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

One of the Asia’s and India’s finest management schools, SPJIMR has successfully and consistently translated into reality its mission to “influence practice” and to “promote value-based growth” by initiating pioneering programmes, undertaking pedagogical innovations, and more importantly including the idea of social responsibility into the business management curriculum. One such pioneering programme that 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.

Competency Goals and Programme Learning Objectives

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

<table>
<thead>
<tr>
<th>Competency Goals</th>
<th>Programme Learning Objectives</th>
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| 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”

- **No of states covered**: 23
- **PGPDM journey started in**: November 2011
- **No of batches per year - 2 (Summer & Winter)**
- **No. of batches graduated**: 18
- **Ongoing batches**: 19, 20 & 21
- **No of participants till date**: More than 495
- **No of organisations participated**: More than 295

**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 Technology for Development**
- **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 head**

- **No of participants till date**: More than 495
- **No of organisations participated**: More than 295
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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

Who can benefit?

Development practitioners who aspire to play significant roles in their organisation

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

Professionals in funding organisations who raise resources, fund social initiatives and are keen to ensure appropriate utilisation of their funds

Programme Architecture

<table>
<thead>
<tr>
<th>Term 1</th>
<th>Term 2</th>
<th>Term 3</th>
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<tbody>
<tr>
<td>2 Weeks On Campus</td>
<td>2 Weeks Online Classes</td>
<td>2 Weeks Online Classes</td>
</tr>
<tr>
<td>Contact 1</td>
<td>Contact 2</td>
<td>Contact 3</td>
</tr>
<tr>
<td>2 Weeks Online Classes</td>
<td>2 Weeks Online Classes</td>
<td>2 Weeks Online Classes</td>
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<tr>
<td>Contact 4</td>
<td>Contact 5</td>
<td>Contact 6</td>
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<tr>
<td>Online Examination</td>
<td>Online Examination</td>
<td>Online Examination</td>
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</tbody>
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For online contacts, sessions are held after lunch on weekdays and all day on weekends.
## Curriculum Structure

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Course</th>
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<tbody>
<tr>
<td>1</td>
<td>Personal Growth Lab</td>
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<tr>
<td>2</td>
<td>Leadership for Development Sector</td>
</tr>
<tr>
<td>3</td>
<td>Fundamentals of Economics</td>
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<tr>
<td>4</td>
<td>Fundamentals of Marketing &amp; Branding</td>
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<tr>
<td>5</td>
<td>Communication Skills</td>
</tr>
<tr>
<td>6</td>
<td>Understanding Society &amp; Government</td>
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<td>7</td>
<td>Excel for Development</td>
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<tr>
<td>8</td>
<td>Fundamentals of Strategy</td>
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<tr>
<td>9</td>
<td>Fundamentals of Finance</td>
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<tr>
<td>10</td>
<td>Introduction to SDGs</td>
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<tr>
<td>11</td>
<td>Theory of Change</td>
</tr>
<tr>
<td>12</td>
<td>Qualitative Research Methodology</td>
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<td>13</td>
<td>Strategic People Management</td>
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<tr>
<td>14</td>
<td>Basics of Program Design</td>
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<tr>
<td>15</td>
<td>Fundamentals of Information Technology</td>
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<td>16</td>
<td>Management of CSR</td>
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<td>17</td>
<td>Quantitative Research &amp; Statistical Literacy</td>
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<tr>
<td>18</td>
<td>Program Evaluation &amp; Impact Assessment</td>
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<tr>
<td>19</td>
<td>Legal Aspects &amp; Governance of Social Sector Organizations</td>
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<tr>
<td>20</td>
<td>Social Innovation, Systems and Design Thinking</td>
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<tr>
<td>21</td>
<td>Management of Change</td>
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<td>22</td>
<td>Fund Raising and Resource Mobilisation</td>
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<td>23</td>
<td>Basics of Project Management</td>
</tr>
<tr>
<td>24</td>
<td>Social Entrepreneurship</td>
</tr>
<tr>
<td>25</td>
<td>Development Management Project (over Terms II &amp; III)</td>
</tr>
<tr>
<td>26</td>
<td>Workshops*</td>
</tr>
<tr>
<td>27</td>
<td>Manthan (over Terms I, II &amp; III)</td>
</tr>
<tr>
<td>28</td>
<td>Electives**</td>
</tr>
</tbody>
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*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
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: Male-50%, Female-50%
- Work Experience:
  - 0-5 years: 23%
  - 5-10 years: 30%
  - 10-15 years: 13%
  - 15-20 years: 17%
  - 20+ years: 17%

- Geographical Diversity:
  - Maharashtra: 40%
  - Rajasthan: 13%
  - Uttar Pradesh: 4%
  - Tamil Nadu: 7%
  - Odisha: 7%
  - Delhi: 7%
  - West Bengal: 4%
  - Chhattisgarh: 3%
  - Bihar: 3%
  - Jharkhand: 3%
  - Gujarat: 3%
  - Karnataka: 3%
  - Manipur: 3%

- Area of Expertise:
  - Education: 30%
  - Livelihood: 17%
  - Health: 10%
  - Environment & Climate Change: 3%
  - Training & Skill Development: 17%
  - Sustainable Development: 3%
  - Agriculture & Farming: 3%
  - Women Empowerment: 7%
  - Mental Health: 3%
  - Training: 3%
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 corporates / international NGOs:
   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. 5000 per candidate will be provided.

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.
Admissions and Application process

Candidates are admitted to the programme twice in a year with applications beginning in January for Summer Batch and in July for Winter 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 no
3. Fill the application form online
4. Upload required documents
5. Pay application fee
6. Submit the form
“PGPDM covers multiple courses which are relevant to any social sector professional. I am able to envisage the broader scope of the programme beyond my limited job description and contribute meaningfully to the larger ecosystem of the social sector. PGPDM has been facilitating my professional growth and my management has accepted PGPDM as part of my KRA.”

Arpita Kayal
Programme Coordinator
IPE Global Centre for Knowledge and Development, New Delhi

“Immediately after the end of the first PGPDM contact, I was able to put a lot of what I had learned into practice. The case studies and the discussions not only improved my understanding of various subjects but also provided me with tools and frameworks to address a comparable issue at my organisation. I’ve been able to develop deep relationships with other participants, and a few organisations have already started collaborating.”

Brototy Mishra
Co-Founder & Chief Impact Officer
Claylab Education Foundation, Mumbai

“PGPDM has given me a deeper understanding of the multiple dimensions of the social development sector. I feel it will make any social sector professional to be reflective on every step of their professional as well as personal life! The programme throws new light on our blind spots, equips us to navigate seamlessly through the complex world of the social sector, and helps us network with similar minds to achieve our goals in realizing an equitable and sustainable society!”

Chella Subbu
Senior Project Manager,
Hand in Hand India, Kanchipuram

“I highly recommend the PGPDM program at SPJIMR for anyone planning to take their career to the next level. The curriculum is well-designed and covers a wide range of topics essential for success in today's fast-paced social and business environment. The faculty is top-notch and brings a wealth of real-world experience to the classroom. The program also provides ample opportunities for networking and learning from industry leaders. Overall, the PGPDM program at SPJIMR is an excellent investment in one's professional development.”

Dinkar Patil
District Project Manager,
Lupin Human Welfare & Research Foundation, Pune

“In my opinion, SPJIMR’s PGPDM programme is one of the best in India for the people working in the development sector. The curriculum embodied in the hybrid model provided me with the opportunities to learn and apply management concepts in the real world of non-profits. My learning experience has been enriched by the diverse teaching styles of some of the most talented faculty in the country and around the world. I am a proud course participant.”

Maulik Sisodia
Executive Director
Tarun Bharat Sangh, Jaipur
Alumni speak

“Joining PGPDM has been one of the best decisions of my life. True to its reputation, SPJIMR offered the best education modules, pedagogy and faculty to maximise the course effectiveness. We were guided by both college professors and domain experts to give the best of the theory and practice. The modular nature of the course offered us time to soak in learnings and implement them through assignments to be done in our organisations. One of the best and unrecognized aspects of this programme is the profile of the participants. I could interact with and learn from NGO founders, senior managers, grassroots workers and CSR managers. Their insights were valuable additions to the formal teaching.”

Laxmikant Deshpande
Senior Manager, Wetland Management & Environment Sustainability
Godrej & Boyce, Mumbai

“The PGPDM is quite relevant for the people working in the development sector. Upon completion of the course, one becomes confident, personally, and professionally, and can contribute more meaningfully to the organisation. I personally feel proud to have pursued this programme at SPJIMR, Mumbai.”

Siba Sankar Mahapatra
General Manager, Administration, CSR & Liaison
Hindalco Industries, Aditya Birla Group, Silvassa

Participants’ organisation speak

“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
An illustrative list of participants’ organisations

- Abhivyakti Foundation
- Aditya Birla Group
- Alert India
- Alkem Laboratories
- Ambuja Cement Foundation
- Americares India Foundation
- ASHRAY-AKRUTI
- Association for Democratic Reforms
- ATMA
- BAIF
- Basic Paradigm
- CARE India
- Chambal Fertilisers and Chemicals Ltd
- Claylab Education Foundation
- Cummins India
- Deesha Group
- Dr. M. L. Dhawale Memorial Trust
- E-Vidyaloka Education for All Network Foundation
- Excel Industries Ltd
- Hand in Hand
- Habitat for Humanity India
- Haqdarshak
- Head Held High Foundation
- Hero MotoCorp Ltd
- IDSP Foundation
- Intelehealth
- JSW Foundation
- Kotak Education Foundation
- Lupin Human Welfare & Research Foundation
- Magic Bus India Foundation
- Mauna Dhwani Foundation
- Mahindra & Mahindra
- Narayana Superspeciality Hospital
- Om Creations Trust
- Piramal Foundation
- Pratham Education Foundation
- Praveenlatha Sanstan Foundation
- Purnata
- Quality Education Support Trust (QUEST)
- Reliance Digital Retail
- Reliance Foundation
- SATHI
- Snehalaya
- Shantilal Muttha Foundation
- Shri Ganesha Gramin Vikas Shiksha Sanstan
- St. Jude India Childcare Centre
- Sterlite Technologies Ltd
- Swades Foundation
- Tata Trusts
- Tata Power
- Tata Institute of Social Sciences
- Tarun Bharat Sangh
- The Askhay Patra Foundation
- Urban Management Centre
- Utkal Alumina International Ltd
- Verizon Data Service Pvt Ltd
- Vodafone Idea Ltd
- Vigyan Ashram
- Vasudhaiva Shikshana Foundation
- Vivekanand Research & Training Institute
- Vichar Samiti
- Volunteers for Village Development
- World Health Organization
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**

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**

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 six 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**

Hurmuz joined the PGPDM team in 2022 as Academic Associate. She is currently pursuing her Ph.D. from Tata Institute of Social Sciences (TISS), Mumbai and is a gold medallist in Masters in Social Exclusion and Inclusive Policy from Jamia Millia Islamia. She has two years of work experience in the education sector as a subject matter expert in social sciences. In the PGPDM team her work portfolio includes curriculum, examinations, evaluation, accreditations, research etc.

**Hurmuz Yuman - Academic Associate**
Participants On Campus
Participants On Campus