

Course title: Management of Development Organizations				
Course code: MPD 153		No. of credits: 3	L-T-P: 42-0-0	Learning hours: 42
Pre-requisite course code and title (if any): NA				
Department: Department of Policy Studies				
Course coordinator: Dr. L.N. Venkataraman			Course instructor: Dr. L.N. Venkataraman	
Contact details: venkataraman.ln@terisas.ac.in				
Course type: Compulsory Core			Course offered in: Semester 2	
<p>Course description: This course discusses the diverse aspects of Development Organizations. This is based on the interdisciplinary framework to deconstruct the management and administration of development institutions. 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.</p> <p>A variety of development organizations are an essential constituent of ‘third sector’. This 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>				
Course objectives				
<ol style="list-style-type: none"> 1. To deconstruct the conceptual complexities of development organizations; 2. To analyse the development triad within the framework of progressive social change 3. To discuss the Accountability regimes of the Development organizations 				
Course content				
Module	Topic	L	T	P
1	<p>UNDERSTANDING DEVELOPMENT CONTEXT AND PROCESS</p> <ul style="list-style-type: none"> • Course Outline and A Development Fable; What is Development- Hugo Slim; Getting India Wrong- Partha Dasgupta • Changing Paradigms of Development : The Evolving Participatory Society – T.K. Oomen; Development as a Process of Step Change – PV Indiresan Sustainable Development in the Developing World – An Assessment – Chapter 6 – An Introduction to Sustainable Development – Jennifer Elliot; Measures of Empowerment and Sustainability – Ramon D Duran; Participatory Indicator Development for Sustainable NRM – Andrew Dougill and Mark Reed 	3	2	1
2	<p>UNDERSTANDING DEVELOPMENT ORGANIZATIONS</p> <ul style="list-style-type: none"> • Understanding NGOs in historical context; NGOs and Development – from Alternative to mainstream • NGOs in contemporary Development Practice; Case Studies – Women’s Health Agency / Sanjivini • NGOs and the aid system; NGOs and International Humanitarian Action • Development NGOs in Perspectives • Poverty, Development and Development Organizations <p>Legal forms of Development Organizations – Square pegs and round holes GROUP PRESENTATIONS – Case study: Evolution of NGOs in India and other developing countries</p>	9	6	3
3	<p>DEVELOPMENT ORGANIZATIONS – DIFFERENT APPROACHES</p> <ul style="list-style-type: none"> • Government as a development Organization • Corporate Social Responsibility or Creating Shared Values <p>Profit or Purpose: The Dilemma of Social Enterprises- M.S. Sriram; Critical Cooperation – An alternative form of Civil Society – business engagement – Jane Covey</p>	4	3	

4	LEGITIMACY, ACCOUNTABILITY, STRATEGY OF DEVELOPMENT ORGANIZATIONS <ul style="list-style-type: none"> • Participation in Development – INEF Report • Civil Society Legitimacy and Accountability- David Lewis and Jagadananda; Learn First- Alex Jacobs and Robin Wilford • Strategic Planning and Planning Strategically; How to do Strategic Planning – Rick James , INTRAC; Results Based Management and Logical Framework Approach • Gender in Development / Development Organizations ASSIGNMENT – Developing a LFA	7	4	4
Total		23	15	8

Evaluation Criteria
There are Three criterions of Evaluation. This includes Assignment; Group Presentation and Exam. Each of these criterions will have equal weightage of 25% except the Exam (50%). Both Assignment and Group Presentation will be collected during the Semester period in terms of subject / topic specific exercises. The details in terms of learning outcome and format can be seen below.

Component	Weightage	Learning Outcome	Format
Assignment	25%	Application	Book Review
Group Presentation	25%	Analyses	Critical reading
Exam	50%	Overview	Open Book

- Learning outcomes**
At the end of the course, students would be able to –
1. Critically reflect on the nature and forms of diverse Development Organizations; [Discussion Leads & Assignment]
 2. Examine the State-Market and Civil Society actors in Development; [Book Review]
 3. Understand the politics and sociology of Development Institutions [Exam]

Pedagogical approach:
The course will be taught through discussion-centric lectures moderated through relevant academic readings. In addition, the contemporary issues will be conceptualized as Case Studies to deconstruct the complexities of Development Institutions.

1. Course Reading Material (* = compulsory readings)

Module 1

- *Mahoney, J. (2010). Explaining Levels of Colonialism and Postcolonial Development. In *Colonialism and Postcolonial Development: Spanish America in Comparative Perspective* (Cambridge Studies in Comparative Politics, pp. 1-34). Cambridge: Cambridge University Press.
- *Bhambhri, C.P. (1985), “Imperialism in India”, *Social Scientist*, Vol. 13, No. 2, (pp. 38-45).

Module 2

- *Eisenstadt, S. N. (1959), "Bureaucracy, Bureaucratization, and Debureaucratization", *Administrative Science Quarterly*, Vol. 4, No. 3, (pp. 302-320).
- *March, James G. (2007), “The Study of Organizations and Organizing Since 1945”, *Organization Studies*, 28(1), (pp. 9-19).
- *Merton, Robert K. (1940), “Bureaucratic Structure and Personality”, *Social Forces*, Vol. 18, No. 4 (pp. 560-568).
- *Presthus, Robert V. (1959), “The Social Bases of Bureaucratic Organization”, *Social Forces*, Vol. 38, No. 2 (pp. 103-109).

Module 3

- *Duffield, John (2007), “What Are International Institutions?”, *International Studies Review*, Vol. 9, No. 1, (pp. 1-22).
- *Jenkins, Rob (2003), “International development institutions and national -economic contexts: neoliberalism encounters India’s indigenous political traditions”, *Economy and Society*, Vol. 32, No. 4, (pp. 584-610).

*Orr, Ryan J. et al (2011), "Global projects: Distinguishing features, drivers, and challenges", In W. Richard Scott et al. (Ed), *Global Projects: Institutional and Political Challenges*, Cambridge University Press, UK. (pp. 15-51).

*Portes, Alejandro (2006), "Institutions and Development: A Conceptual Reanalysis", *Population and Development Review*, Vol. 32, No. 2, (pp. 233–262).

Module 4

*Dower, Nigel (2008) The nature and scope of development ethics, *Journal of Global Ethics*, 4:3, 183-193.

*Janvry, Alain de and et al (Ed) (1995) *State, Market and Civil Organizations New Theories, New Practices and their Implications for Rural Development*, Macmillan Press, London.

Journals

1. Indian Journal of Human Development
2. Journal of Development India
3. Journal of Human Development & Capabilities
4. Journal of Administrative Science Quarterly

Journal of Organization Studies

Advanced Reading Material

Additional Information (if any)

Student responsibilities:

1. 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];
2. Students are expected to prepare for the classes. In case, they are unprepared, the same should be informed in advance. However, only one-time exemption is allowed; In addition, we shall follow closed laptop, no mobile phone policy during the class hours;
All the 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:

Mr. Ajit Chaudhry, Fellow Programme in Management, IRMA Anand

Prof. G.Krishnamurthi, Former Professor, IRMA