

<b>Course title:</b> Management of Development Organizations				
<b>Course code:</b> MPD 150		<b>No. of credits:</b> 3	<b>L-T-P:</b> 40-05-00	<b>Learning hours:</b> 45
Pre-requisite course code and title (if any): NA				
<b>Department:</b> Policy and Management Studies				
<b>Course coordinator:</b> Dr Swarup Dutta			<b>Course instructor:</b> Dr Swarup Dutta	
<b>Contact details:</b> <a href="mailto:swarup.dutta@terisas.ac.in">swarup.dutta@terisas.ac.in</a>				
<b>Course type:</b> Compulsory Core			<b>Course offered in:</b> Semester 2	
<p><b>Course description:</b> This course discusses the diverse aspects of Development Organizations. This is based on the interdisciplinary framework to deconstruct the management and administration of development organizations. It revolves around the questions on how the various Organizations play in the notions of Development alongside the global associational revolution in which ‘third sector organizations’ have come to play increased roles in public policies. A variety of development organizations are an essential constituent of ‘third sector’. These include community-based organizations and civil society actors, international non-governmental organizations, state and other national-based actors, global forms of governance, international financial institutions, and transnational corporations. The contemporary role of each of these actors, explains the complex theoretical debates over their existence and activities, and their relevance in a variety of contexts, while at the same time critically assessing their effectiveness.</p>				
<p><b>Course objectives</b></p> <ul style="list-style-type: none"> <li>• To provide insight into the conceptual complexities of development organizations.</li> <li>• To understand various development organizations’ role in development practice</li> <li>• To explain relation between global governance and development organizations with special attention on development aid.</li> <li>• To understand the various types of development organizations and its functioning in India</li> <li>• To explain various aspects related to the management of development organizations</li> </ul>				
<b>Module</b>	<b>Topic</b>	<b>L</b>	<b>T</b>	<b>P</b>
<b>1</b>	<b>Understanding development organization</b> – understanding the concept of organization and development organization (DO); Various forms of development organizations (state, UN Agencies, International Financial Institutions, International non-governmental organization, National Development research organization, Community-based organization, civil society movement and organization, transnational corporations and other companies, private philanthropic organizations, and foundations; Understating development organization network in global north and south.	3	0	0
<b>2</b>	<b>Development organizations and its role in development practice</b> Development project implementation and role of various development organizations; Partnership, and Catalysis (service providers; advocacy, and structural change; and innovation); Business development and role of development organizations.	6	0	0
<b>3</b>	<b>Development Organization, supra-national governance and development aid:</b> History of global forms of governance, complexities of UN system (activities, purpose and evolution, global agreements, and global developmental issues; Understanding global aid system; Aid flows and mechanisms of funding in developing nations and role of development organizations; Poverty Reduction Strategies (PRSs) and governance.	9	0	
<b>4</b>	<b>Development organizations in India:</b> 1) Government as a development Organization 2) Cooperative societies (evolution of cooperative movements, types of cooperatives, Cooperative laws in India); 3) farmer producer organizations (FPOs) in India (definition type and policies of FPOs in India); 4) Not-for-profit or non-government organizations (NPOs or NGOs) and Section-8 Companies in India; 5) NPO governance in India – policy to practice Registration (Societies’ Registration Act 1860/ Indian Trusts Act 1882/ Companies Act 2013 (CSR and Section 8 clauses)); Funding in development organizations; Financial Management: tax Deduction and compliances; case of Non-compliance; FCRA.	12	0	0

5	<b>Managing not-for-profit organizations in India</b> Levels and areas of management in the organization; Types of organizational plans (Strategic and operational plans and management policies and processes); Factors influencing effective planning; Organizational design and delegation; development of vision, mission, and goal; leadership and skill and Control (nature and process); Challenges development project managers; accountability.	6	3	0
6	<b>Development Organizations and Development Projects</b> Project formulation; Steps in project formulation; Values in development projects (Types of values); Human needs in development projects (Maslow's Hierarchy of Needs; deficiency needs vs growth needs; The original hierarchy of needs five-stage model; Characteristics of Self-Actualizers; Key challenges for development organization in India	4	2	0
		40	5	0
<b>Evaluation Criteria</b> <ul style="list-style-type: none"> <li>• <b>Case study presentation</b> (30%)</li> <li>• <b>Minor-2:</b> (30%) (module-1-3)</li> <li>• <b>Major test:</b> (40%) (modules 4-6)</li> </ul>				
<b>Learning outcomes</b> By the end of the course, <ul style="list-style-type: none"> <li>• From module-1 the students will be able to understand the conceptual complexities of development organizations.</li> <li>• From modules-2 to 4, the students will be able to understand the various functional aspects of various development organizations.</li> <li>• From the modules 5-6, the students will be to understand the development management from the perspective of development organization.</li> </ul>				
<b>Pedagogical approach:</b> <ul style="list-style-type: none"> <li>• The course will be taught through discussion-centric lectures moderated through relevant academic readings. In addition, contemporary issues will be conceptualized as Case Studies to deconstruct the complexities of Development Institutions.</li> </ul>				
<b>Readings:</b> <u>Suggested Books:</u> <ul style="list-style-type: none"> <li>• Schaaf, R. (2013), Development Organizations. Routledge: UK</li> <li>• Lewis, D. and Kanji, N. (2009). Non-government Organizations and Development. Routledge: UK</li> <li>• Lewis, D. (2001). Management of Non-government Development Organizations. Routledge: UK</li> <li>• Kilby, Patrick. (2021) Philanthropic Foundations in International Development Rockefeller, Ford, and Gates. Routledge: UK</li> <li>• Kilby, Patrick. (2011) NGOs in India: The challenges of women's empowerment and accountability. Routledge: UK</li> </ul> <u>Key Readings</u> <ul style="list-style-type: none"> <li>• Banks, Nicola and David Hulme David (2013) The role of NGOs and civil society in development and poverty reduction. preparatory paper for the book: M. Turner, W. McCourt and D. Hulme (2013), Governance,</li> <li>• Bliss, Frank and Neumann, Stefan (2008) Participation in International Development Discourse and Practice. "State of the Art" and Challenges. Duisburg: Institute for Development and Peace, University of Duisburg-Essen (INEF-Report, 94/2008).</li> <li>• Dash, SP. (2001). The State, Civil Society and Democracy: A Note. The Indian Journal of Political Science, Vol. 62, No. 2</li> <li>• Ghosh. B. (2012) Development through Voluntary Actions: The Paradigm of NGO-isation. In Biswajit Ghosh (Eds.): Discourses on Development (104-128), Rawat Publication: Jaipur</li> </ul>				

- Ghosh, B. (2009). NGOs, Civil Society and Social Reconstruction in Contemporary India. *Journal of Developing Societies*, 25(2), 229–252. <https://doi.org/10.1177/0169796X0902500205>
- Islam, Baharul K.M (2013). Paradigm shift in engaging civil society for development initiatives: the Indian experience. United Nations. Economic Commission for Africa (2013).
- James, Rick (n.d.) How to do Strategic Planning? A Guide for Small and Diaspora NGOs published by INTRAC Peer Learning
- Lavanya LK and Prabhakar, K. (2011) Non-Government Organizations: Problems & Remedies in India. *Serbian Journal of Management* 6 (1) 109 – 121
- Lewis, David (2015) NGOs and civil society. In Riaz, Ali and Rahman, Mohammad Sajjadur (eds.) *Routledge handbook of contemporary Bangladesh*. Routledge, London, UK: Routledge, 2015
- Matthew Eagleton-Pierce (2020) The rise of managerialism in international NGOs, *Review of International Political Economy*, 27:4, 970-994, DOI: [10.1080/09692290.2019.1657478](https://doi.org/10.1080/09692290.2019.1657478)
- Pandey, Omkareshwar (2012) Under Scanner. In *Governance Watch Issue May-June 2012*.
- Unerman, Jeffrey and O’Dwyer, Brendan (2006) Theorising accountability for NGO advocacy. *Accounting, Auditing & Accountability Journal*. Vol. 19 No. 3, pp. 349-376
- Wessel, MV; Rajeshwari, B; Naz, F., Mishra, Y., Katyaini, S., Sahoo, S., Syal, R., Deo, N. (2018) Navigating possibilities of collaboration How representative roles of diverse CSOs take shape. A literature reviews.

**Student responsibilities:**

- As the University has the policy of minimum 75% of physical presence, the students are expected to plan their academic activities considering the learning goals and evaluation criterion of the Course [The Course Evaluation will be correlated in terms of all the academic factors including the class participation and punctuality and sincerity in learning.
- We shall follow a closed laptop, no mobile phone policy during the class hours.
- Assignment submissions shall be done one-day before the deadline; Lastly, any sorts of academic dishonesty including cheating, copying, inappropriate collaboration and plagiarism will not acceptable

**Course Reviewers:**

- Prof. G. Krishnamurthy, Former Professor, IRMA, Anand, Gujarat
- Prof. Nalini Ranganathan, Professor and Head, Department of Social Work, Pondicherry University

**Additional Information**

- This Course outline was prepared by Dr Swarup Dutta and approved in the 60<sup>th</sup> Academic Council Meeting on 24 December 2024 at TERI School of Advanced Studies, New Delhi.