Course title: Management of Development Organizations				
Course code: MPD 150	**No. of credits**: 3	**L-T-P:** 34-11-00		**Learning hours:** 45
Pre-requisite course code and title (if any): NA				
Department: Policy and Management Studies				
Course coordinator: Dr Swarup Dutta		**Course instructor:** Dr Swarup Dutta		
Contact details: swarup.dutta@terisas.ac.in				
Course type: Compulsory Core		**Course offered in:** Semester 2		

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. 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.

Course objectives
- To provide insight into the conceptual complexities of development organizations.
- To understand NGOs role in development practice
- To explain relation between NGO and aid system
- To understand the various aspects related to the management of NGOs.

Module	Topic	L	T	P
1	**Understanding development organization – Context, histories, and concept** Understanding development organization (DO) in Historical context; Various forms of development organizations (NGOs, Cooperative societies, farmer producer organizations, NGOs under Section-8 of Companies Act 2013, Self-help groups, etc.); NGOs and terminological upheavals; NGOs and civil society; State and civil society relation; DOs in changing development priorities	6	0	0
2	**Development organizations in the context of changing development theories:** Post-war development and rise of NGOs; Neoliberalism; Institutionalism; Post and Alternative Development; bottom-up development models, (social exclusion, social capital. Civil society and social movement)	4	0	0
3	**Development organizations and its role in development practice** Understanding NGOs role in Implementation, Partnership, and Catalysis (NGOs as service providers; NGOs, advocacy, and structural change; NGO and innovation; NGO Partnership); NGOs and business development; *Case Studies from Various southern NGOs*	4	2	0
4	**Development Organization and Aid system and Funding mechanism** Understanding aid system; Aid flows to NGOs and mechanisms of funding; NGO's roles from development projects to Poverty Reduction Strategies (PRSs) and governance; North-South NGO partnership and capacity building; NGO Funding system in India- some challenges and opportunity; *Case Studies from various north and south NGOs.*	4	3	0
5	**Understanding the Management of Development Organization** The idea of NGO management; 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 of an NGO; leadership and skill and Control (nature and process); Challenges for NGO managers; NGO accountability	8	4	0

6	**NGO and Legal framework in India** Different laws for NGOs in India (Societies' Registration Act 1860/ Indian Trusts Act 1882/ Companies Act 2013 (CSR and Section 8 clauses)), NGO rules and Regulation; Tax Deduction and NGO compliances; case of Non-compliance; FCRA; NGOs and Section-8 companies, Mismanagement of funds and its consequences in India	2	0	0
7	**Development Organizations and Development Projects** Project formulation; Steps in project formulation; Values in development projects (Types of values and NGOs development value); 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	6	2	0
	Total	**34**	**11**	**0**

Evaluation Criteria
- Case study presentation **(20%)**
- Assignment Submission: **(30%)**
- Major test**: (50%)**

Learning outcomes
By the end of the course,
- From module-1 and 2, the students will be able to understand the conceptual complexities of development organizations.
- From module-3 and -4, the students will be able to understand the various functional aspects of NGOs and other civil society organizations.
- From the module 5-7, the students will be to understand the development management from the perspective of development organization.

Pedagogical approach:
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.

Readings:
Suggested Books:
- Schaaf, R. (2013), Development Organizations. Routledge: UK
- Lewis, D. and Kanji, N. (2009). Non-government Organizations and Development. Routledge: UK
- Lewis, D. (2001). Management of Non-government Development Organizations. Routledge: UK
- Kilby, Patrick. (2021) Philanthropic Foundations in International Development Rockefeller, Ford, and Gates. Routledge: UK
- Kilby, Patrick. (2011) NGOs in India: The challenges of women's empowerment and accountability. Routledge: UK

Key Readings
- 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,
- 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).
- Dash, SP. (2001). The State, Civil Society and Democracy: A Note. The Indian Journal of Political Science, Vol. 62, No. 2
- Ghosh. B. (2012) Development through Voluntary Actions: The Paradigm of NGO-isation. In Biswajit Ghosh (Eds.): Discourses on Development (104-128), Rawat Publication: Jaipur
- 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
- 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 56th Academic Council Meeting on 10th August 2023 at TERI School of Advanced Studies, New Delhi.