

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).

Recognised by the Financial Times Masters in Management (FT MiM) Rankings as the #1 business school in India and #35 globally in 2024.

Ranked #3 in the Business Today-MDRA India's Best B-schools Rankings 2024.

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):

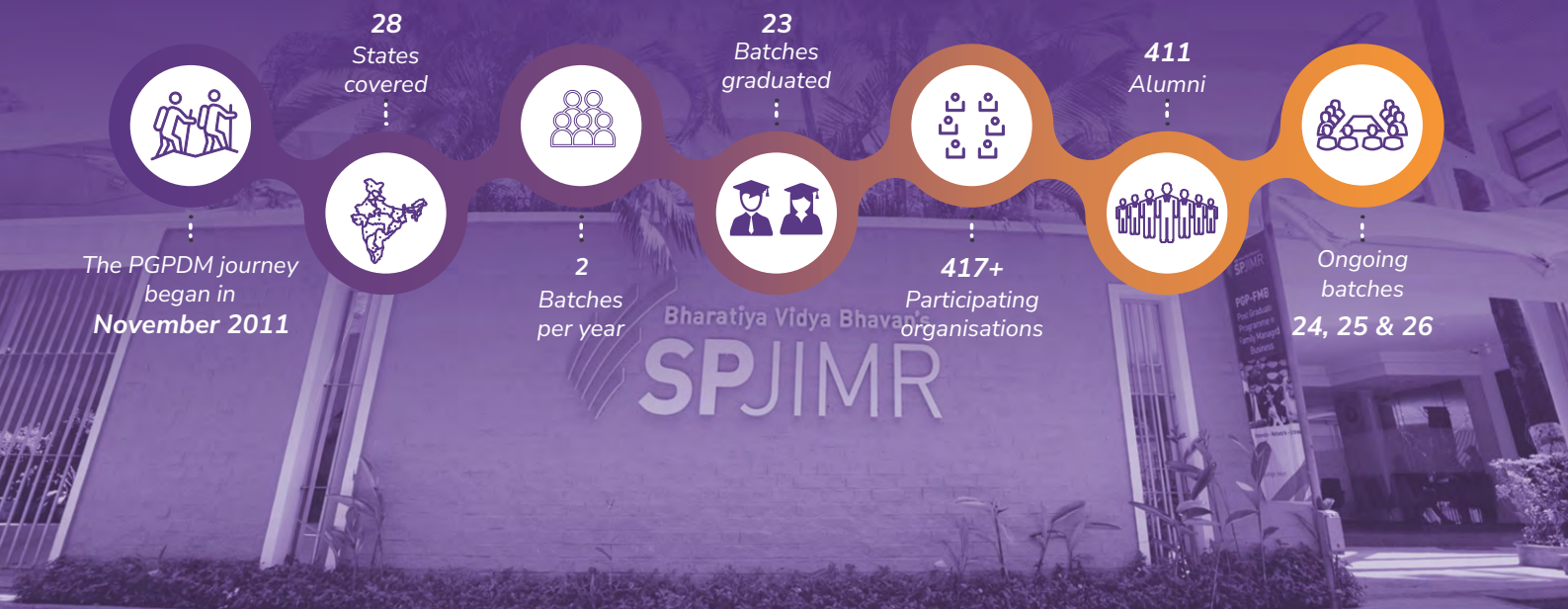
Competency Goals	Programme Learning Objectives
1: Students will become socially sensitive leaders who can recognise and act on opportunities for social change.	1.1: Understand and be sensitive to the external social, economic and policy environment. 1.2: Appraise and identify social problems and their 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



Regular reflections and feedback sessions

These sessions with the Programme Chairperson in every contact help integrate learning from various courses, make mid-course corrections, and improve the programme.

Extensive alumni network

PGPDM graduates gain full SPJIMR alumni status and can leverage the extensive SPJIMR and PGPDM alumni base for networking, mentorship, and professional development opportunities.

Mahir Milan

Sessions with experts and leaders from the development sector.

Volunteering opportunities with NGOs

For professionals not from the development sector, we connect them with NGOs to provide volunteering opportunities and practical application support.

Manthan

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

What makes PGPDM stand out?

Unique design and pedagogy

While the development sector must draw on management principles to achieve impact at scale, conventional corporate management principles are inadequate for the complexities of the social sector. This programme therefore uniquely blends the realms of development and management, seamlessly harmonising theory with practice.

Strong emphasis on real-life problem solving

Case studies, application exercises, and field-based assignments and projects ensure that classroom learning is applied to real-life situations.

Feasible for working professionals

Classes and evaluations are scheduled to allow students to continue working in their organisations, while simultaneously applying classroom learnings to benefit themselves, their organisations, and the communities they serve.

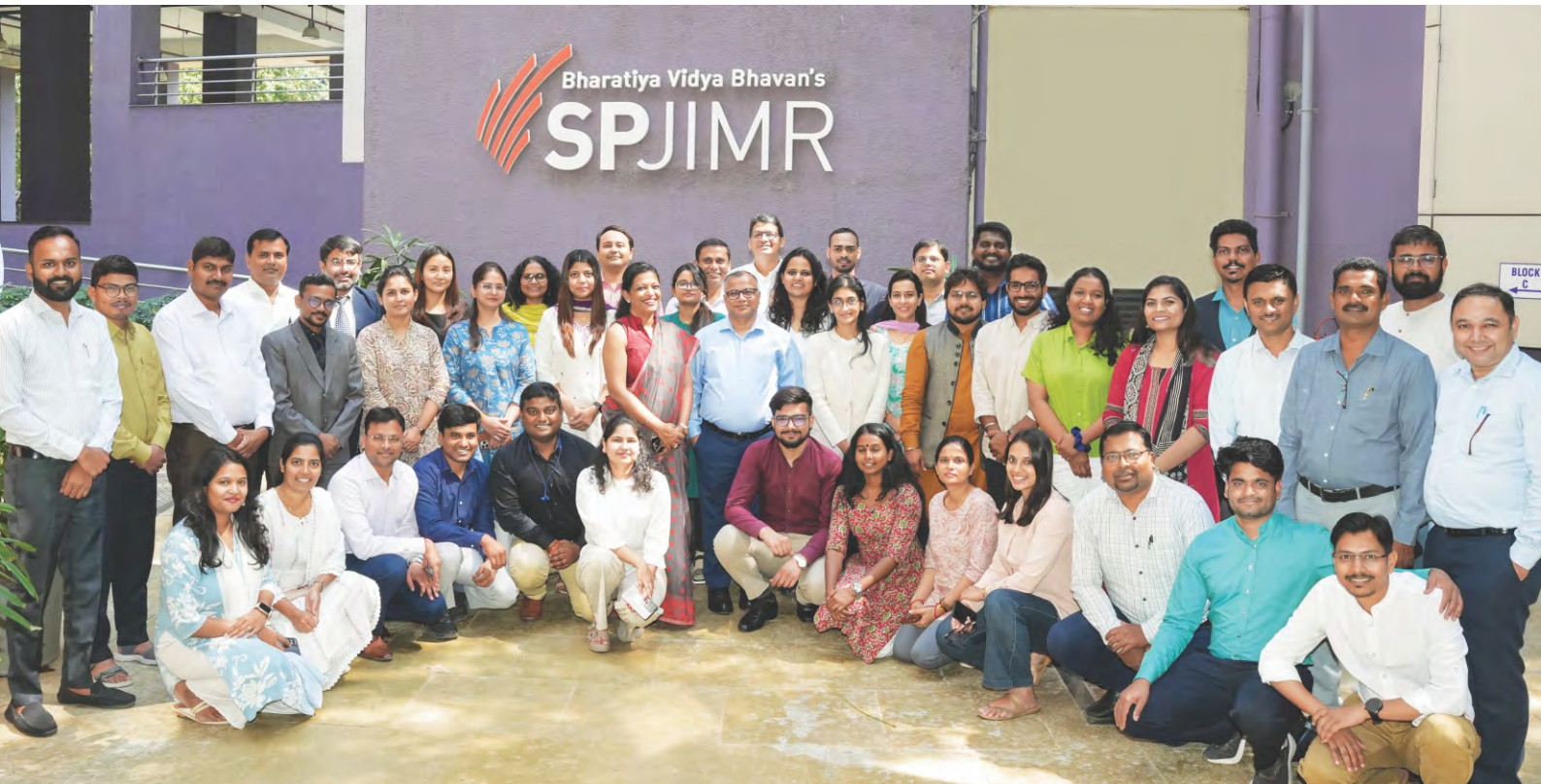
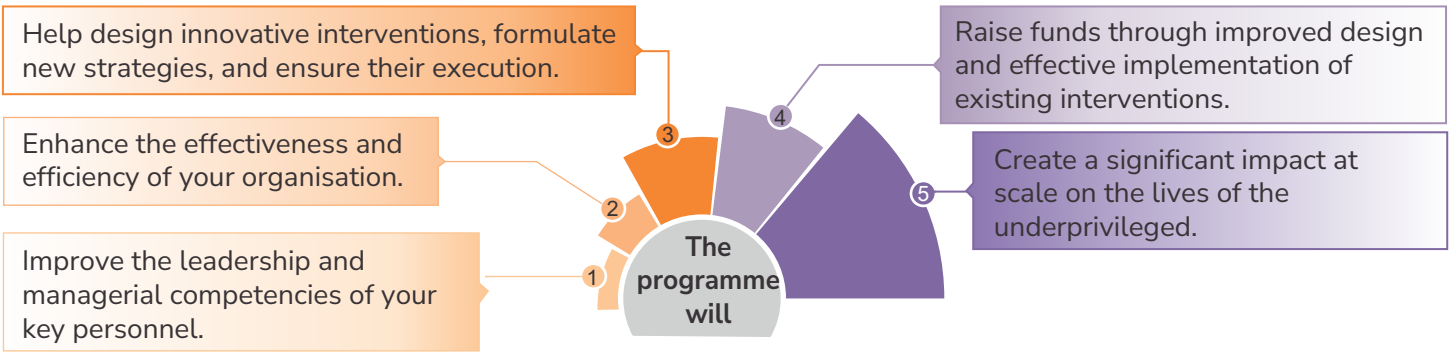
Development Management Project

A yearlong capstone project ensures key learnings from the programme are applied in the practical world of the students.

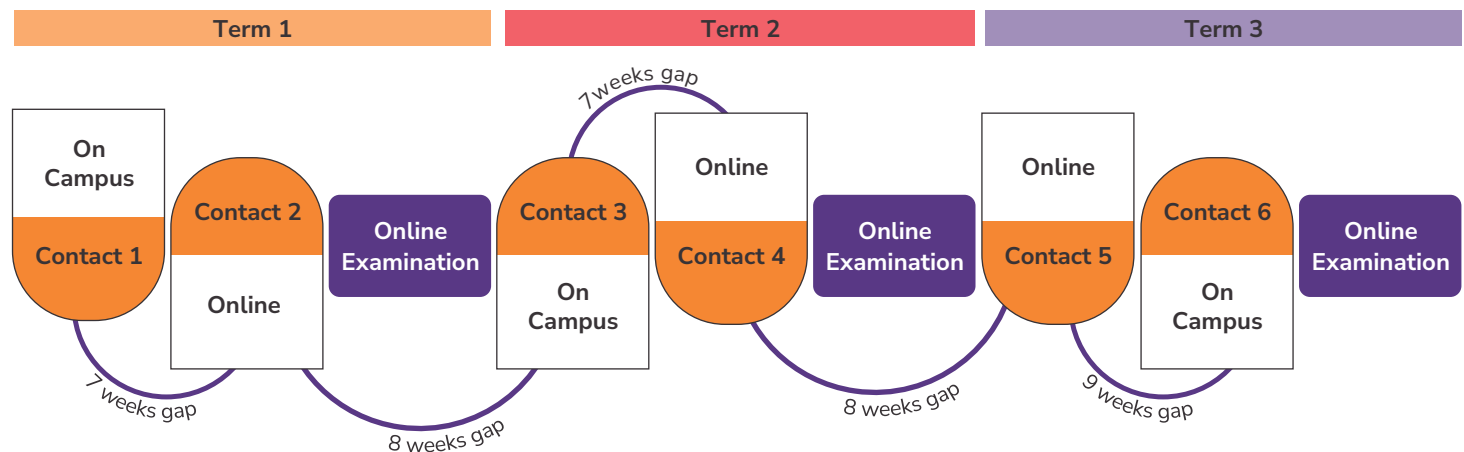
Who can benefit?



Benefits of sponsoring an employee for PGPDM



Programme architecture & contact's overview



- 'Contact' refers to the 'contact days' when classes or sessions are held. These sessions include physical or online classes, depending on the type of contact.
- There are a total of six contacts for the entire duration of the programme, with each term divided into two contacts.
- A seven to nine week gap exists between two contacts, which is used to complete readings, application exercises, field assignments, group work, and examinations.

- For three contacts, students must come to SPJIMR's Mumbai campus, while the remaining three contacts are held online.
- For online contacts, sessions take place after lunch on weekdays and all day on Sundays.
- Contact durations vary from 13 to 16 days; total contact days amount to approximately 90, with around 400 contact hours.
- The contacts and examinations calendar for the entire year is provided to the students before admission to help them plan their studies, professional commitments and personal life.



Curriculum Structure: 32 courses (39 credits)

Courses	Term I	1	Personal Exploration and Empowerment Lab
		2	Leadership for Development Sector
		3	Fundamentals of Economics
		4	Fundamentals of Marketing
		5	Communication Skills
		6	Understanding Society and 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 and Statistical Literacy
		17	Basics of Programme Design
		18	Fundamentals of Branding
		19	Legal Aspects and Governance of Social Sector Organisations
	Term III	20	Management of CSR
		21	Programme Evaluation and Impact Assessment
		22	Management of Change
		23	Fund Raising and Resource Mobilisation
		24	Basics of Project Management
		25	Social Entrepreneurship
		26	Development Management Project (over Terms I, II and III)
		27	Manthan (over Terms I, II and III)
		28	Workshops*
		29-32	Electives**

*Workshops (choose any one)

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

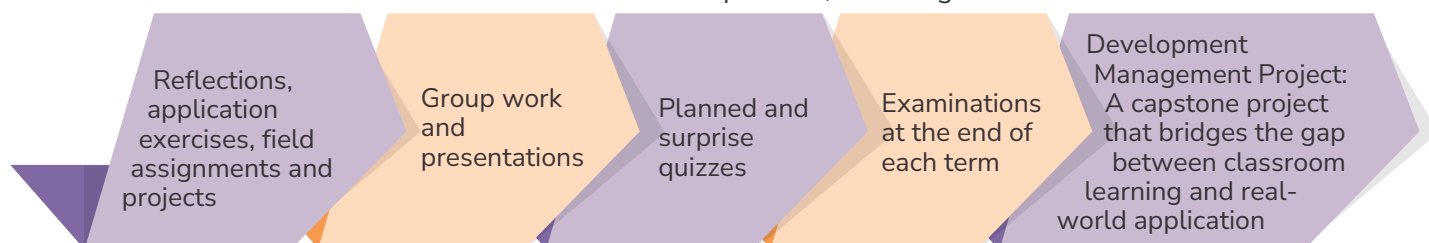
** Electives (Participants choose any four)

E1	Advocacy and Networking	E6	Media & Social Change
E2	Public Policy: Formulation, Implementation & Analysis	E7	Introduction to ESG
E3	Development Finance	E8	Women Entrepreneurship
E4	Social Media and Digital Marketing	E9	A Historical Perspective on Philanthropy and Development
E5	Education System, Policy & Finance	E10	Service Excellence and Innovation in the Development Sector

Evaluation

Although the programme is part-time, it requires full-time commitment to maintain its rigour. Evaluation 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

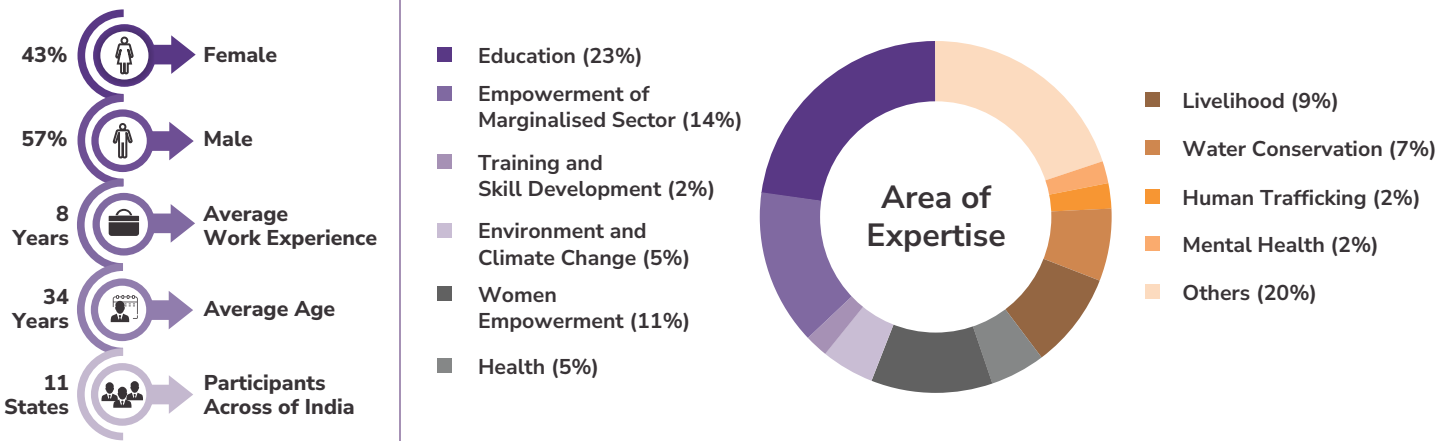
Thirty-two top-tier faculty members from SPJIMR, including both core and adjunct faculty, are joined by visiting experts from outside the institution.

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, 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



Mission

We aim to influence managerial practice and promote value-based growth of our students and alumni, organisations and their leaders, and society at large.

We do so by 'educating with innovation' at scale through teaching, thought leadership, and industry and community engagement.

Eligibility for admission



Graduate (in any discipline) from a recognised university



Minimum of two years of relevant full-time work experience

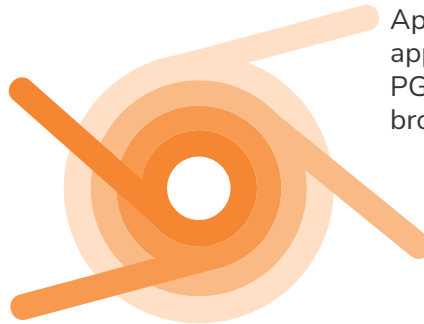


Basic computer proficiency and comfortable with English as the medium of instruction

Application process

Shortlisted candidates will be invited for an online interview

Sponsored candidates must submit a letter of support from their organisation



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

Important information

- Selected candidates must present original documents (education, experience, ID, address, income in case of scholarship recipients, etc.)
- Discrepancies between application information and documents may result in admission cancellation without a refund

- Communication will be sent only to shortlisted and selected candidates
- Selected candidates must secure support from their organisation due to the programme's intensive nature

Selection process



Shortlisting is based on the profile and application details



Shortlisted candidates will undergo an online interview with SPJIMR faculty



Final selection is based on interview performance

Programme fee

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

Rs. 3,00,000 + GST

Payment options

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

II. NGO or self-sponsored candidates

Rs. 1,50,000 + GST

Payment options

1. Full payment of Rs. 1,50,000 + GST
2. Term-wise: Rs. 50,000 + GST per term (x 3 terms)
3. Instalments: Six equal instalments of Rs. 25,000 + GST before start of every contact. First instalment required for admission confirmation. Post-dated cheques for the remaining 5 instalments to be submitted on reporting day.

III. Discount in fee

Rs. 10,000 concession per candidate for two or more participants from the same NGO.

Limited scholarships available for low-income deserving candidates.

Accommodation policy

Selected candidates are required to reside together in the SPJIMR hostel in Mumbai campus or in the 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 in the hostel for on-campus sessions. Accommodation and food costs are subsidised but must be covered by the students.



To apply, visit <https://www.spjimr.org/pgpdm-admissions> or scan the QR code



Testimonials



Aditya Madan

Chief Liaison
Officer,
IIT Ropar
Technology &
Innovation
Foundation
(iHub – AWaDH)



The PGPDm at SPJIMR has been a truly transformative experience for me. With a decade in government and public policy, I joined this programme to learn how to create a bigger impact with my work. The expert faculty have given me a deeper understanding of key concepts, from design thinking to systems thinking, and have even improved my academic writing. I'm optimistic about my group's projects, including a tech solution for local governments and an innovative project for the sports industry. I highly recommend this course to anyone who wants to understand the non-profit sector, address social issues, and drive meaningful change.



Shilpa Hulsurkar

Head, Fundraising
and Partnerships,
Vowels of the
People
Association



The PGPDm course was a turning point in my career. Its unique design, tailored for the development sector, touched on every important area and prepared me for a leadership role. The programme gave me the ability to connect the dots across different themes and larger policy frameworks. It sharpened my high-level view while also deepening my understanding of on-the-ground realities. I was able to implement classroom learning directly in my work. The interdisciplinary learning and peer discussions broadened my perspective, and the course has equipped me with the clarity, tools, and confidence to design impactful solutions for education and social change.



Vikas Sharma

Senior Manager,
CSR, Corporate
Communication
& Event,
PPG Asian
Paints Pvt Ltd



My experience with PGPDm has been both exciting and deeply fulfilling since the day I joined. As I progressed, I realised how thoughtfully the programme is designed for social development professionals offering key concepts that are practical, insightful, and relevant to real-world challenges. The rich knowledge shared by SPJIMR's distinguished faculty, coupled with the diverse peer group from varied geographies and thematic areas, makes this a once-in-a-lifetime experience. The programme has significantly sharpened my understanding of the social sector and strengthened my ability to contribute meaningfully to the CSR space.



ALUMNI MEET

22 JUNE 2024, MUMBAI



Testimonials



Gulshan Bhatt

Director,
Ecobasket
Consultancy Pvt
Ltd

When I joined PGPDM, I didn't know it would impact me so deeply. From the very beginning, the programme felt different, it wasn't just about classes, it was about real challenges, conversations, and learnings. The classroom discussions pushed me to think in new ways and provided a chance to interact with peers from diverse backgrounds. What really stood out for me was the environment at SPIJMR; supportive yet challenging enough to make me pause and reflect on where I was heading. For me, PGPDM doesn't just make professionals, it creates seeds of change in the development sector. The programme gave me clarity, courage, and a sense of purpose. It taught me to dream big, but more importantly, to believe in those dreams, inspiring me to take the bold step of leaving my job and starting my own organisation, Ecobasket. Looking back, I can say PGPDM didn't just change my career, it changed me.



Kripa Subramony

Head,
Operations,
Educate Girls

As the Head of Operations at Educate Girls, a non-profit organisation, I've spent over ten years working to improve education in rural India. While working closely with communities, I often wondered how I could do more and make a bigger difference. The PGPDM programme gave me the exact tools to achieve it. This programme helps professionals like me apply management principles to our work, enabling us to take our efforts to the next level. The courses on advocacy and networking, design thinking, fundraising, governance, negotiation, and many more have truly helped me sharpen my skills and bring a positive change in my organisation. I'm truly thankful to SPIJMR for creating a programme that encourages us to use what we learn to create a better society.



Nikhil Ambekar

Creative Lead,
Communications,
Good Business Lab

Some of the courses I enjoyed a lot at PGPDM were Design and Systems Thinking, Qualitative Research, Understanding Society & Governance, Public Policy and Theory of Change. Even the explorations through films and books during the Manthan sessions opened new ways of thinking. The Development Management Project was both a challenging and deeply satisfying opportunity to explore potential solutions to problems that I wanted to work on. What made the journey truly special, though, were the people; my peers, the fellow participants in the programme coming from diverse backgrounds, an excellent faculty that wholeheartedly mentors the students, and the super supportive programme team. PGPDM helped me connect with like-minded individuals, exchange ideas and form lifelong friendships. Most of our conversations went beyond studies and helped deepen my understanding not only of my work but also of my own.



An illustrative list of students' organisations

CSRs

- Aditya Birla Group
- Alkem Laboratories
- Ambuja Cement Foundation
- Bryt Technologies Pvt Ltd
- Conexus Social Responsibility
- Chambal Fertilizers and Chemicals Ltd
- Cummins India
- DLF Limited
- Ernst & Young
- Excel Industries Ltd
- Godrej & Boyce, Mumbai
- Heetu Chemicals and Alkalies Ltd
- HCL Foundation
- Hero MotoCorp Ltd
- IBM India Pvt Ltd
- JSW Foundation
- Kotak Education Foundation
- KPMG
- LIC Housing Finance Ltd
- Lupin Human Welfare & Research Foundation
- Mahindra & Mahindra
- Pidilite Industries Ltd
- Piramal Foundation
- Reliance Foundation
- Sterlite Technologies Ltd
- Tata Power
- Tata Trusts
- Tata Consultancy Services
- 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
- CARE India
- CORO India
- CSRBOX
- Dasra
- Deesha Group
- Dhan Foundation
- Gram Chetana Kendra
- Gramin Vikas Parishad
- Green and Grains
- Habitat for Humanity India
- Hand in Hand
- Haqdarshak
- Head Held High Foundation
- Himmotthan Society
- IDSP Foundation
- ISAP Foundation
- Jan Sahas Foundation
- K.J. Somaiya Medical College and Research Centre
- Learning Links Foundation
- Lend a Hand India
- Magic Bus India Foundation
- Mashal
- Mauna Dhwani Foundation
- Medha Learning Foundation
- Mukangan
- PRADAN (Professional Assistance for Development Action)
- Prakruthi Trust
- Pratham Education Foundation
- Praveenlatha Sansthan Foundation
- Purnata
- Raah Foundation
- Ratna Nidhi Charitable Trust
- SATHI
- Savitribai Phule Mahila Ekatma Samaj Mandir
- Shantilal Muttha Foundation
- Smile Foundation
- Snehalaya
- St. Jude India Childcare Centre
- Swades Foundation
- SWETCHA
- Tarun Bharat Sangh
- Tengbang Sintha Foundation
- The Askhay Patra Foundation
- U&I Foundation
- Udyogini
- Vigyan Ashram
- Vivekanand Research & Training Institute
- 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
- United Nations Development Programme
- UN Women
- World Health Organisation



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 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 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. Tanoj Kumar Meshram
Programme Chairperson



Rahul is a Programme Manager, bringing nearly a decade of experience in the social sector. He is an alumnus of SPJIMR's PGPDM programme. He holds a Bachelor's in Computer Science and Engineering from Dr. BAMU, Aurangabad, and a Master's degree in Sustainable

International Development from Brandeis University, USA. 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



Dola is a Programme Associate, bringing over nine years of social sector experience in education domain. He is an alumnus of SPJIMR's PGPDM programme and holds a B.Tech. in Mechanical Engineering from GATE, Berhampur, Odisha. As Batch Coordinator for the

PGPDM programme, Dola supports students from admissions to convocation, helping them meet all programme requirements. Previously, he coordinated educational initiatives at Nalanda Academy, Wardha, Maharashtra, supporting underprivileged students preparing for admissions to premier higher education institutions in India and abroad.

Dola Gobinda Deep, Programme Associate



Arpita joined in 2019 and has completed her Master's in Economics from the University of Mumbai. She has 12 years of work experience in the education industry across multiple domains, including sales marketing, accounts, and operations. In the PGPDM team, she works as a Batch

Coordinator, managing everything from admissions for a new batch to its convocation after one year.

Arpita Rastogi, Programme Associate



Since joining the institute in 2014, Smita has worked in various capacities within PGPDM. She is a graduate and holds a master's diploma in software engineering, with work experience as a computer programmer in various organisations such as Tarapur Atomic Power

Project. She handles Administration, Budget, Accounts, and Alumni Relations.

Smita Gore, Programme Associate



Nikita provides academic support to students, PGPDM office and faculty. Besides this, she also deals with examinations, evaluations, accreditation, and content-related responsibilities. Nikita, a former JRF and SRF scholar, has a strong academic and professional

background. Before pursuing her Ph.D. in Sociology and Law at Gujarat National Law University, she worked with Tata Consultancy Services (TCS) at multiple locations. She holds a Bachelor of Technology in Information Technology (IT) from Rajasthan University.

Dr. Nikita Kaliravana, Academic Associate

Photo Gallery





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