



No.AC6/451/2016-17

VishwavidyanilayaKaryasoudha
Crawford Hall, Mysuru- 570 005
Dated: 16th June 2017

NOTIFICATION

Sub: Introducing 3 new subjects and 4 new self study elective subjects in Development Management Course (PG) from the academic year 2017-18.

- Ref: 1. Decision of the Faculty of Commerce Meeting held on 8th March 2017.
2. Decision of the Academic Council Meeting held on 30th March 2017.

The Board of Studies in Master in Development Management (PG) held on 26-12-2016 has recommended to introduce 3 new subjects and 4 new self study elective subjects of Masters in Development Management (PG) from the academic year 2017-18 as follows:

“The board resolved to restructure the course curriculum by adding three new subjects namely Corporate Social Responsibility, Principles of Management and Community Based Education Management and four new study elective subjects”.

In pursuance to the approval of the academic council at its meeting held on 30th March 2017, the introduction of above 3 new subjects and 4 new self study elective subjects in Development Management Course (PG) is hereby notified and it shall be effective from the Academic year 2017-18.

The contents may be downloaded from the University Website i.e., www.uni-mysore.ac.in.

Draft approved by the Registrar

-Sd-
DEPUTY REGISTRAR (ACADEMIC)

To:

- 1) The Registrar (Evaluation), University of Mysore, Mysuru.
- 2) The Dean, Faculty of Commerce, B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.

- 3) The Chairman, Department of Studies in Commerce, Manasagangotri, Mysuru.
- 4) The Chairman, Board of Studies in Commerce (PG), Manasagangotri, Mysuru.
- 5) The Director, College Development Council, Moulya Bhavan, Manasagangotri, Mysuru.
- 6) The Deputy Registrar/Assistant Registrar/Superintendent, AB & EB, University of Mysore, Mysuru.
- 7) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysuru.
- 8) Office Copy.



PROPOSAL FOR REVISION OF MASTER IN DEVELOPMENT MANAGEMENT (MDM) SYLLABUS

Submitted to the Board of Studies (BOS) MDM for approval



Introduction

Master in Development Management (MDM) is a Post Graduate (PG) course offered by Vivekananda Institute for Leadership Development, and is recognized by the University of Mysore. The curriculum of this course combines the concepts of Social work, Management and integrated field work which makes it a unique course for the development sector.

MDM is fulfilling the need for development professionals who would be proficient in working in Development Organizations including (NGOs), Government Corporate Sector- CSR initiatives, Corporate Foundations, International Agency Funded projects, Research and academic Institutions, besides getting an insight to start their own collectives.

Presently, MDM has a course structure of 15 core papers, two electives, two apprenticeships and one research based project Work.

The Need for Revision of MDM Curriculum:

The last comprehensive MDM curriculum revision was undertaken in the year 2011. The MDM Course being projected as a program for the development professionals needs to be updated with the latest outlook, initiatives and trends. As many changes affecting the field of development studies have taken place in the last six years, it is considered necessary to take up a revision of the MDM syllabus to make it current and relevant to the sector.

Thus, through this proposal for revision of the syllabus, V-LEAD intends to upgrade the syllabus and make it current and relevant.

The process:

Several informal faculty meetings were held in the academic year 2016-17 to discuss the modalities and contents of the curriculum revision. A formal meeting was held on 27th July 2016 wherein the topic of curriculum revision was elaborately discussed.

This was followed up with the seeking the opinions and inputs from Industry academicians, experts, development practitioners, senior government officials, alumni, and students and based on their inputs three new subjects were proposed to be added, namely,

1. Corporate Social Responsibility (CSR)
2. Principles of Management
3. Community Based Education Management.

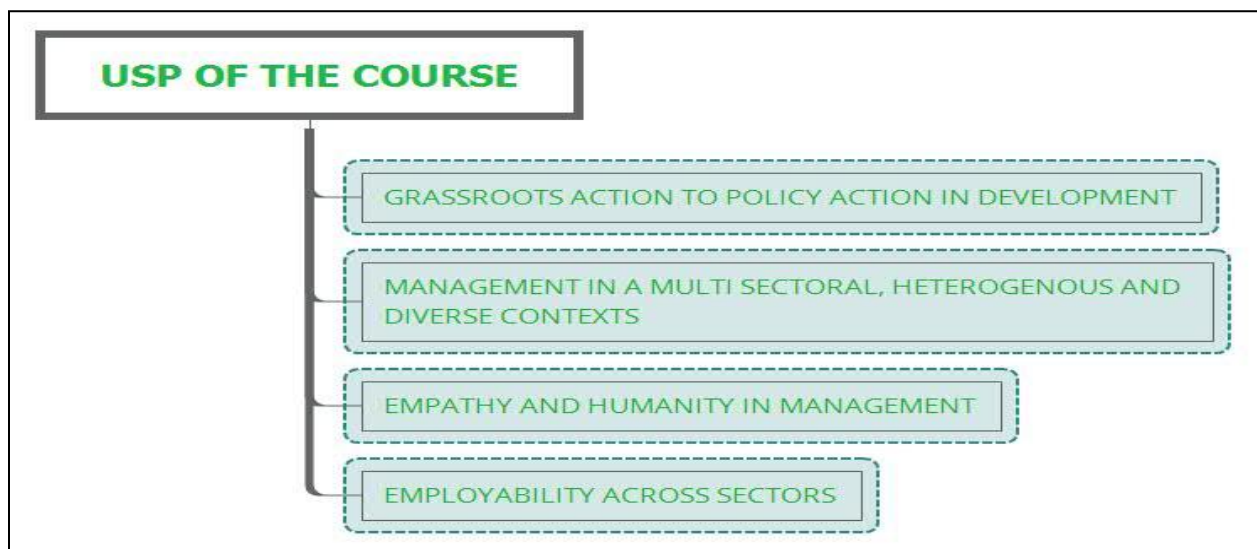
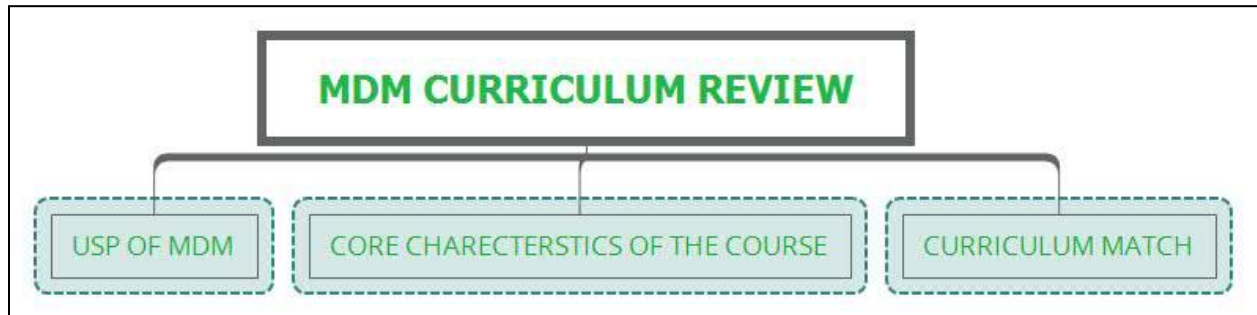
In addition to the inclusion of new core subjects, the following changes are proposed in the new MDM curriculum:

- (1) Grouping of subjects such as “Water Resource Management” with “Sustainable Technologies and Development”, “Constitutional framework” with “Law and the Development Sector” as there were many overlaps and repetitions.
- (2) Thematic re-arrangement of papers across 4 Semesters to ensure that the required skills are acquired by the graduates at various exit points. It may be worthwhile to note that the candidate who exits after completing successfully certain credits will be eligible for award as shown below:
 - a) Second semester (40 credits): Post Graduate Diploma in Development Management (PGDDM). The candidates are expected to be qualified for the post of “Project Supervisor” at this exit point.
 - b) Third semester (58 credits): Advanced Diploma in Development Management (ADDM). The candidates are expected to be qualified for the post of “Project Coordinator” at this exit point.
 - c) Fourth semester (76 credits): Master in Development Management (MDM). The candidates are expected to be qualified for the post of “Project Manager / Director” at this exit point.
- (3) Introduction of new electives, namely,
 - a) Public Policy and Advocacy
 - b) Livelihoods and Skill Development
 - c) Issues of Urban/ Rural Development and
 - d) Entrepreneurship Development.

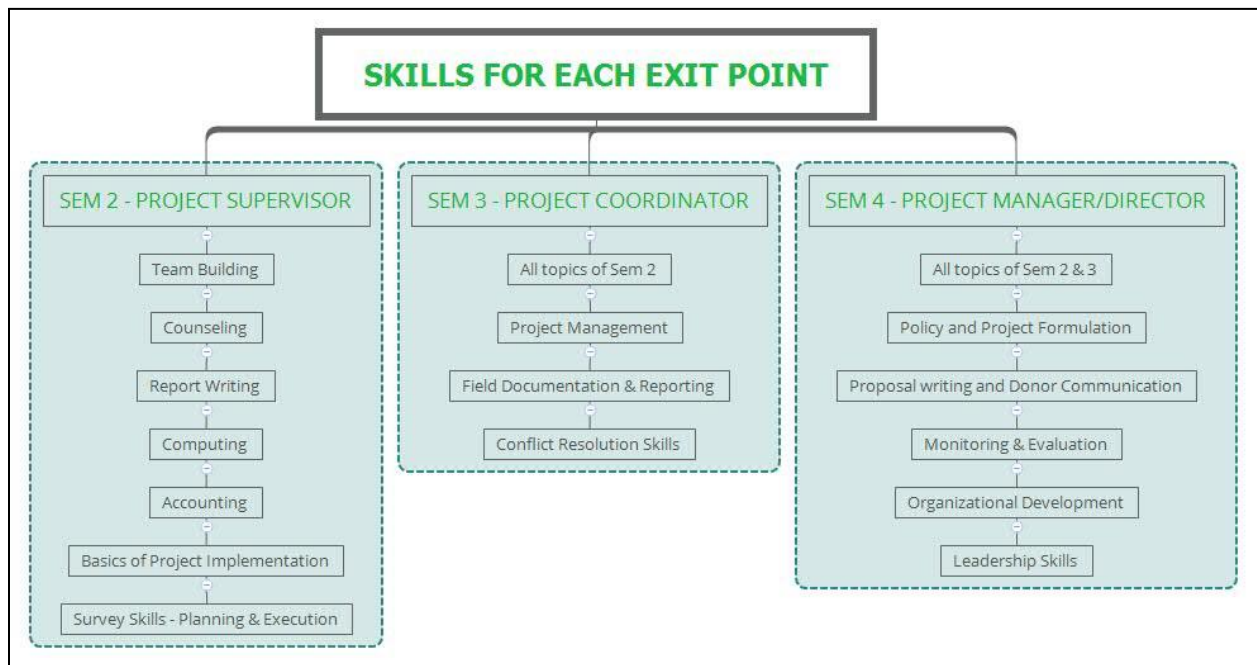
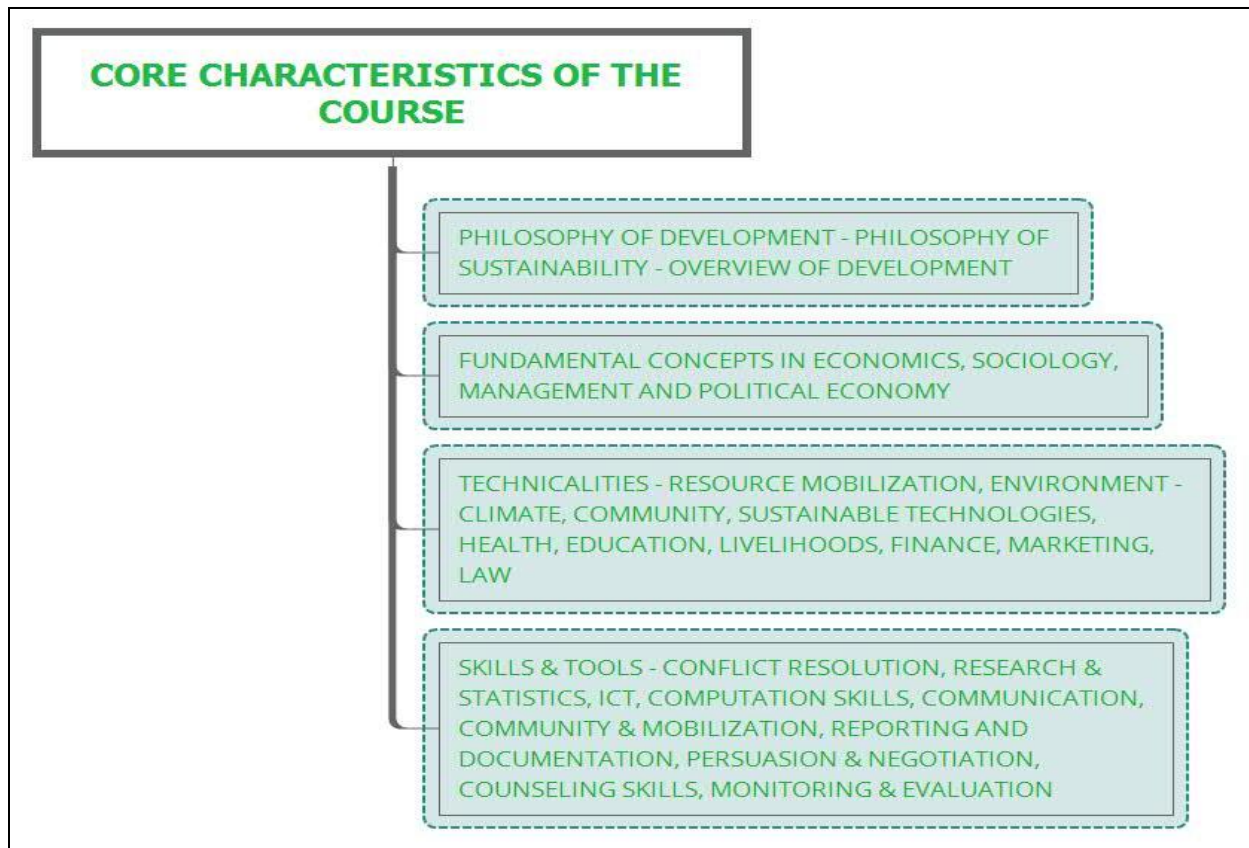
Unit wise syllabus review:

Based on the inputs from the various sources, it was opined that we should consider “what we want this course to be” before finalizing on the syllabus. It was suggested that we start right from the Unique Selling Proposition (USP) of the course, then come to the core characteristics of the course, consider the exit points and skills required and then match the curriculum at each point to the skills desired of the candidate.

The flow chart that was used for the evaluation of how the course syllabus meets the requirements at various exit points is indicated as follows:



The core characteristics of the course and the skills required at each exit point are indicated in the next page:



Matching the Skills with the Proposed Curriculum:

Output	Skills	Semester	Subjects/Process	Modules
Project Supervisor (At the end of the second semester) (PGDDM)	Team Building	Semester 1 & 2	Paper 1.4 - Principles of Management	Unit 5
	Community Counselling		Paper 1.4 - Principles of Management	Unit 2 & Unit 5
	Report Writing		Paper 2.4 - Research Methodology	Unit 2
	Computing		Paper 2.4 - Research Methodology	Unit 4
	Accounting		Paper 2.2 - Accounting & Auditing	Unit 1 to 3
	Basics of Project management		Paper 1.4 - Principles of Management	Unit 3
	Survey Skills		Paper 2.4 - Research Methodology	Unit 3
	Planning & Execution		Paper 1.4 - Principles of Management	Unit 3
Project Coordinator (At the end of the third semester) (ADDM)	All Skills of Semesters 1 & 2	Semester 3		
	Project Management		Paper 3.1 - Project Management	All Units
	Field Documentation		Paper 3.1 - Project Management	Unit 5
	Field Reporting		Paper 3.1 - Project Management	Unit 5
			Paper 3.1 - Project Management	Unit 3
	Conflict Resolution Skills		Paper 3.2 - Human Resource Management	Unit 5
Project Manager / Project Director (At the end of the fourth semester) (MDM)	All Skills of Semesters 1,2 & 3	Semester 4		
	Policy Formulation		Paper 1.2 - Sociology of Development	Unit 5
			Paper 1.3 - Indian Economy	Unit 2 & 3
	Proposal Writing		Paper 3.1 - Project Management	Unit 2
	Donor Communication		Paper 4.2 - Marketing & Fundraising	Unit 4
	Monitoring & Evaluation		Paper 3.1 - Project Management	Unit 4
	Organizational Development		Paper 2.1 – Corporate Social	Unit 4

		Responsibility (CSR)	
	Leadership Skills	Paper 3.2 - Human Resource Management	Unit 3

MASTER in DEVELOPMENT MANAGEMENT (MDM) – (Under Credit System)

Course Structure-2011

Code	Course Title	Credit(Lecture +Field work)			Continuous assessment	Semester-end Examination	TOTAL
		L	F	Total			
	<u>FIRST SEMESTER</u>						
1.1	Introduction to Development Sector	2	2	4	50	50	100
1.2	Sociology of Development	3	1	4	50	50	100
1.3	Indian Economy	4	0	4	50	50	100
1.4	Self empowerment& Development	4	0	4	50	50	100
1.5	Project Management	2	2	4	50	50	100
	TOTAL	15	5	20	250	250	500
	<u>SECOND SEMESTER</u>						100
2.1	Water Resource Management	2	2	4	50	50	100
2.2	Accounting & Auditing	3	1	4	50	50	100
2.3	Law & the Development Sector	3	1	4	50	50	100
2.4	Research Methods	2	2	4	50	50	100
2.5	Apprenticeship	0	4	4	50	50	100
	TOTAL	10	10	20	250	250	500
	<u>THIRD SEMESTER</u>	L	F	Total			
3.1	Marketing & Relationship Mgmt.	2	1	3	50	50	100
3.2	Sustainable Technologies and Development	2	2	4	50	50	100
3.3	Human Resource Management	2	1	3	50	50	100

3.4	Community based health Management	2	2	4	50	50	100
3.5	Apprenticeship	0	4	4	50	50	100
	TOTAL			18	250	250	500
	<u>FOURTH SEMESTER</u>						
4.1	Financial Management in Development	2	1	3	50	50	100
4.2	Indian Constitutional Framework for Development	2	1	3	50	50	100
4.3	Elective-I Grassroot Development Community based Education Management or Micro Finance & Micro Enterprise			4	50	50	100
4.4	Elective II Inclusive Development Development of Indigenous Communities or Rehabilitation and Resettlement or Gender and Development			4	50	50	100
4.5	Project Work	0	4	4	50	50	100
	TOTAL			18	250	250	500
	GRAND TOTAL			76	1000	1000	2000

Note: All the papers are Hard Core, except for the following Self-Study Electives:

4.3 Elective I= Community based Education Management Or Micro Finance & Micro Enterprise,

4.4 Elective II= Development of Indigenous Communities Or Rehabilitation and Resettlement, Or

Gender and development

Listing of the proposed

Course Structure-2017

Master in Development Management course (MDM) – (Under the CBCS System)

Code	Course Title	Credit(Lecture +Field work)			Continuous assessment	Semester-end Examination	TOTAL
		L	F	Total			
	<u>FIRST SEMESTER</u>						
1.1	Introduction to Development Sector	2	2	4	50	50	100
1.2	Sociology of Development	3	1	4	50	50	100

1.3	Indian Economy	3	1	4	50	50	100
1.4	Principles of Management	3	1	4	50	50	100
1.5	Sustainable Tech. and Development	2	2	4	50	50	100
	TOTAL	13	7	20	250	250	500
	<u>SECOND SEMESTER</u>						100
2.1	Corporate Social Responsibility	2	2	4	50	50	100
2.2	Accounting & Auditing	3	1	4	50	50	100
2.3	Law & the Development Sector	3	1	4	50	50	100
2.4	Research Methodology	2	2	4	50	50	100
2.5	Apprenticeship	0	4	4	50	50	100
	TOTAL	10	10	20	250	250	500
	<u>THIRD SEMESTER</u>	L	F	Total			
3.1	Project Management	2	2	4	50	50	100
3.2	Human Resource Management	2	2	4	50	50	100
3.3	Community based Health Management	2	1	3	50	50	100
3.4	Community based Education Management	2	1	3	50	50	100
3.5	Apprenticeship	0	4	4	50	50	100
	TOTAL	8	10	18	250	250	500
	<u>FOURTH SEMESTER</u>						
4.1	Financial Management in Development	2	1	3	50	50	100
4.2	Marketing and Fund Raising	2	1	3	50	50	100
4.3	Elective-I	1	3	4	50	50	100
4.4	Elective II	1	3	4	50	50	100
4.5	Project Work	0	4	4	50	50	100
	TOTAL	6	12	18	250	250	500
	GRAND TOTAL			76	1000	1000	2000

Self-Study Electives: (1) Micro finance and financial inclusion,(2) Development of indigenous communities, (3) Public policy and advocacy, (4) Livelihoods and skill development, (5) Issues of urban and rural development, (6) Entrepreneurship development.

Master in Development Management (MDM)

COURSE CURRICULUM

First Semester

PAPER 1.1 INTRODUCTION TO DEVELOPMENT SECTOR

UNIT 1 UNDERSTANDING THE DEVELOPMENT SECTOR: (8 Hours)

Distinction into three sectors and its relevance, Intermediary Organisations, Non-Governmental Organisations, Philanthropy Sector, Voluntary Sector, Non-profit Sector, Informal Sector. Understanding the Indian perspective of the Development Sector.

UNIT 2 HISTORICAL FRAMES FOR DEVELOPMENT SECTOR: (6 Hours)

Historical Perspective on the Third Sector, – Charity groups, Social entities. The concept of 'Daana', Transition from Charity to Organized Philanthropy; Models of third sector, The European and American context of Development.

UNIT 3 THEORIES OF THE DEVELOPMENT SECTOR: (8 Hours)

Theories on the emergence of the third sector, Economic theories of The Development Sector, Political Theories, Impact of globalization on the Development Sector.

UNIT 4 MODELS OF DEVELOPMENT: (10 Hours)

Basic Concepts- Understanding Development- Differences between Growth and Development, Human Development, Inclusive Development, Theories of Development and underdevelopment - Modernization, Central and Peripheral approach, Multiple-sustainability approach. Changing conception of development- Social development, socio-cultural development and Sustainable development.

UNIT 5 PUBLIC PRIVATE PARTNERSHIP (PPP) IN DEVELOPMENT: (8 Hours)

Understanding the role of PPP in Development, Various approaches to Development using PPP, Development and the State, Synergistic partnership- (State, Corporate Sector (CSR) and Civil Society) in Development. Agencies of Development- State, Market and Civil Society Initiatives.

References:

1. Putting an End to Poverty (UNESCO Publication) Henri Bartoli 2002 Rawat Publications
2. Development Economics, Debraj Ray, Oxford
3. Social Exclusion, Integration and Inclusive Policies, Subramanyam V & Sekhar K
4. Globalisation and Development: Premises and Perspectives Sharma R & Arora R K,
5. Inequality: Classic Readings in Race, Class, and Gender Grusky D B.
6. India Development and Participation, Amartya Sen, Oxford

7. Poverty and Famine, AmartyaSen, Oxford
8. Development as Freedom, AmartyaSen, Oxford
9. Resources & Development, AmartyaSen, Oxford
10. Public- private Partnership Model in India: Concepts, Issues and Outlook By JanardhanRao N&Amit Singh SisodiyaPublisher: ICFAI

PAPER 1.2 SOCIOLOGY of DEVELOPMENT

UNIT 1 RELEVANCE OF SOCIAL REFORMERS TO THE DEVELOPMENT SECTOR:

Tocqualle, KarlMarx, Basaveshwara, Vivekananda, M.K. Gandhi, Lohia and contributions of contemporary thinkers.(6 Hours)

UNIT 2 STRUCTURAL AND FUNCTIONAL UNDERSTANDING OF INDIAN SOCIETY THROUGH INSTITUTIONS: (6 Hours)

Family, Marriage, Polity, Economy, Religion, and Caste

UNIT 3 UNDERSTANDING MARGINALISATION AND MINORITIES: (10 Hours)

Scheduled Castes, Scheduled Tribes, Women: Minority Issues-Religions and Linguistic Minorities, Development and Marginalisation, Human Rights, Social Justice & Equality

UNIT 4 SOCIAL MOVEMENTS: (8 Hours)

An Overview, Agrarian, Trade Union, Women's movements, Dalit and Environment Movements: Their role in Development

UNIT 5 SOCIAL POLICY AND DEVELOPMENT: (10 Hours)

Policy analysis on the National policy on Health, National policy on Education, National policy on Voluntary sector, National Policy on Labour, National policy on women, and National Policy on Child Rights.

References:

1. Democracy in America, Tocqueville Alexis de 1945(1835), Knopf, New York.
2. Development, Michael Todaro, McGraw-Hill.
3. Sociological Thought, Turner, Oxford Publications
4. Sociology: Themes and Perspectives, Haralambos, Oxford University Press
5. Political Theory: An Introduction, Andrew Heywood, Palgrave, Macmillan
6. Sociology of Religion in India, Robinson (ed.), Sage Publications, New Delhi
7. Development and Change, AmarthyaSen, Oxford
8. India A Million Mutinies Now, V S Naipaul
9. Heart of India, Mark Tully, Penguin Books.
10. The End of Poverty: Economic Possibilities for Our Time Sachs, Jeffrey (2005).

PAPER 1.3-INDIAN ECONOMY

UNIT – 1 INTRODUCTION TO ECONOMICS

(6 Hours)

History of Economic Thoughts

Microeconomic Concepts: Definitions

Microeconomic Concepts: Supply and Demand analysis. Marginal Utility, Cost Benefit Analysis

Macroeconomic Concepts: Definitions

Macroeconomic Concepts: Analysis

Political Economy – Communism, Socialism, Capitalism

Economic planning Mixed Economies and Open Markets

Structure of the Economy: Sectors, Factor economies

UNIT-2 THE EVOLUTION OF THE INDIAN ECONOMY AND PUBLIC POLICY IN INDIA(13 Hours)

Pre-colonial and colonial economy of India

Colonialism and its characteristics

Characteristics of under-developed countries

Role of government and the state

Gandhi, Nehru and Rightists view of development

Planning in India

Planning Commission to NeetiAyog

Five year plans in India

Mahalanobis model

Economic planning to social planning

Planning and the nation's political/economic contexts

UNIT-3 LIBERALIZATION PRIVATIZATION AND GLOBALIZATION

(8 Hours)

Concepts of liberalization privatization and globalization

Immediate causes for liberalization and immediate impacts

Analysis of liberalization trends and results

Impact of Liberalisation, Privatisation and Globalization on Indian Economy- Industries, Agriculture.

UNIT-4 UNDERSTANDING ECONOMIC & HUMAN DEVELOPMENT (7 Hours)

Different approaches towards development

Understanding the human development approach

The Human Development Report and its components

Status of human development in India – Education

Status of human development in India – Health

Status of human development in India – Livelihoods

Human Development Reports and Economic Policy

UNIT-5 DEVELOPMENT- EVOLUTION AND DIMENSIONS (6 Hours)

Evolution of India's development initiatives

Development and Democracy

Development and Politics

Development and Bureaucracy

References:

1. [India's Economy in the New Millennium](#), BimalJalan, Penguin Books (2002)
2. [India's Economic Policy](#), BimalJalan, (1997)
3. [The Indian Economy](#), BimalJalan, (1993)
4. [India's Economic Crisis](#)(1991), BimalJalan
5. "Imagining India", Indian Economy, Nandan Nilekani.
6. India: From Midnight to the Millennium and Beyond - ShashiTharoor
7. UNDP: Human Development Report (2007) Oxford University press
8. Govt of India: Human Development Report
9. Government of Karnataka: Human Development Report of Karnataka
10. Poverty in India, V.M.Dandekar and Neelakantara:, The Indian Institute of Political Economy-Poona. (1994)
11. Government of India: 12thFive-year plan

PAPER 1.4 PRINCIPLES OF MANAGEMENT

Unit-1: Introduction: (7 Hours)

Concept of Management, Managerial roles – Interpersonal roles, Informational roles and Decisional roles. Functions of Management - Planning, Organizing, Coordinating and Controlling functions. What is leadership? What do you want to be – a Manager or a Leader?

Unit-2: Management and society: (10 Hours)

Operating in a pluralistic society (i.e., a society where many organised interest groups operate). Elements of external environment – Technological, Economic, Ethical, Political and Legal, Ecological and Social. Concept of stakeholder approach. The art of negotiating with various stakeholders. Fostering relationships with other Development Organizations. Operating NGOs under changing politico-legal environment (example – Certain employees and board member to be treated as “Public servants”), Community Counselling.

Unit-3: Strategic/Project Approach to Management: (10 Hours)

What is strategy? Strategic thinking. The Vision, Mission and Goals. Importance of a shared Vision and Mission. From planning to execution – Strength, Weakness, Opportunities and Threats (SWOT) analysis. Bases for selecting the alternative course of action. What is ethics and how to integrate ethics and strategy? Introduction to Project Approach to Management.

UNIT-4: Managing the Non Govt Organisations: (10 Hours)

Why do Not-for-Profit Organisations (NPO) / Non-Government Organisations exist? Management perspectives in the context of NPOs and NGOs. Concept of “bottom line” in the traditional business for profit. What is the bottom line when there is no “bottom line”? How to make NGOs accountable?

UNIT-5 Managing Human Resources: (8 Hours)

What motivates employees to work in the development Sector? Application of Maslow's need hierarchy to employees of NGOs. From volunteers to unpaid staff. Communication and interpersonal relationships. Balancing staff competencies with expectations, working with teams. Understanding staff grievances and methods of addressing staff issues, Staff Counselling.

Practicum

- Studying the vision, mission and core values of an NGO and how the same are implemented. Studying the challenges faced by the NGO with respect to changing environment and strategy to meet the same.

References:

1. Managing the Non-Profit Organisation – Principles and Practices, Peter F. Drucker, Harper Business
2. Management – Concept, Practice and Cases, Karinder Ghuman & K Ashwathappa, Tata McGraw Hill Education Private Limited
3. Management – A global and Entrepreneurial Perspective, Heinz Wehlich, Mark Cannice and Harold Koontz, Tata McGraw Hill Education Private Limited
4. Basic managerial skills for all - McGrath, S. J. PHI Learning Private Limited

PAPER 1.5 - SUSTAINABLE TECHNOLOGIES AND DEVELOPMENT

Unit - 1: Introduction: (5 Hours)

Definition and concept of sustainable technologies and sustainable development. Integration of Economic, Social and Environmental sustainability (The concept of 3 Ps) (Profit, People and Planet).

Resources for Quality Life: Water, Food, Shelter, Energy and need to conserve them for sustainable living. Sanitation and handling of waste, both solid waste and waste-water.

Unit - 2: Water resource management for domestic and agricultural demand: (12 Hours)

Water in nature, sources of water, Saline & freshwater, distribution of fresh water in various storages.

Water demand for various purposes (Domestic / agricultural and industrial) and the inter demand conflicts. Methods of managing supply and demand – Rain water harvesting

Unit - 3: Energy: Appropriate Technologies for Sustainable Development: (12 hours)

Energy sources: Various sources of energy- Petro based, Renewable energy- Solar, Wind, Biomass and Hydro energy.

Renewable energy technologies:

Biomass energy technologies: Biomass, Sources of Biomass, Biomass based fuel efficient Chula(2 +1 version) for cooking

Solar energy technologies: Solar thermal conversion - solar water heaters, solar home lighting

Wind energy – Wind turbine, application of wind energy for lifting of water and power generation.

Hydro energy: Energy from water, Micro hydro turbines and systems.

UNIT - 4: Shelter - Habitat Systems for Sustainable Development: (8 hours)

Traditional India methods and systems of construction, Modern methods and components of construction, energy requirements. Alternative methods of construction, viz. Mud blocks, arch foundation etc. passive solar architecture, Green buildings – concept, Effective low cost and sustainable buildings.

Unit – 5: Sanitation Systems – Solid waste and waste water handling: (8 Hours)

Solid waste: Principle of 3 Rs: Reduce, Reuse and Recycling of materials, energy generation from waste.

Sanitation: General consideration, waste water disposal, pit and septic tanks, Decentralised Waste Water Treatment (DEWAT), use of waste water for irrigation and aquaculture.

Practical Component

Visit a water treatment / waste water treatment or Wind mill farm (any one) and study the design and operations. Students to prepare a report based on the site visit.

References:

1. Renewable Energy system, Tiwari
2. Environmental Impact Assessment, L. W. Canter
3. Towards a Green Future, CEE, Ahmedabad, 1999
4. A guide to development of on-site sanitation, R. Fanceys, J. Pickford & R. Recla
5. Work from waste: Recycling waste to create employment, Jan Volger, IT publications.
6. Waste water engineering, Metcalf & Eddy INC
7. Small is beautiful. E.F.Schumacher,
8. Energy Conservation through Building Design, McGraw-Hill, New York.

Second Semester

PAPER 2.1 – CORPORATE SOCIAL RESPONSIBILITY (CSR)

Unit – 1: CSR as a tool for development: (6 hours)

Why Corporate Social Responsibility (CSR) and What is CSR? Corporate as partners to development - The concept of Public-Private-Partnership (PPP).History of CSR – from charity to social responsibility to partnering. Debate of voluntary versus mandated CSR.

Unit – 2: Theoretical Basis for CSR: (6 hours)

History of CSR at the global level and in the Indian context. Theories of Corporate responsibilities – Carroll's model, Stakeholder theory

Unit – 3:Institutionalizing CSR and Legislative Framework: (8 hours)

Company Act 2013, Clause 135 – Which companies are required to mandatorily take up CSR activities? Schedule VII (Which activities qualify for CSR?) of the Company Act.Reporting format.

Unit – 4: Organisational Development, Planning & strategizing: (10 hours)

Developing CSR strategy and policy. Operationalizing the institutional mechanism, Due diligence of the implementing partner, Project development, Finalising the arrangements with the implementing agencies, Progress monitoring and reporting, Impact measurement

UNIT – 5:Role of Development Organisations in CSR: (10 hours)

Extent of opportunities for Development Organisations in CSR activities.Development Organizations as implementing partners of corporate.Contracting and Memorandum of Understanding (MOU) with corporates and implementation of CSR projects.

Practicum:

Exposure visits to CSR activities of corporate and NGOs (for example, Swami Vivekananda Youth Movement SVYM as CSR implementing agency for corporate)

Reference:

1. Business ethics & corporate social responsibility, K.Govindabhat, SumithaAyodhya, Published by : Himalaya published House
2. Code of governance for NGOs, The Institute of Chartered Accountants of India
3. The business of social responsibility, the why, what, and how of corporate social responsibility in India;Shrivastava, Harsh

PAPER 2.2: ACCOUNTING AND AUDITING

UNIT-1 INTRODUCTION TO ACCOUNTING: (8 Hours)

Accounting Principles – Concepts and Conventions

Introduction to Accounting Standards (AS)

Basis of Accounting – Cash Basis and Accrual Basis

Systems of Book-Keeping – Single Entry and Double Entry

Accounting distinctions between 'for-profit' and 'not-for-profit' organisations

UNIT-2 THE ACCOUNTING CYCLE: (8 Hours)

Analysing, Journalising, Postings, Preparation of Trial Balance, Adjusting and closing entries. Preparation of Adjusted Trial Balance, Preparation for Financial Statements for Proprietary Concern / Trading Concern

UNIT-3 ACCOUNTING FOR CASH TRANSACTIONS: (8 Hours)

Cash receipts, Cash payments, Bank deposits and Bank withdrawals. Current and Savings Bank Accounts. Cheques, Bank Overdrafts, Two-column and three-column cash book, Bank-reconciliation, Computer-based accounting system-TALLY.

UNIT-4 FINAL ACCOUNTS FOR DEVELOPMENT ORGANIZATIONS: (8 Hours)

Fund system of accounting. Restricted fund. Unrestricted fund. Endowment fund. Capital fund. Loan fund, Preparation of Receipts and Payments Account

Preparation of Income and Expenditure Account

Preparation of Balance Sheet

Financial reporting requirements for not -for-profit organizations under Societies Registration Act. Trust Act. Companies Act. Foreign Contribution Regulation Act. Income Tax Act. Accounting and reporting practices of Societies, Trust and section 25 Companies.

UNIT-5 INTRODUCTION TO AUDITING: (8 Hours)

Definition of Auditing

Need for auditing in 'for-profit' and 'not-for-profit' organisations

Vouchers and Verification, Misappropriation and manipulation of funds. Computerized Auditing Social Audit. Audit Report.

References:

1. Accounting Text and Cases: Robert N. Anthony
2. Municipal Accounting for Developing Countries, David C. Jones
3. Today's Essential's of Government and Not-for-Profit Accounting and Reporting - Accountancy-NCERT
4. Modern Advanced Accounting – Hrikeshchakroborthy
5. An introduction to accountancy, S. N. Maheshwari, Vikas Publishing House Pvt Ltd,
6. Double Entry Book Keeping, Battiboi, J R, Standard accountancy publications.
7. A text book of auditing, R. G. Saxena, Himalaya Publishing House;
8. EDP auditing: Conceptual foundations and practice; Weber, Ron, Tata McGraw-Hill Publishing Company Ltd,
9. Technical guide on accounting and auditing in Non-for-Profit organisations (NPOs), Non-Governmental organisations (NGOs) ;
10. Principles & practice of auditing, M.C.C. publications;

PAPER 2.3 LAW AND THE DEVELOPMENT SECTOR

UNIT 1 Legal Background: (6 Hours)

The concept of law, Purpose and functions of Law, Administration of justice-civil and criminal law, judicial activism, principles of natural justice, Indian legal history and courts.

UNIT 2 Indian Constitutional Law: (8 Hours)

Preamble to the Constitution –Nature and importance of Constitution, Evolution of Constitutional values, Fundamental features of the Constitution, Fundamental rights, fundamental duties and constitutional remedies. emergency period, amendments, Directive Principles of State Policy, Jurisdiction of the Supreme Court – Original, Appellate and Advisory - Independence of the Judiciary – High Courts in States, significance of judicial review and curative petitions.

UNIT 3 Legal Framework and Acts:(10 Hours)

Societies Act, Trusts Act, Indian Companies Act; Indian Contract Act ; Foreign Contribution Regulation Act, The Dowry Prohibition Act 1961 and with Amendments of 1984, The Prevention of Immoral Traffic Act 1956, The Orphanages and Other Charitable Homes (Supervision & Control) Act 1960, The Child Labour Act 1986, Protection of Women (Domestic Violence) Act; POSCO Act.

UNIT 4 Democratic System: (8 Hours)

Concept of democracy, values of democracy, institutions of democracy, democracy and development, Union Cabinet – its powers and responsibilities. Recent trends of conflicts in executive relationship between the union and the state, Panchayat raj system, Local self-government. The concept of good governance

UNIT 5 Human Rights & Development: (8 Hours)

Concept of Human Rights-Theories and Philosophy- Declaration of Human Rights, Social & Economic Dimensions, National Human Rights Commission, Corruption, Role of Lokapal and Lokayukta.

References:

1. Indian constitutional law of India- J.N. Pandey
2. Politics in India- Rajni Kothari
3. The success of India's democracy- Atul Kohi
4. Development and Democracy in India- Sathendra d. Sharma
5. Indian democracy speaks T.S. RajagopalaIyengar
6. Decentralization and local politics-S.N. Jha , P.C. Mathur

PAPER 2.4 RESEARCH METHODOLOGY

Unit - 1: Introduction to Research Methodology: (6 Hours)

What is research? Scientific Method - definition and objectives, Difference between research in natural sciences and social science. Meaning, scope of social research, objectives and limitations.

Types and Methods of research – Pure research, Applied research, Exploratory research, Descriptive study, Diagnostic study, Evaluation study, Action research and Participatory research.

Unit - 2: Research Process & Report Writing: (8 Hours)

Eight step model for carrying out research:

Phase I – Deciding what to research on,

Step 1: Formulating a research problem, Problem identification and problem formulation. Hypothesis: meaning, importance and uses. Research Design: definition and importance in social research. Literature review to identify a topic

Phase II – Planning a research study

Step 2: Conceptualising a research design, Functions, Study designs, Step 3: Constructing an instrument for data collection, Methods and tools of data collection – Questionnaire and schedule, interviews, Step 4: Selecting a sample, Step 5: Writing a research proposal

Phase III – Conducting a research study

Step 6: Collecting data, Step 7: Processing and displaying data, Coding, Step 8: Writing a research report

UNIT 3: Concepts, Methods and Survey Techniques (10 hours)

What are variables and concepts? Converting concepts to operational variables.

Types of measurement scales – Nominal, Ordinal, Interval and Ratio scale.

Art of review of research studies, articles, books and secondary sources (CSO).

Concept of Hypotheses – Null hypothesis and alternative hypothesis

Sampling and population. Sampling techniques - Probability and non-probability samples.

Probability sampling – Simple random sampling, stratified random sampling, cluster sampling,

Non-probability sampling – Convenience or accidental sampling, Purpose or judgment sampling, Quota sampling, Snow-ball sampling

Concept of confidence levels and Standard Error. Concept of Type I and Type II errors. Determining sample size to determine the statistical significance.

Sources and types of data: primary and secondary data- methods of collection of data- structured and unstructured, participant and non-participant, questionnaire, Interview schedule and guides.

Pre-test and pilot study, Control and Test groups

UNIT 4: Statistical Analysis of Data and Computation : (10 hours)

Analysis of data, coding, editing. Statistics: Definition, meaning, importance and limitations. Classification and tabulation of data, tally marks. Manual and mechanical tabulation of data. Frequency distribution. Diagrammatic and graphic presentation of data. Percentage, ratio and proportion.

Measures of Central tendency: Arithmetic mean, median, mode, weighted arithmetic mean, geometric mean and harmonic mean.

Measure of variation: range, standard deviation, mean deviation, quartile deviation and coefficient of variation.

Correlation analysis, Regression equations

Testing of hypothesis – Non-parametric test – Ch-square test, Parametric test – Student's "t" test

Use of Statistical Tools such as Excel (Pivot Table) and SPSS (Hands on experience of use of any one statistical package).

Unit - 5: Research report: (6 hours)

Principles of scientific writing. Reporting literature survey, Interpretation of data - Findings, Recommendations and Conclusions. Contents of research report; Footnote, Reference, bibliography, American Psychological Association (APA) format for bibliography, preparation of abstract.

Reference:

1. *Krishnaswamy O R. and M Ranganatham, Methodology of Research in social Sciences, Bombay, Himalaya publishing House*
2. *Pauline V Young, Scientific Social Surveys and Research, Prentice Hall of India (PHI)*
3. *Rajesh Tandon (editor), Participatory Research, Mosaic Books*

Ramachandran, P 1990: Issues in social work research in India, Bombay, Tata Institute of Social Sciences.

PAPER 2.5 APPRENTICESHIP

Third Semester

PAPER 3.1 – PROJECT MANAGEMENT

Unit – 1: Introduction to Project Management (6 hours)

Project: Definition, Overview, Phases, Approach, Features, classifications of projects, Project Life Cycle, Dimensions of a Project, Project Overview Statement (POS), Knowledge areas of a Project, Resource requirements of a Project (Men, material, Money), Attributes of a Project.

Unit – 2: Project Proposal Development (10 hours)

Writing a Project Proposal, Effective proposal writing, its need and importance, Proposal presentation, Importance of effective and innovative presentation, Project requirements management

Unit – 3: Project Implementation and Documentation (10 hours)

Applicability of management principles in project management, Project Team Management, Project risk management, Project change management, Role of a Project Manager, Qualities, Skills & Abilities of a Project Manager for a successful Project Completion, Conflict resolution amongst various Stake Holders.

Unit – 4: Tools and Techniques of Monitoring & Evaluation (10 hours)

Project as a network of activities, Estimating activity time, Project monitoring and control tools. Gantt Chart, Critical path Method (CPM) and Programme Evaluation and Review Technique (PERT). Idea of crashing of a project.

UNIT 5 Closing a project (4 hours)

Methods of Proper Closure of a Project, Importance of Withdrawal, Project withdrawal Procedures, Implications, Project Inventory Management. Project Reporting, Need & Importance, Field Documentation and Reporting, Types of reporting, Project review for lessons learnt .

Practicum:

Exposure visits to various Projects and discussions with the Leader (Project Director/Manager/Co coordinator) of the Projects will be organized

Reference:

1. Project management: Harold Kerzner.
2. Management of NGO's: J.M. Ovasdi.
3. Project Management: S. Choudhury
4. Project Management: Vasanth Desai.
5. Project Management: K. Nagarajan.
6. Effective management: Robert K. Wyzock

PAPER 3.2 HUMAN RESOURCE MANAGEMENT:

UNIT 1 HUMAN RESOURCE MANAGEMENT - INTRODUCTION AND CONCEPTS: (8 Hours)

Concept of HRM, Evolution of HRM from HRD, HR Functions, HRM in Development Organizations, Voluntarism – Definitions, Types of voluntarism, Models of voluntarism, Volunteer Mgmt.

UNIT 2 HUMAN RESOURCE PLANNING AND TALENT ACQUISITION: (10 Hours)

Human Resource Planning - Job Analysis and Description, Recruitment and Selection Process, A brief on Tests & Interviews Induction & Orientation, Training Needs Assessment, Methods of training, Conflict Resolution

UNIT 3 LEADERSHIP DEVELOPMENT: (6 Hours)

Leadership- Definitions, Leader as a visionary, Leadership concepts, Adaptive leadership, Demonstrative leadership, Personality Development, Attitude, Morality, Ethics of Leadership, Test of Leadership.

UNIT 4 COMPENSATION AND BENEFITS: (8 Hours)

Wages & Salary, Salary structure, Perks & Incentives, Statutory Components of Compensation – Income Tax act, Minimum Wages act, Workmen compensation Act, Maternity benefit Act.

UNIT 5 PERFORMANCE MANAGEMENT AND CONFLICT RESOLUTION: (8 Hours)

Performance Appraisal – Analysis & Evaluation, KRAs & KPAs, Methods of Employee Engagement, Retention, Ethics & Work Culture, Conflict resolution: Trade Unions-Trade Union Act as tools of conflict resolution. Other modes of conflict resolution.

REFERENCE BOOKS

1. Human Resource Management manual, HM group; Rudrabasavaraj, M.N.
2. Human resource development and training, K. S. Anandaram: Symbiosis Centre for Distance Learning,
3. Human resource management, P. A. Noronha, Symbiosis Centre for Distance Learning,
4. Human resource management: Sharma, Narain Jain: Mittal publications Human resource management: text and cases ; : Aswathappa, K. Tata McGraw-hill;
5. Human Resource Management – T.V. Rao
6. Human Resource Management – Biswajeet Pattanaik
7. Human Resource Management - Armstrong
8. Introduction to human resource management, Published by : ICFAI center for management research

PAPER 3.3 COMMUNITY BASED HEALTH MANAGEMENT

UNIT 1: CONCEPT OF HEALTH: (8 Hours)

Health definition- Scope and components. Health determinants- safe water, sanitation, nutrition, environmental sanitation- health factors, sex, genetic, age, occupation. Social, economic condition. Health Indicators- MMR, IMR. Life expectancy.

UNIT 2: REPRODUCTIVE HEALTH: (8 Hours)

Brief anatomy and physiology of Human body- reproductive anatomy and physiology in men and women- menstrual cycle- fertility regulation- FW methods- temporary and permanent methods- Infertility. Gender in health.

UNIT 3: OVERVIEW OF NATIONAL HEALTH POLICY: (8 Hours)

Primary Health care- national Health Policy- National rural Health Mission- Goals, components- JSY. Immunization- Integrated Disease Surveillance project- ASHA- national Health programmes- communicable and non-communicable diseases- prevention and control measures- principles of epidemiology.

UNIT 4 NATIONAL HEALTH PROGRAMMES: (8 Hours)

National rural Health mission- national Family welfare programme. National preventive programmes- Malaria, Filariasis, Japanese encephalitis. Iodine deficiency disorder, nutrition vitamin A distribution, tuberculosis – vaccine, Preventable diseases- Leprosy, HIV AIDS, Mental health, National school health programmes, Non communicable diseases- heart diseases, - cancer diabetes- obesity- accidents etc

UNIT 5 POPULATION STABILIZATION: (8 Hours)

Demography- demographic indicators- national health policy- National Population strategy policy, population stabilization. National population strategy. CONTRACEPTION AND GENDER ISSUES AND PNDC ACT: Permanent and temporary methods – use of condoms – gender issues- different gender roles, gender discrimination in delivering health services, PNDC Act.

References:

1. Gender and health, KIT Publishers | Oxfam GB
 2. Population, gender, and health in India, Published by Academic Foundation in association with Institute for Social and Economic
 3. Socio-cultural dimensions of reproductive child health, A.P.H. Pub. Corp.
 4. The unheard scream , reproductive health and women’s lives in India ; Zubaan
 5. Integrating gender into HIV/AIDS programmes, Joint United Nations Programme on HIV/AIDS Interagency Task Team on Gender & HIV/AIDS : | KIT Publishers,
 6. Quantitative methods for health research, a practical interactive guide to epidemiology and statistics; Bruce, Nigel
 7. Park's textbook of preventive and social medicine, Park, K.
 8. Public health and preventive medicine for the Indian armed forces, “The red book “
- Gender and health: policy and practice: a global sourcebook ; : KIT Publishers | Oxfam

PAPER 3.4 COMMUNITY BASED EDUCATION MANAGEMENT

Unit -1:Modes and Models of education:(8 Hours)

Modes of Education – Various platforms for Schooling/Models of Community based Education: Formal Education: Anganwadi Centres - Role of Anganawadi teachers, Play home/Day care Centres, Primary/Secondary Schools (Private and Government sector) Different Education Boards like CBSE, ICSE, State, IGCSE, IB etc. Nonformal Education: Home schooling, Experimental schools or also called Alternate schools - On formal centres – for drop out students (to conduct bridge course to integrate into regular schools) Accredited open schools like National Institute of Open School(NIOS) Karnataka Open School.

Unit -2: Aims of education: (8 Hours)

Aims of Education and Universalization of Education.

Learner Centred Education - Constitution of India – Preamble,

NCERT – National Curriculum framework-2005; Inclusive Education;

Child friendly School, RTE 2009, Millennium Development

Goals (MDG), National Policy on Education,

Public Private Partnership – Strengthen the quality of Education

by working with various stakeholders – NGO's, CBO's, CSR programs,

International agencies, United Nation Organisations related – UNICEF,

WHO, APF, etc. community.

Unit -3:Methodologies and Approaches:(8 Hours)

Methodologies and Approaches – through best practices, models and theories. Critical pedagogy (Paulo friere) and its implications in classroom practices/Community. - Participatory Learning, transformative learning, Collaborative and Cooperative Learning.

Unit- 4:Models in Community Education:(8 Hours)

Models in Community Education - Role in Community Education

Management. Models of Community based Education. Accountability and Transparency through community participation. Gender equality and issues in education - Community participation for quality Education- Rep. from Village MandalPanchayat, Youth Organisations, Women Self Help groups etc. School Development Management Committee (SDMCs), Cluster Parent associations, Teachers Forum.

Unit – 5: Schemes and Best Practices: (8 Hours)

Schemes in Government of India and Karnataka/ Best practices.-Models in Community Based Education.Shikshakarani project, Mahilasamakhyia Program of GOI, Programs for adolescent girls.Different schemes in GOI and GOK to support for quality education for SC and ST category. - GOK – SarvaShikshaAbhiyan(SSA); RashtriyaMadhyamikShikshaAbhiyan(RMSA), Navodaya, Adarsha, Kittur rani chennamma schools.

Vocational skills integration in school education – ex: Viveka Tribal Centre for Learning ,Hosahalli, H.D.Kote. Vigyan Ashram, Pune, Agastya Foundation, Mobile Science Unit in SVYM(Vignanavahini), sargur, H.D.Kote.

References:

Anderson, Lorin W. and D.R. Krathwohl (eds.). (2001). A Taxonomy for Learning, Teaching, and Assessing: A Revision of Bloom's Taxonomy of Educational Objectives. New York: Longman.

Association for Community Based Education. (1989). Evaluations of Community Based Literacy Programs. Washington, DC: ACBE.

Erickson, Lynn H. (1998). Concept-Based Curriculum and Instruction. CA: Corwin Press, Inc.

Improving Science Education With Community- Based Projects: Five Years of Toyota Tapestry Grants Publisher:Natl Science Teachers AssnAuthor: Kathleen A Rapp, Crystal LalEdition: Paperback

Place and Community- Based Education in Schools (Hardcover)

By Gregory A Smith&David Sobel

Prabhu, Joseph (2006), "Educational Institutions and Philosophies, Traditional and Modern", *Encyclopedia of India (vol. 2)* edited by Stanley Wolpert, 23–28, Thomson Gale:ISBN 0-684-31351-0.

Setty, E.D. and Ross, E.L. (1987), "A Case Study in Applied Education in Rural India", *Community Development Journal*, 22 (2): 120–129, Oxford University Press.

Sripati, V. and Thiruvengadam, A.K. (2004), "India: Constitutional Amendment Making The Right to Education a Fundamental Right", *International Journal of Constitutional Law*, 2 (1): 148–158, Oxford University Press.

PAPER 3.5 - APPRENTICESHIP

Fourth Semester

PAPER 4.1: FINANCIAL MANAGEMENT IN DEVELOPMENT

Unit 1: INTRODUCTION TO FINANCIAL MANAGEMENT (8 Hours)

Definition. Financial Decision-making,

Objectives of Financial Management

Time Value of Money: Future Value and Present Value.

Financial Management distinctions between For-profit and Not- for -profit Organizations

Unit 2: CAPITAL BUDGETING (8 Hours)

Capital receipts- government grants, donations and contributions. Capital expenditure on fixed assets. Methods for evaluating capital projects- payback method, accounting rate of return, Net present value method, internal rate of return and profitability index,

Discounted payback period.

Unit 3: WORKING CAPITAL MANAGEMENT (8hours)

Cash and liquidity management. Management of cash collections and disbursements, Preparation of Cash budget, Inventory management, Sources of Working capital

Unit 4: ANALYSIS OF FINANCIAL PERFORMACE(8hours)

Financial Ratio analysis – Profitability ratios, liquidity ratios and solvency ratios, Horizontal analysis, Trend Analysis, Vertical Analysis, Financial planning and budgeting.

Unit 5 : CASE STUDIES: (8 Hours)

Study of Financial Management in NPOs, Societies, Trusts, Section 25 Companies.Voluntary organizations, Hospitals, Colleges and Universities.Use of Computer Packages in managing financial resources.

Reference:

1. Effective financial management in public and nonprofit agencies McKinney, Jerome B.
2. Financial management theory and practice ; Chandra, Prasanna Tata McGraw-Hill Publishing Company Limited
3. Financial management, Srivastava, Rajiv Oxford University Press
4. Financial management, text, problems and cases ; : Khan, M.Y. Tata McGraw-Hill Publishing Company Limited
5. Financial management, Pandey, I.M. Vikas publishing house pvt ltd.;
6. Financial management, : an analytical and conceptual approach ; S. C. Kuchhal : Chaitanya Publishing House,

PAPER 4.2 MARKETING AND FUND RAISING

UNIT 1: INTRODUCTION TO MARKETING: (8 Hours)

Marketing Concepts, Applicability of Marketing Concepts for Development Organizations, Market Orientation and Types of demand, Exchange and Types of exchange.

UNIT 2: CONSUMER BEHAVIOUR: (8 Hours)

Consumer behaviour, distinct features of consumers addressed by Development Organizations, Branding and positioning, establishing a distinct brand image, Promotional Strategies for Development Organizations.

UNIT 3: MARKET SEGMENTATION AND TARGETTING: (8 Hours)

Market measurement. Market segmentation and targeting: demographic, geographic, multi-variable, psychographic, behaviouristic dimensions of market.

UNIT 4: REACHING OUT STRATEGIES: (8 Hours)

Public relations and public advocacy, Communication and Media Management, Donor Communication, Crisis Communication, Community affairs, Advocacy groups. Social Media Marketing, Relationship Management, ICT in Development.

UNIT 5: FUND RAISING: (8 Hours)

Need and Importance, Funding sources (Individual Donors, State, National & International sources), Skills of fund raising, Effective fund raising for Development Organizations, Management and Accountability.

Reference Books

1. Marketing Management, Philip Kotler, Prentice Hall India, (New edition)
2. Principles of Marketing - Philip Kotler and Garry Armstrong
3. Marketing management: ICFAI center for management research
4. Marketing management Rajagopal
5. Marketing Management S.A.Sherlekar Himalaya published House

6. Application exercises in marketing: Kumar, S. Ramesh
7. Corporate fund raising made easy: Kochhar, Anupama
8. Effective fundraising for nonprofits Bray, Ilona J.D.
9. Essential principles for fundraising success, Alexander, G. Douglass Jossey-bass
10. Consumer Behaviour in Indianperspective, SurajR.Nair Himalaya published House
11. Impact of consumer involvement on consumer behaviour: SSharma, Kavita: New century Publications

Paper 4.3 ELECTIVE I

Paper 4.4 ELECTIVE II

Proposed Self Study Electives

(1) MICRO FINANCE AND FINANCIAL INCLUSION

(2) DEVELOPMENT OF INDIGENOUS COMMUNITIES

(3) PUBLIC POLICY AND ADVOCACY

(4) LIVELIHOODS AND SKILL DEVELOPMENT

(5) ISSUES OF URBAN AND RURAL DEVELOPMENT

(6) ENTREPRENEURSHIP DEVELOPMENT

(E1) MICRO FINANCE AND FINANCIAL INCLUSION (Total hours: 20)

Unit – 1: Human Development, Poverty, Equity – Where does Micro Finance fit in:

Refreshing the concept of Development, Poverty – Defn, dimensions, situation analysis. **Understanding the context** :- Historical background, Evolution of the concept, Definition of Micro Finance & Micro credit, Scope, Customer segment (target groups)

Unit – 2: Micro Finance Services – Introduction, Operations and Management, HR, MIS:

Principles of Micro Finance & Micro Credit:- Micro Finance Institutions, Principles of

Micro lending. Micro Credit – Lending Practices. **Group lending-theory and practice**:- Lending through Self Help Groups & Joint Liability groups– Lending Practices & Salient features - Internal lending and external financial linkages; Advantages and disadvantages; Operationalising MF - SHGs, JLGs; Federations.

Unit – 3 : MFIs – structure, statutory frameworks, regulations, governance:

Financial Institutions & Financial Services; Other Financial Intermediaries:- MFIs –

Defn, types; for and Not for profit MFIs; Sources of funds-funding institutions- Reserve

Bank of India, NABARD/Development Financial Institutions, Commercial Banks

Regulatory systems, governance; Need for Credit status verification; Credit Bureau, Micro

Leasing & Venture Capital. Financial Literacy promotion; Govt initiatives - Initiatives of RBI, NABARD & Government of India. MF Lending Institutions. Role of NGO. Way Forward for Sustainability of Micro Finance models.

Unit - 4: Financial Inclusion

Concept of Financial Inclusion - What is Financial Inclusion, Why Financial Inclusion?, Importance of Financial Inclusion, Financial Inclusion for Socio Economic Development of Communities, Financial Inclusion in India – Genesis, Historical perspectives, Extent of Financial exclusion and impact on poverty alleviation measures and economic development of communities. Dimensions of Financial Inclusion, Policies of Government of India for Financial Inclusion.

Unit- 5: Central Bank and MF

Initiatives of Reserve Bank of India for Financial Inclusion, Committees & Recommendations Role of Banks in Financial Inclusion. Financial Inclusion & Rural Credit. Financial Literacy for achieving Financial Inclusion. Self Help Groups and Financial Inclusion. Services & Schemes under Financial Inclusion plan, PMJDY/No frills Account, KYC, Direct Benefit Transfer, Rupay Card, Use of Technology, Mudra, Insurance, Pension.

Reference Books/Material

1. Financial Inclusion for Inclusive Growth –RajmaniSingha
2. Financial Inclusion and Beyond: Issues and Challenges 1st Edition, by N. S. Shetty, M. S. Moodithaya, N. K. Thingalaya
3. Financial Inclusion In India by Dr.MSV Prasad and (Publisher : Excel Books)
4. Microfinance and Financial Inclusion - Teki S., R. K. Mishra
5. Inclusive Growth through Financial Inclusion – K Gangadhar
6. Towards Financial Inclusion in India –KD Karmakar,GD Banerjee & N P Mohapatra
7. WORKING PAPER NO: 474 Financial Inclusion in India: Select Issues Charan Singh RBI Chair Professor
8. Agarwal, Parul (2014), “Financial Inclusion in India: a Review and Initiatives and Achievements”, IOSR Journal of Business and Management, Volume 16, Issue 6, June.
9. Chakrabarty, K.C. (2012), “Financial Inclusion: Issues in Measurement and Analysis”,
10. Radcliffe, Dan (2012), “A Digital Pathway to Financial Inclusion”, Bill & Melinda Gates Foundation. RBI (2005),
11. “Report on Rural Credit and micro finance” (Chairman: H.R. Khan).

(E2) DEVELOPMENT of INDIGENOUS COMMUNITIES

Unit -1 Introduction to India's Scheduled tribes

- The constitutional basis for STs
- Background of who constitutes a 'tribal'
- Population and spread across the country
- Historical perspectives
- Affirmative action and special provisions of the Indian Constitution
- Scheduled areas and ITDP areas

Unit -2 Anthropology of Customs and Traditions

- Anthropological appreciation of indigenous communities
- Societal fabric of tribal societies
- Chieftainship, traditional jurisprudence
- Traditional medicine, food habits, social customs, marriages (or cohabitation), lineage, traditional lifestyle etc

Understanding tribal culture

- Impact of culture on development & vice-versa

Unit -3 Globalization of a Primitive Economy

- Forest based economy – is it primitive or pristine?
- Traditional skills and business
- Demands of a modern economy
- Traditional institutions and modern economy
- Coping with the economic challenge
- Dealing with the socio-political-cultural change of today

Unit-4 Health & Health care for Indigenous Communities

- Health issues and challenges
- Traditional health systems and practitioners
- Other Health care providers – Govt, NGOs, Pvt sector
- Health care for women and Women in Health care in tribal communities
- Education that existed traditionally
- School delivery systems - Govt Ashram Schools, NGOs
- Alternate paradigms in education for indigenous communities

Unit-5 Politics and Indigenous Communities

- Traditional political institutions
- Playing politics with tribals
- Challenges of securing affirmative action in the political system
- Panchayath Raj Institutions and indigenous communities

Status of women in indigenous societies

- Role of women in the family
- Role of women in the economy
- Women in politics

References:

1. Banks in Tribal Life and Development Y L Das
2. Tribal Research In India By M L Patel
3. The Dynamics of Tribals Development by Sachindra Narayan
4. Indigenous Vision by GeetiSen

(E3) PUBLIC POLICY AND ADVOCACY

Unit 1 Introduction to Public Policy and Practice – Values & Ethics in Public Affairs

Unit 2 Fundamentals of Public Administration - Public Policy in India – The State, Market & Economy - Government and Governance: How the policy making happen in India, Difference between policy and act

Unit 3 Public Finance - Monetary & Fiscal Policy, Budget and Tax

Unit 4 Program Evaluation and Policy Analysis

Unit 5 Advocacy with multiple stakeholders – Governments, Corporates, Development Organizations and Media

Reference Books:

- (1) Indian Administration – S R Maheshwari
- (2) Introduction to the Constitution of India – Dr.Durga Das Basu
- (3) I, The Citizen – Dr. R. Balasubramaniam

(E4) LIVELIHOOD AND SKILL DEVELOPMENT

Unit 1 Livelihoods – Definitions of Livelihoods, Concept of Livelihoods, Sustainable Livelihoods – Fundamentals of Livelihoods

Unit 2 Sustainable Livelihoods for Socio-Economic Development, Successful Models of promoting Sustainable Livelihoods, Stake holders and partners in Sustainable Livelihoods.

Unit 3 Livelihood in Developing countries: Diversity and Diversification

Unit 4 Skill Development for Sustainable Livelihoods: Understanding Skill Development, History of Skill Development,

Unit 5 Skill Development and Livelihoods Promotion: Constitutional Framework and Provisions - Ministry of Skill Development, NSDC and Skill India

Reference Books:

1. Sustainable Livelihoods - Sagar A, Seunghoon Emilia Heo
2. Make In Rural India Through Skill Development - Suresh Tripathi

(E5) ISSUES IN URBAN AND RURAL DEVELOPMENT

Unit - 1: Introduction:

Definition and concept of Urban and Rural development. Can urban and rural development go hand-in-hand? Gandhian concept of Gram Swaraj. Rural to migration – Issues and possible solutions. Growing urbanisation, Facts, Issues and Solutions. Concept of “Counter magnets”.

Unit – 2: Rural Development:

Components of rural development project. Issues of agriculture, basic amenities (water, sanitation, electricity, roads and Primary Health Centres) and unemployment. Government initiatives in Rural development. Gram Sadak Yojana. Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) – objectives and implementation – Issues and Prospects. Role of Non-Government Organisations (NGOs) in rural development.

Unit – 3: Urban Development:

Why cities exist? Scale economics. Analysing urban spatial structures – Commuting costs. Concept of zoning – Central Business Districts (CBD). Easing infrastructure demand – freeways, metros. Problems of providing water, sewage system and solid waste management. Pollution and crime. Role of NGOs in mitigating social issues of street children, marginalised communities.

UNIT - 4: Rubanomics – where the dichotomy between Rural and Urban melt:

Concepts of Rubanisation by architect Tay Keng Soon. What is Rubanomics? Various allied concepts - Providing Urban Amenities in Rural Areas (PURA), Fortune at the Bottom of the Pyramid (CK Prahlad). Issues of Rubanomics and cases.

Unit – 5: Role of Institutions, Entrepreneurs and NGOs in addressing Rural and urban issues:

Role of social entrepreneurs. Story of Swami Vivekananda Youth Movement (SVYM) – Genesis, growth and present challenges and prospects. Story of Harish Hande and Solar Electric Light Company, India (SELCO). Application of Science and Technology in Rural Advancement (ASTRA). Story of Ujjivan in addressing issues of microfinance in urban areas.

References

1. Rural Economics, C.M. Chaudhary, Sublime Publications
2. Lectures on Urban Economics, Jan K. Brueckner

(E6) – ENTREPRENEURSHIP DEVELOPMENT

Unit - 1: Introduction:

Definition and concept of entrepreneurship. How is entrepreneurship different from self-employment? Characteristics of an entrepreneur. Is entrepreneurship in-born or developed? Role of entrepreneurship in labour surplus country like India

Unit – 2: Micro, Small and Medium Enterprises:

Definition of Micro, Small, Medium Enterprises (MSME) as per “The Micro, Small and Medium Enterprises Development Act, 2006”. Characteristics of MSME. Needs, objectives and scope of MSME. Problems and Prospects for MSME. Steps in setting up MSME. Registration.

Unit – 3: Supporting Agencies and Institutional Support:

Government / Institutional support to MSMEs. State Schemes and National Schemes. Reduced role of government post liberalisation. Role of agencies such as Rural Development and Self Employment Development Institute (RUDESTI).

UNIT - 4: Implementation of an idea:

Project identification, and selection. Seeking funds for implementation of an idea. Need for a Project Report in seeking bank / venture capital. Seeking approvals. Developing a market for the product. Production and distribution of product. Operational issues. Facing competition.

Unit – 5: Concept of Social Entrepreneurship:

What is social entrepreneurship and how is it different from the conventional entrepreneurship? Role of Social entrepreneurs in development. Cases of social entrepreneurship.

Field work: Visit to RUDSETI, Mysore, Submission of Project Report for a product (goods / service) or idea of student’s choice.

References

1. Entrepreneurship and Management, S. Nagendra and V. S. Manjunath, Sanguine Technical Publishers
2. Entrepreneurship Development – Indian Cases on Change Agents, K. Ramachandran, Tata McGraw Hill Education Private Limited
3. How to Change the World – Social Entrepreneurs and the Power of New Ideas, David Bornstein, Penguin Books

Paper 4.5 PROJECT REPORT

Submitted

The proposal for revision of Syllabus for the Master in Development Management (MDM) was placed before the MDM Managing Council (MC) during the meeting on 21st December 2016 and the proposal was recommended and approved to be placed before the MDM-Board of Studies for its review and kind approval.

It is believed that with the adoption of the curriculum as proposed in this document, the graduates will be better informed and skilled so as to enhance their prospects of placements across various sectors and to face the challenges of the development sector in the present and in the future.

Submitted to the Board of Studies (BOS) for its kind approval and further process.

Date: 26 December 2016