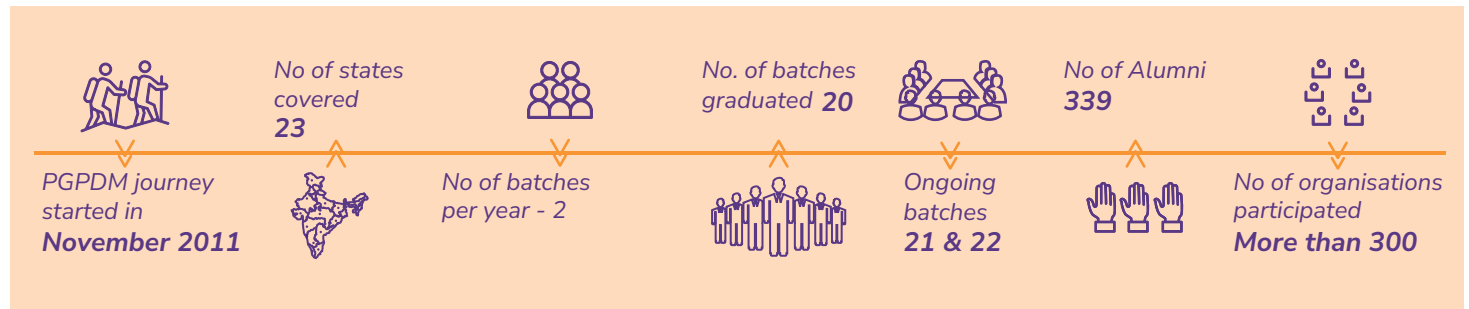| Competency Goals	Programme Learning Objectives
1. Participants will become socially sensitive leaders who can recognise and act on opportunities for social change.	1.1: Understand and be sensitive to the external social, economic and policy environment. 1.2: Appraise and identify social problems and their solution.
2. Participants will be capable of leading social sector organizations 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. Participants 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.

Mission of PGPDM

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

Journey so far: PGPDM – "Preparing change leaders"

PGPDM journey started in **November 2011**	No of states covered **23**	No of batches per year - 2
No. of batches graduated **20**	Ongoing batches **21 & 22**	No of Alumni **339**
No of organisations participated **More than 300**		

What makes PGPDM stand out?

Blending of theory and practice, enabling the participants to continue working in their organisations, and simultaneously apply the classroom learnings in their organisations

Interactive pedagogy with a focus on real-life problem-solving and case studies

Application exercises and field-based assignments and projects during the off-contact period to test and ensure the relevance of knowledge acquired in classroom settings to the participant's work environment

Mandatory mentor and, sponsoring, parent, or adopting organisation for every participant to help them apply their learnings and get support during such application

Mahir Milan- A student driven activity where special sessions are organised for interactions with the practitioners and experts from the field

Manthan - Book reading sessions to inculcate reading habits and learn from the stalwarts in the field

Coverage of development-related subjects such as Understanding Society & Government, Theory of Change, Program Design & Management, Sustainable Development Goals, Fund Raising & Resource Mobilisation, Program Evaluation & Impact Assessment and cutting-edge ideas such as Social Innovation, Systems & Design Thinking, Management of Change, Social Media & Digital Marketing and Social Entrepreneurship

Development Management Project at the end of the program to ensure that the key learnings of the programme find their way into the practical world of the participants and provide an avenue for exploring new ideas in the development sector

Regular reflections and feedback sessions with the Programme Chairperson

Who can benefit?

Development practitioners who aspire to play significant roles in their organisation

Professionals implementing social projects or activities through CSR initiatives directly or through partner NGOs

Non-development professionals who intend to work in the development sector

Government employees working in the arena of social policies and welfare, rural development, urban poverty, and sustainability
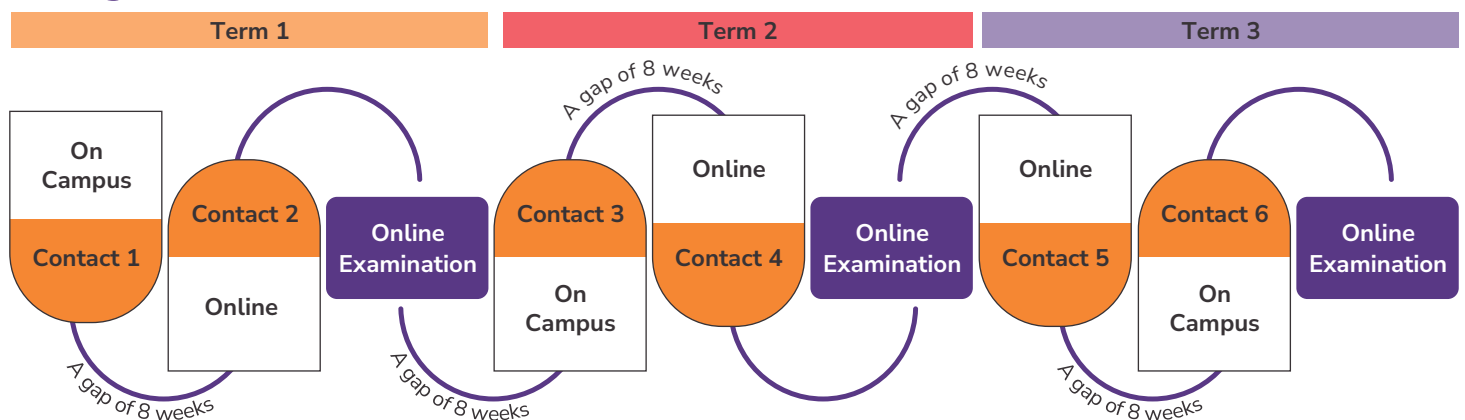
Professionals in funding organisations who raise resources, fund social initiatives and are keen to ensure appropriate utilisation of their funds

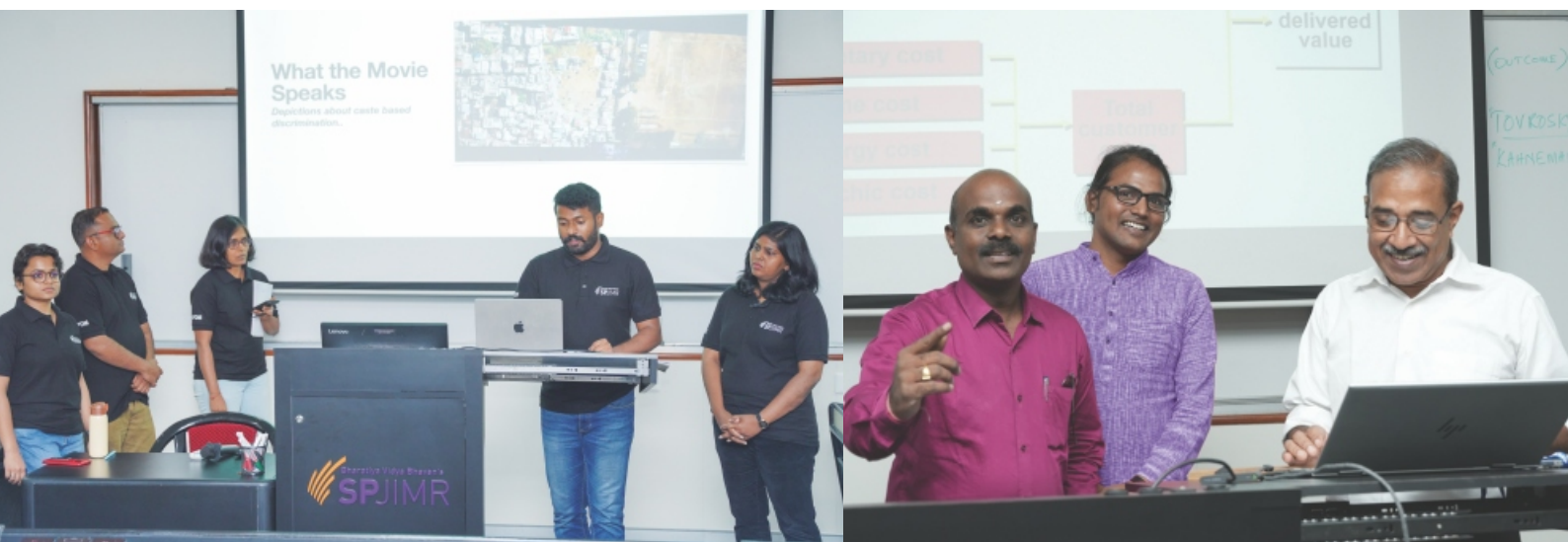## Benefits to sponsoring, parenting and adopting organisations

The programme will

- Enhance the leadership and managerial competencies of your key people
- Enhance the effectiveness and efficiency of your organisation
- Help design innovative interventions, formulate new strategies and ensure their execution
- Raise funds through improved design of new and effective implementation of existing interventions
- Help you make an impact on scale and make difference in the lives of the underprivileged sections of the society

Programme Architecture

Term 1	Term 2	Term 3

On Campus / Contact 1

Contact 2 / Online

Online Examination

A gap of 8 weeks

A gap of 8 weeks

Contact 3 / On Campus

Online / Contact 4

Online Examination

A gap of 8 weeks

Online / Contact 5

Contact 6 / On Campus

Online Examination

A gap of 8 weeks

- *Contact duration varies from 9 to 16 days*
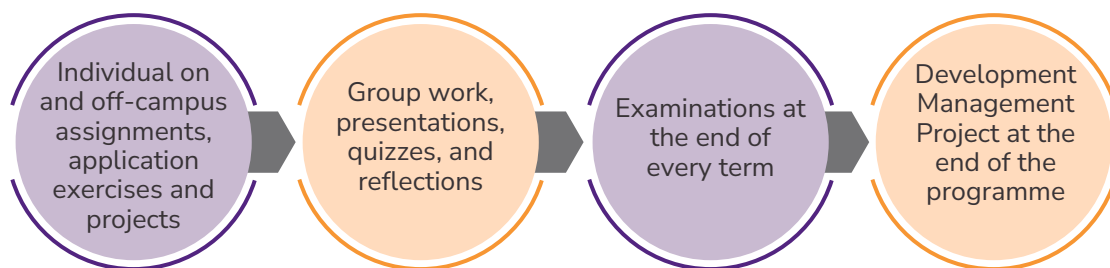- *For online contacts, sessions are held after lunch on weekdays and the entire day on Sundays*

Curriculum Structure

		Sr. No.	
Courses	**Term I**	1	Personal Exploration & Empowerment Lab
		2	Leadership for Development Sector
		3	Fundamentals of Economics
		4	Fundamentals of Marketing & Branding
		5	Communication Skills
		6	Understanding Society & Government
		7	Excel for Development
		8	Fundamentals of Strategy
		9	Fundamentals of Finance
	Term II	10	Introduction to SDGs
		11	Theory of Change
		12	Qualitative Research Methodology
		13	Strategic People Management
		14	Social Innovation, Systems and Design Thinking
		15	Fundamentals of Information Technology
		16	Quantitative Research & Statistical Literacy
		17	Basics of Program Design
		18	Legal Aspects & Governance of Social Sector Organizations
	Term III	19	Management of CSR
		20	Programme Evaluation & Impact Assessment
		21	Management of Change
		22	Fund Raising and Resource Mobilisation
		23	Basics of Project Management
		24	Social Entrepreneurship
		25	Development Management Project (over Terms II & III)
		26	Manthan (over Terms I, II & III)
		27	Workshops*
		28	Electives**

	*Workshops (Participants choose any one)
W1	Leading with Wisdom
W2	Negotiation Skills
W3	Management of Volunteers
W4	Behaviour Change Communication

	**Electives - (Participants choose any four)
E1	Advocacy and Networking
E2	Public Policy: Formulation, Implementation & Analysis
E3	Philanthropy & Development: A Historical Perspective
E4	Development Finance
E5	Social Media and Digital Marketing
E6	Education System, Policy & Finance
E7	Media & Social Change

Evaluation

Evaluation is a continuous process covering both on-campus and off-campus periods. Participants are evaluated in each course on different components, including

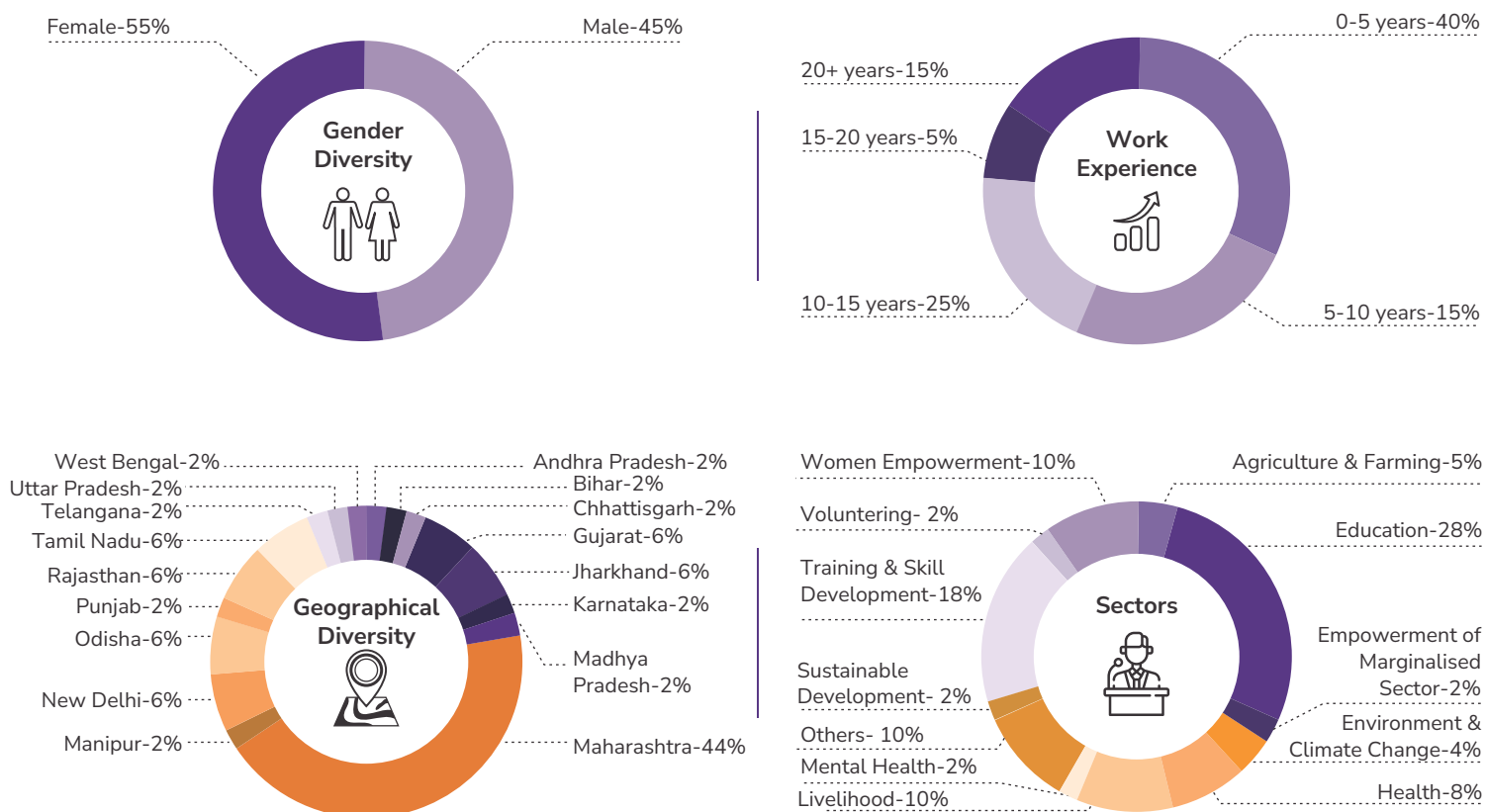| Individual on and off-campus assignments, application exercises and projects | Group work, presentations, quizzes, and reflections | Examinations at the end of every term | Development Management Project at the end of the programme |

Faculty profile

Thirty-two top-class faculty members-including core and adjunct faculty from SPJIMR and some visiting faculty from outside-teach in this programme. These faculty members have studied in or worked with top institutions/universities across the world such as Oxford, Harvard, Vanderbilt, Purdue, Brandeis, Michigan, Tulane, UC Berkley, London Business School, Aix-Marseille and IITs (Bombay, Delhi), IIMs (Ahmedabad, Calcutta, Lucknow), BITS Pilani, SPJIMR, Jamnalal Bajaj IMS, BIT Mesra, TISS, IRMA, Nirmala Niketan and other institutions of repute from India. They bring into the classroom an appropriate blend of theory and practice on one hand and management and development knowledge on another.

Current participants profile

Gender Diversity

Female-55%
Male-45%

Work Experience

0-5 years-40%
5-10 years-15%
10-15 years-25%
15-20 years-5%
20+ years-15%

Geographical Diversity

West Bengal-2%
Uttar Pradesh-2%
Telangana-2%
Tamil Nadu-6%
Rajasthan-6%
Punjab-2%
Odisha-6%
New Delhi-6%
Manipur-2%
Andhra Pradesh-2%
Bihar-2%
Chhattisgarh-2%
Gujarat-6%
Jharkhand-6%
Karnataka-2%
Madhya Pradesh-2%
Maharashtra-44%

Sectors

Women Empowerment-10%
Voluntering- 2%
Training & Skill Development-18%
Sustainable Development- 2%
Others- 10%
Mental Health-2%
Livelihood-10%
Agriculture & Farming-5%
Education-28%
Empowerment of Marginalised Sector-2%
Environment & Climate Change-4%
Health-8%

Eligibility for admission

A candidate applying for the PGPDM should be a graduate (in any discipline) from a recognised university

Should have a minimum of two years of relevant work experience

Should have basic proficiency in computers and be comfortable with English as it is a medium of instruction

Programme fee

I. **Participants from corporate/ International NGO-sponsored & high-income candidates + GST:**

Rs. 3,00,000 (Three Lakh only) + GST as applicable.

Payment terms: In advance – 2 options

a) Full payment Rs. 3,00,000 + GST as applicable

b) Term-wise payment: Rs. 1,00,000 + GST as applicable x 3 Terms

II. **Participants from NGOs or those who are self-sponsored:**

Rs. 1,50,000 (One Lakh Fifty Thousand only) + GST as applicable.

Payment terms: In advance – 3 options

a) Full payment Rs. 1,50,000 + GST as applicable

b) Term-wise payment : Rs. 50,000 + GST as applicable x 3 Terms

c) Equal Monthly Instalments (EMI) - Rs. 16,100 per month for 11 months. First EMI payment will have to be made for the confirmation of admission & for the remaining 10 EMIs, Post Dated Cheques will have to be submitted on the day of reporting

III. **Discount in fee:** For two or more persons joining from the same NGO a concession of Rs. 10,000 per candidate will be provided.

Scholarships are available for low income deserving candidates

Selection process

The applicants are shortlisted on basis of their profiles and information provided in the application form. The shortlisted candidates are called for an online personal interview with the faculty of SPJIMR. Based on the performance in the interview, candidates are selected and offered a seat in PGPDM.
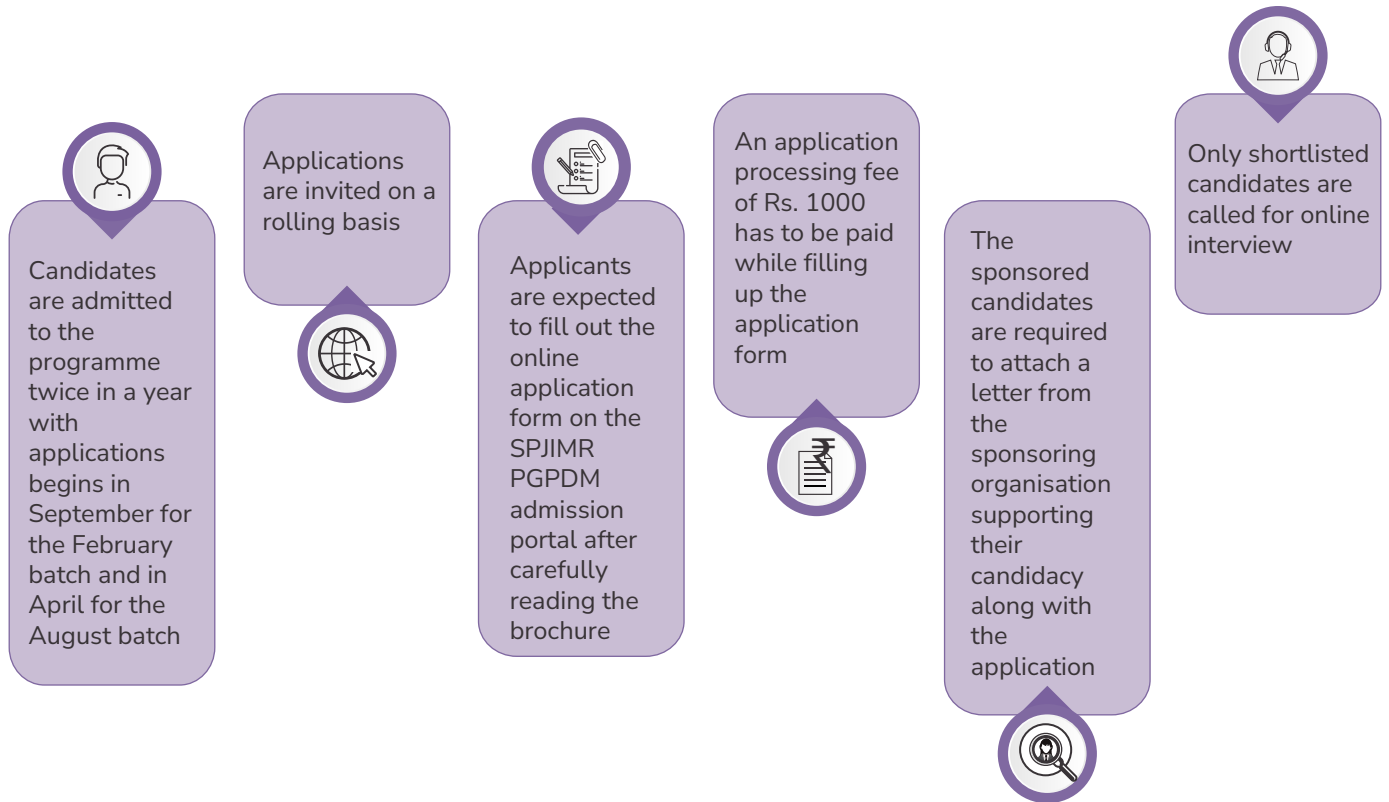
Successful candidates will have to show original documents supporting educational qualifications, professional experience and their identity, address, etc.

on the day of reporting at the campus. Any discrepancy found between information provided in the application form and supporting documents might lead to cancellation of admission without repayment of the application processing fee. Only those candidates who get shortlisted for the interview and get selected after the interview will receive communication from SPJIMR. There will be no further communication with those who do not get shortlisted for the interview or are not selected after the interview.

Admissions and Application process

Candidates are admitted to the programme twice in a year with applications begins in September for the February batch and in April for the August batch

Applications are invited on a rolling basis

Applicants are expected to fill out the online application form on the SPJIMR PGPDM admission portal after carefully reading the brochure

An application processing fee of Rs. 1000 has to be paid while filling up the application form

The sponsored candidates are required to attach a letter from the sponsoring organisation supporting their candidacy along with the application

Only shortlisted candidates are called for online interview

How to apply

Visit this page https://admissions.pgpdm.spjimr.org/ and follow these steps:

1. Create your login
2. Verify email and phone number
3. Fill the application form online
4. Upload required documents
5. Pay application fee
6. Submit the form

Testimonials

"After an accomplished corporate career spanning 23 specializing in finance and accounting, I thought of transitioning to the social sector. At this juncture of life, it was not easy to find a program best suited for learning Development Management. My decision to join PGPDM at SPJIMR was the best thing that happened at the beginning of this journey. The design of the program, quality of the faculty, rigor, culture, and the fantastic ecosystem for support encourage deep engagement. PGPDM provokes and prepares you for compelling and holistic intervention in the sector. It has been a transformative experience! "

Manish Dwivedi
Finance Controller,
Roundglass Foundation, Gurgaon, Haryana

"This program has given me an opportunity for self-growth. Signing up for PGPDM is one of the best decisions that I have taken. The curriculum designed was exactly what I needed, and the concepts that were taught by experts from different fields have helped enhance my understanding of the development sector by deepening my knowledge and skills. I learned to think out of the box, and I can see changes in myself, my thought process, and the way I do things."

Pamchingla Kumrah
Program Coordinator,
Volunteers for Village Development, Ukhrul, Manipur

"In my experience, SPJIMR's PGPDM program stands out as an excellent choice for individuals committed to making a difference in the development sector in India. The program's curriculum has been curated thoughtfully with an aim to blend theoretical knowledge and practical application. They have some of the best faculty with diverse expertise, teaching styles and perspectives from across the world. Their guidance and mentorship have been invaluable, taking me forward on my journey in this field."

Soujanya Veguru
GM CSR,
Cummins India, Pune, Maharashtra

Testimonials

"Being a grassroots-level activist, I always wanted to see the broader side of the development sector and explore ways to enhance the impact, scale, and efficiency of our initiatives. The PGPDM program at SPJIMR, alongside its incomparable faculty, played an instrumental role in fulfilling my goals. This program provided me with invaluable insights spanning diverse frameworks, the practical application of design thinking, adeptness in scenario planning, proficiency in leveraging emerging technologies, a nuanced grasp of agility, and a comprehensive understanding of the complexities within national and international policy-making. I highly recommend this course for development professionals and activists, regardless of their career stage."

Maulik Sisodia
Executive Director,
Tarun Bharat Sangh, Jaipur, Rajasthan

"PGPDM is a unique program with a commensurate blend of theoretical knowledge and practical application. It has connected us to the extended community of experienced professors, domain experts, skilled practitioners, and, of course, diverse professional peers within the development sector. During my journey at PGPDM, my outlook has expanded, my skill sets have sharpened, and my experience has been enriched. I recommend this programme to development sector professionals."

Arpita Kayal
Programme Associate,
UN Women, New Delhi

"I have been a mentor to a few participants since 2012 and can say that the programme made an impact in terms of a better quality of interventions and improved outcomes across various sectors. The people who completed PGPDM have become change-makers. We, at Kotak Education Foundation, are happy to see some of our employees joining and immensely benefiting from the programme. It is my firm belief that people who want to bring qualitative change in their development work should make use of this programme which has been changed recently to suit the needs and convenience of working professionals."

Thomas Adaikalam
Head, Volunteering, Engagement & Partnerships,
Kotak Education Foundation, Mumbai, Maharashtra

An illustrative list of participants' organisations

CSRs

- Aditya Birla Group
- Alkem Laboratories
- Ambuja Cement Foundation
- Bryt Technologies Pvt Ltd
- Chambal Fertilizers and Chemicals Ltd
- Cummins India
- Excel Industries Ltd
- Godrej & Boyce, Mumbai
- Hero MotoCorp Ltd
- JSW Foundation
- Kotak Education Foundation
- Lupin Human Welfare & Research Foundation
- Mahindra & Mahindra
- Piramal Foundation
- Reliance Foundation
- Social Axiom Foundation Project CACA
- Sterlite Technologies Ltd
- Tata Trusts
- Tata Power
- Utkal Alumina International Ltd, Hindalco
- Verizon Data Service Pvt Ltd
- Vodafone Idea Ltd

NGOs

- Abhivyakti Foundation
- Aga Khan Rural Support Programme, India
- Alert India
- Americares India Foundation
- ASHRAY-AKRUTI
- Association for Democratic Reforms
- ATMA
- BAIF
- Basic Paradigm
- CARE India
- Claylab Education Foundation
- Deesha Group
- Dr. M. L. Dhawale Memorial Trust
- E-Vidyaloka Education for All Network Foundation
- Gramin Vikas Parishad
- Hand in Hand
- Habitat for Humanity India
- Haqdarshak
- Head Held High Foundation
- IDSP Foundation
- Intelehealth
- Magic Bus India Foundation
- Mauna Dhwani Foundation
- Narayana Superspeciality Hospital
- Om Creations Trust
- Pratham Education Foundation
- Praveenlatha Sansthan Foundation
- Ratna Nidhi Charitable Trust
- RoundGlass Foundation
- SATHI
- Snehalaya
- Shantilal Muttha Foundation
- Shri Ganesh Gramin Vikas Shiksha Sansthan
- St. Jude India Childcare Centre
- Swades Foundation
- Tata Institute of Social Sciences
- Tarun Bharat Sangh
- The Askhay Patra Foundation
- UN Women
- Urban Management Centre
- Vigyan Ashram
- Vasudhaiva Shikshana Foundation
- Vivekanand Research & Training Institute
- Vichar Samiti
- Volunteers for Village Development
- World Health Organization

Programme Team

Dr. Tanojkumar Meshram is a public policy, education, and development professional researcher with over 20 years of experience in government, academia, and the social sector.

A former civil servant, Dr. Meshram, finished his Ph.D. in Social Policy from The Heller School for Social Policy and Management at Brandeis University, USA and post-graduation in Public Management and Policy from IIM Ahmedabad. His research interests include Public policy, Implementation theory, Critical policy studies, Education policy & finance, Development & social sector, Infrastructure.

Dr. Tanoj Meshram - Programme Chairperson

Joined the institute in2014 Smita has been working in various capacities with PGPDM ever since. She is a graduate and holds a Master's Diploma in Software Engineering, and has work experience as a Computer Programme in various organisations such as Tarapur Atomic Power Project. In PGPDM team she handles Administration, Budget, Accounts and Alumni Relations.

Smita Gore - Programme Associate

Joined in 2019, Arpita has completed her Masters in Economics from University of Mumbai and has 12 years of work experience in the education industry in multiple domains like, sales marketing, accounts and operations. In the PGPDM team she works as a Batch Coordinator and her work includes everything from admissions of a new batch to its convocation after one year.

Arpita Rastogi - Batch Coordinator

Priti has joined the PGPDM team in 2022 as Senior Associate. She has completed M.Sc. in Water Policy Governance from Tata Institute of Social Sciences (TISS) Mumbai and also completed a Post Graduate Diploma in CSR, from IGNOU. She brings seven years of experience In the development sector organizations including that of Adani Foundation. In PGPDM team, she takes care of batch coordination which includes everything from admissions of a new batch to its convocation after one year.

Priti Ukey - Senior Associate

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Bharatiya Vidya Bhavan's

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