

Post-Graduate Diploma in Development Management

2005 - 2007



Welcome

Are you a person seeking development challenges?

Do you measure success in terms of contributions to the society?

Do you want to work for the security of the downtrodden?

Are you willing to face hardships to bring down inequalities in the society?

Are you interested to equip yourself to work in the rural areas to bring the desired changes in the lives of poor people?

If **Yes**, explore with us.

Chairperson

PDM

Tata-Dhan Academy

Tata-Dhan Academy

Tata-Dhan Academy grooms young graduates as development managers and entrepreneurs for rural and urban development organisations. The Institute is an academic partnership venture of the Sir Ratan Tata Trust (SRTT) and DHAN Foundation. SRTT is a great philanthropic institution from the house of TATA; and DHAN Foundation is a leading development organisation in India. The Academy aims to grow as a centre of excellence in development management education, training and research. The academy is established to

- Induct and groom young graduates as development professionals with attitudes, values, empathy, knowledge and skills to work with disadvantaged communities.
- Train practitioners in the sector through short duration Development Management Programmes.
- Build knowledge through action-reflection and adapting global knowledge to the Indian context.
- Enable the world of practice, both practitioners and potential, to use and build this knowledge.

Unique Features

Practice Orientation

Sixty per cent of the curriculum involves fieldwork and development practice so that the students are able to apply and assimilate what is learnt in the classroom and acquire the operational skills of becoming a high quality development professional. Faculty members are drawn from among practitioners who are /were in the thick of development action, thus providing strong action orientation to knowledge and perspectives. This enables students to relate knowledge / theory relevant to the context.

Also it is important for students to witness development action by being a part of a project implementation to gain hands-on experience. Such projects include the ones supported by national and international governments, donors and philanthropic institutions. Gaining experience in internships with field

organisations of the women and farmers working on large scale microfinance and water resource development programs is a part of the management training which emphasizes “Learning by doing”.

Extensive field lab

Tata-Dhan Academy has the advantage of an academic institution with substantial field facilities of DHAN Foundation, which has adequate infrastructure (both physical and human) to support learning through fieldwork and development practice segments.

Institute for development

It is the only academic institution in India dedicated to building professionals to initiate and strengthen the complex process of helping the rural poor in organising and making them self-reliant.

Programme in Development Management (PDM)

The PDM is designed to deal with a complex scenario impeding the development of livelihoods of the poor communities and the country. It is an 18-month programme starting in July 2005. The award is Post Graduate Diploma in Development Management (PGDDM).

The PDM aims to:

- Broaden your understanding of the micro (villages, livelihoods, rural social change, poverty) and the macro realities (government policy, macroeconomics, globalization, legal environment) and their inter relationships.
- Foster research capacity to identify development issues and interventions.
- Equip you with appropriate managerial techniques and tools to build people's organisations and livelihood development activities.
- Build your 'people-focused skills' - dealing with people, building teams, organisations, motivating people etc.
- Develop your creative, conceptual and critical abilities.

The PDM students are exposed to the realities at grassroots to understand livelihoods of the poor communities, the issues of poverty and social changes happening at micro level. Also, the macro realities such as government policies, globalisation, and macro economic and legal environment are unveiled to them. The students broaden their perspectives through understanding the interrelationships.

The core values of excellence, enabling, equity, creativity and discipline inherent in each of the different segments of PDM serve as the vital thread running through the entire programme. The PDM is thus committed to producing high quality development professionals with appropriate motivation, values and ethics, who would create and manage strong and vibrant people's organisations to effect significant impacts on the lives of the poor.

Programme Structure

The Post Graduate Diploma in Development Management (PGDDM) is an eighteen-month programme. It comprises four segments: Preparatory Segment, Classroom Segment, Fieldwork Segment and Development Practice Segment.

The Preparatory Segment

- Quantitative Analysis and Computer Appreciation
- Experiencing rural life
- Adapting to learning processes

Classroom Segment

- Building Knowledge, Perspectives
- Consolidation of learning

Fieldwork Segment

- Fact finding
- Building Relevance

Development Practice Segment

- Action - Reflection
- Operational Skills

Preparatory Segment

The Preparatory Segment will precede the regular PDM curriculum. The segment attempts at raising the proficiency levels of the students in the following areas, to effectively participate in the PDM Programme:

- Experiencing the rural context and getting to know one's coping ability
- Quantitative Analysis
- Written and Oral Communication in English
- Computer Operation and Application skills
- Case Analysis and Class Participation
- Management of Learning processes

The duration of the preparatory segment is four weeks. It is compulsory for all the students. The preparatory segment endeavours to provide individual based learning. The students are expected to attain proficiency within the first term of the PDM.

This segment includes two-week village stay course, 5-day remedial classes in English and Mathematics, three-day courses each on Computer Appreciation and Application, and Case Analysis and one-day on Yoga Appreciation.

Classroom Segment (CRS)

The CRS is organised into five disciplines through 32 courses providing 27 credits. All the courses of PDM are compulsory. These disciplines are broadly listed here:

Basics of Development, 3.5 credits: The discipline focuses on perspective building on development concepts, principles and theories. It will expose the students to new opportunities and challenges in development. Building an emotional bondage between the students and the sector by focusing elements on the social concern through what and why aspects are a part of the discipline.

Technology of Development, 5.5 credits: This discipline focuses on how the interventions are designed and implemented at macro and micro levels. This would help the students to contextualize various development models and analyse the existing approaches. Various analytical frameworks to understand the interrelations between the factors influencing the development and actors involved in development process are made in detail.

Management for Development, 7.0 credits: This module focuses on imparting knowledge and skills on various management tools and techniques, management concepts and principles which are relevant to development. The focus will be on

learning the general management skills and the techniques applicable to the development programs and organisations.

Leadership and Institution Building, 8.0 credits:

The discipline focuses on building interpersonal skills, self exploration through micro lab process, helping students to identify their motivation, values and ethics, building them through practices and reflections on the practices and helping them identify leadership qualities and making them understand the importance of institution building processes. It will have minimum two labs including yoga.

Communication for Development, 3.0 credits: This discipline focuses on building the written analysis capacity, oral presentation skills and use of modern communication tools. The students would also get an exposure to the various methods of communication being followed in development projects and use of communication as a tool projects and for development.

Apart from the regular classes, series of seminars and workshops will be organised in relation to various disciplines to build the perspectives on related subjects. Some elective courses may also be offered on availability of guest or visiting faculty.

Field Work Segment

The Fieldwork Segment (FWS) with 14 credits is designed to provide an indepth understanding on development issues and to find out appropriate intervention strategies through systematic and rigorous field studies and practice. This segment aims at

- Providing opportunity to apply classroom learning in the field practice to build the relevance
- Enhancing the students adaptability to the rural / urban / tribal environment
- Enhancing their understanding of development issues
- Facilitating them to understand inter-relationships of various aspects of social life of the community and their bearing on development
- Improving students' observation, analytical and conceptual skills through research
- Building their appreciation of constraints and possibilities in development

There will be two Field Work Segments of 7- weeks duration each.

Development Practice Segment (DPS)

The Development Practice Segment with 22 credits aims at providing opportunities for the students to practice community and diverse management skills. It provides hands-on experience in

- Community organising skills
- Applying Accounting and Financial Management skills
- Applying Project Management skills
- Understanding and designing Human Resource Development and Management systems
- Training skills
- Planning document preparation
- Monitoring Information Systems
- Vision building for people's organisation

The students will be either placed singly or as a group in a people's organisation or in a development project under the able guidance of one of the senior executives of DHAN Foundation. One of the faculty members will be the guide during the assignment period to enhance the quality of the study as well as to build the requisite knowledge, attitude and skills to take up the development work in future. There will be two DP segments of 10-weeks duration each.

Development Tour

Students will visit several Government and Non Government Organisations (NGOs), at the end of the PDM. This is to expose them to various development approaches and models in addressing issues related to poverty, organisations and their impact in the lives of the poor. It is of two-weeks duration and has 2 credits.

Term wise courses, Fieldwork and DPS

Term I (14.0 credits)

Basics of Development
Social Environment, Change and Effects on Development
Research Methods for Development
Participatory Learning Methods
Livelihoods - I
Quantitative Techniques for Management Research and development
Management Accounting
Motivation, Values and Ethics in development and change - I
Written Analysis and Communication
Field Work segment - I
Yoga

Term III (16.5 credits)

Ecology and Development
Tank Rehabilitation and Tankfed Agriculture
Livelihoods - II
Financial Management
Building people's organisations for Development
Human Resource Management
Motivation, Values and Ethics in development and change - II
Oral Communication
Development Practice Segment - I
Yoga

Term II (13.0 credits)

Basics of Development
MicroFinance for Poverty Reduction
Livelihoods - II
Research Methods for Development
Social Development
Management Accounting
Interpersonal Behaviour in Personal and Organisation Development
Written Analysis and Communication - I
Field Work segment - II
Yoga

Term IV (13.5 credits)

Legal Environment for Development
Social Development
Project Management
Marketing of Development programmes and concepts - I
Management Information System & Information Technology for development
Written Analysis and Communication - II
Development Practice Segment - II

Term V (6.0 credits)

Water and Development
Marketing of Development programmes and concepts - II
Leadership for Development
Human Resource Development
Communication in Development
Oral Communication
Development Tour

Teaching methods

The teaching methods are diverse and accommodate learning styles of different students.

Case method is the prominent method of teaching. Case method involves analysis of cases (written description of real life situations faced by the practitioners) to identify the problem and suggesting measures for its resolution.

Lecture method of teaching is adopted to impart learning about theories and perspectives, which explain or assist in viewing the reality in particular ways.

Games and role-plays are adopted to build understanding of social behaviour especially inter-personal behaviour in group / organisational situation. Games are also employed to demonstrate basic concepts and perspectives in social sciences.

Besides these methods, seminars, group discussion, assignments etc. are adopted to build various knowledge and skills.

Experience Sharing

Vijay Kumar. R (PDM 1), Managing Director, Kottampatti Pengal Vattara Kalanjiam, (A Microfinance Federation), Madurai, T.N

The journey into the world of rural development for an urban lad is full of challenges and worth remembering for a lifetime. The PDM course has provided me the needed confidence in dealing with the issues of the poor people. My skills honed by the Academy have helped me a lot to understand organisational situations better and serve our members better. I am thankful to the Academy in making me a real life manager dealing with people, finances and bankers benefiting our members. I am satisfied in serving around five thousand families, in shaping their lives through their own organisation.



Sitaram Sharma (PDM 4), Project Executive, DHAN Foundation, Palamaner, A.P

T-DA is an institution where I realized myself. This course has brought remarkable changes in me. I came to know myself. I have stopped slander, gossip and idle conversation, abusive and unkind speech, levity or irrelevant and fault finding speech. The continuous feedback and the opportunity to reflect have revealed the MOVE (Motivation, Values & Ethics) in me.



Gangadhar Vutla (PDM 4), Project Executive, Sri Padmavathy Abyudhaya Provision Producer Company Limited (SPCL), Tirupathi, A.P

I wanted to choose a career that is helpful to the society in one or other ways. The learning I got here is rich for a life time. The character gets shaped through reinforcing the introspection. My thinking process enhanced not only through the academics but also the existing friendly atmosphere here. I am in a position to examine my behaviour at every step and reflect on it because of my training. The discussions that went about the values and ethics influenced me a lot to be a good man and a development professional.



Archana V Bhandiwad (PDM3), Project Executive, DHAN Foundation, Gulbarga, Karnataka



Tata-Dhan Academy is another 'Home away from my Home'. The journey boosted my confidence and helped clarify my values. The faculty, highly committed and highly experienced in different fields, guide and motivate the students by words and deeds. The fieldwork provided an opportunity to adopt / adapt our class room learning to field situations. The life at the Academy builds learning relationships among the peer group. Yoga, sports, and cultural activities bring out our inner talents and abilities and thereby building our identity. The learning, I gained, is the greatest asset of my life.

Tentative Academic Calendar : 2005-2007

Activity	Starting Date	Closing Date
Induction & Orientation	Monday, 4 th July 2005	Saturday, 6 th August 2005
Term I		
Classroom Segment I	Monday, 8 th August 2005	Thursday, 13 th October 2005
Term Break I	Friday, 14 th October 2005	Monday, 24 th October 2005
Fieldwork I	Tuesday, 25 th October 2005	Tuesday, 13 th December 2005
Term II		
Classroom Segment II	Wednesday, 14 th December 2005	Wednesday, 8 th February 2006
Term Break II	Thursday, 9 th February 2006	Sunday, 12 th February 2006
Fieldwork II	Monday, 13 th February 2006	Sunday, 2 nd April 2006
Term III		
Classroom Segment III	Monday, 3 rd April 2006	Thursday, 8 th June 2006
Term Break III	Friday, 9 th June 2006	Sunday, 18 th June 2006
Development Practice I	Monday, 19 th June 2006	Sunday, 27 th August 2006
Term IV		
Classroom Segment IV	Monday, 28 th August 2006	Thursday, 5 th October 2006
Development Practice II	Friday, 6 th October 2006	Thursday, 14 th December 2006
Term V		
Development Tour	Friday, 15 th December 2006	Thursday, 28 th December 2006
Classroom Segment V	Friday, 29 th December 2006	Tuesday, 30 th January 2007
Placement Programme	Wednesday, 31 st January 2007	

Placement, Cost, Other Programmes

Placement

The candidates who graduate successfully would be placed in designated development organisations. The responsibilities might involve planning and implementing livelihood development programmes for the poor. The remuneration for the graduates is expected to be over Rs. One lakh per annum and is expected to grow.

Programme Cost

The cost of the programme is Rs.1,50,000/- per student, both direct and indirect. Every student admitted is provided with a Fellowship of Rs.100,000 and an Institutional subsidy of Rs.50,000. The total amount will be enough to meet the entire cost of the programme including tuition fees, boarding, lodging, and out of pocket expenses. The candidates who opt for self financing or other sponsorships can also apply.

The fellowship is subjected to the following agreement:

- The graduate upon completion has to serve designated organisations for a minimum period of three years.
- All the minimum academic performance standards as prescribed in the PDM handbook have to be met.

The student have to repay the entire fellowship amount and the subsidies received upto the date of leaving the campus when they opt out of the programme during its course or do not complete the minimum period of service on completion of course.

Each selected candidate has to pay Rs.5,000/- as 'Caution Deposit'. It will be refunded to the students on successful completion of the Programme. The amount will not be refunded when the student opts out of the Programme during its course or is expelled by the Academy on disciplinary ground.

Other Programmes

The Academy conducts short duration courses on Development Management for practitioners from NGOs, academicians and researchers. The duration of these programmes vary from one to three weeks and the participants are from different countries across the globe representing field organisations, government departments and donors.

The Academy regularly offers two-week Management Appreciation Programme; a one-week Thematic Appreciation Programme in specific themes; and a three-week programme in building Social Development Research Capacity for practitioners, academicians and researchers. The academy offers a specialized program on ART of up-scaling microfinance.

Admission Process

Entry Requirements

- Graduates or postgraduates in any discipline with minimum 50% marks or equivalent. Those appearing for the final examination of the qualifying degree and would be able to complete all their course requirements on or before 30th June, 2005 can also apply.
- Professionals, first time graduates from families, candidates working in development organisations are encouraged to apply.
- Age as on 30th June, 2005 should not be more than 26 years.
- High motivation and enthusiasm to work for and with the poor communities.

Admission Procedure

We select candidates on the basis of written test DMAT (Development Management Admission Test) to be held at various centres in India on 20th February, 2005. DMAT will be of objective type, testing the following abilities:

- English language and comprehension
- Quantitative ability
- Analytical reasoning

Performance in all the three areas will be taken into account in selection.

Group Discussion and Personal Interview will follow DMAT.

Test Centers

Allahabad	Bhubaneswar	Coimbatore	Lucknow	Pune
Bangalore	Chennai	Dharwad	Madurai	Ranchi
Bhopal	Cochin	Hyderabad	New Delhi	Visakhapatnam

Candidates can appear for the DMAT at anyone of the centres of their choice provided sufficient number of candidates opt for it. Otherwise the candidates can take the exam at their second choice of centre.

How to Apply?

- Send requests for application materials (Application form and Brochure) to Tata-Dhan Academy with a payment of Rs.100/- as a Demand Draft favouring Tata-Dhan Academy, payable at Madurai.
- Fill in the application and submit it by post / person before 20th January, 2005 along with registration Fee of Rs.200/- as a Demand Draft, favouring Tata-Dhan Academy, payable at Madurai.
- Send the requests for application / filled in application forms to:

The Admission Coordinator,

Tata-Dhan Academy, Pulloothu,

Ellis Nagar (via), Madurai - 625 010. Tamilnadu, India.

Tel: +91- 452 - 2475318/219, Fax: +91 - 452 - 2602247

Campus Life

The campus is nestled in a serene spot at the foot of Nagamalai hills, near Pulloothu, 12 kms from Madurai city. Madurai is one of the oldest, historically famous Temple City.

The campus is fully residential with students' hostel furnished with single / double occupancy rooms.

There are adequate lecture halls with modern gadgetry, a computer lab and mess facilities for the students.

The campus also has a library with growing collections in Development, Management and other relevant subjects.

The campus has sports and recreation facilities. Besides, the campus has separate block for administrative and faculty offices.

There is a multi purpose plaza for practicing yoga, attending classes, cultural events, etc.

Core Values

Students of Tata - Dhan Academy are expected to conduct themselves with grace, dignity and decorum; maintain high standards of discipline, and imbibe and practice the following Core Values:

Expression	Explanation
Equity	
1. Justice	<ul style="list-style-type: none"> • Even handedness • Being sensitive to injustice and the need to redress it.
2. Equity	<ul style="list-style-type: none"> • Treating fellow human beings equal and behave accordingly • Fostering and preserving collegiate culture
3. Fairness	<ul style="list-style-type: none"> • Being fair-minded • To do the right thing • Fairplay
4. Impartiality	<ul style="list-style-type: none"> • Sportsmanship • Being dispassionate • Unbiased-not according special favour to any person /group
Enabling	
1. Team Building	<ul style="list-style-type: none"> • Sharing knowledge, ideas and experiences • Sharing tasks, roles, responsibilities according to one's capabilities, skills and aptitudes • Interdependence
2. Confidence / Capacity Building	<ul style="list-style-type: none"> • Nurturing • helping others to fulfill their tasks /role • Proving by demonstration • Leading by example
Excellence	
1. Quality	<ul style="list-style-type: none"> • Outstanding quality in performance /achievements
2. Recognition	<ul style="list-style-type: none"> • Acknowledgement by others of the outstanding quality of contributions/ performance / achievements
3. Dedication	<ul style="list-style-type: none"> • Persevering /persisting in one's efforts towards attaining outstanding quality
Creativity	
1. Originality	<ul style="list-style-type: none"> • Being unique • Imaginative
2. Innovative	<ul style="list-style-type: none"> • Creating something novel and useful • Experimentation
3. Discovery	<ul style="list-style-type: none"> • Exploring and finding new ways of doing / performing /achieving • Simple, cost effective way of doing
4. Value addition	<ul style="list-style-type: none"> • Knowledge building
Discipline	
1. Dutiful	<ul style="list-style-type: none"> • Always doing what one is expected to do • Discharging one's duties without any violation /deviation whatsoever
2. Cleanliness	<ul style="list-style-type: none"> • Keeping yourself as well as the things around you clean and hygienic
3. Orderly and meticulous	<ul style="list-style-type: none"> • Orderly means "to be organised in a sensible or neat way" • While meticulous means to be "very careful about all details, whether big or small, and always making sure that everything is done correctly".
4. Timely	<ul style="list-style-type: none"> • Punctual • Completion of assigned tasks /activities on time
5. Self-regulating	<ul style="list-style-type: none"> • One who observes the duties, norms and code of conduct on her /his own rather than waits for or depends on someone else directing, supervising, compelling her/him to do so.

Sir Ratan Tata Trust

Set up in 1919, a year after the untimely demise of Sir Ratan Tata at the age of 47, the Sir Ratan Tata Trust is one of the oldest philanthropic institutions in India, and has played a pioneering role in changing the traditional ideas of charity and introducing the concept of philanthropy.

Through its grant making, the Trust supports efforts in the development of society, through institutional grants in areas of Rural Livelihoods & Communities, Education, Enhancing Civil Society & Governance, Health and Arts & Culture. Besides institutional grants, the Trust also makes individual grants for education and medical relief. Since inception, the Trust has disbursed nearly Rs.1650 million (US\$ 36.66 million) till March 2004 to various institutions in the above mentioned themes, besides individuals.

The uniqueness of the Trust is characterized by its practice of giving grants to individuals and organisations engaged in developmental and creative activities, rather than undertaking such activities on its own. Situated in Mumbai, it is part of the prestigious Tata Group and is one of the many philanthropic foundations of the Group, which has now become synonymous with creating wealth for the people.

DHAN Foundation

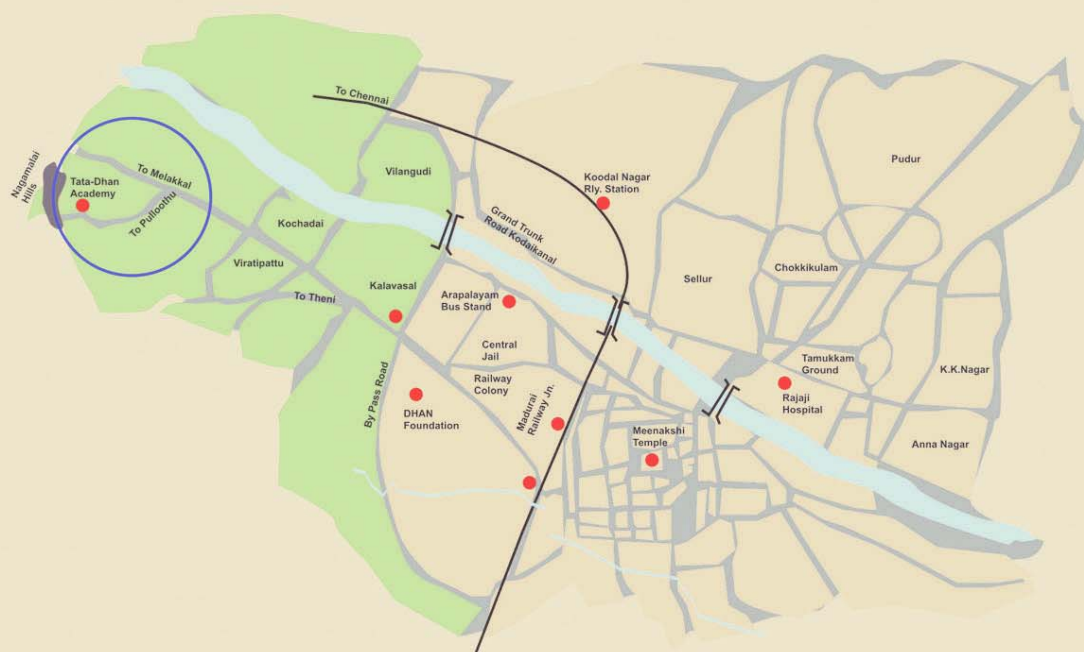
DHAN Foundation is a Development Organisation working towards bringing significant changes in the lives of the poor through innovative themes. The organisation runs several field programs and activities to help the poor.

DHAN's Community Banking Programme is building on the self help and collective action of the poor. It has an emphasis on creating access to microfinance services that include savings, credit and insurance to poor women through their own self managed institutions. These institutions would help address their other development needs. The tankfed agriculture program aims at rebuilding the small scale reservoirs spread across the countryside for benefiting small holder agriculture and drinking water. The experimentation projects and activities are on making rainfed agriculture more remunerative; making information technology to serve the poor; and democratizing the Panchayats through local action.

The salience of the programs of DHAN are placing high quality human resources to work with the poor, organising them into self managed organisations to avail their entitlements and run their services on a cooperative and self help basis. DHAN always works in collaboration with individuals and organisations including the government and businesses.

Till March 2004, DHAN operates its programs in various parts of the country benefiting around 2.62 lakh families through its network of more than 100 offices and 380 fulltime staff, of which most of them are trained in professional studies.

Location Map



Important Dates

- | | | |
|---|---|--------------------|
| 1. Last date for submission of application | - | Jan. 20, 2005 |
| 2. Development Management Admission Test (DMAT) | - | Feb. 20, 2005 |
| 3. Group Discussion & Interview | - | May 3rd week, 2005 |
| 4. Registration | - | July 4, 2005 |

Tata-Dhan Academy

Tata-Dhan Academy aims at becoming a Centre of Excellence in Development Management. It nurtures, grooms and educates young graduates, both boys and girls, as Development Professionals cum Development Entrepreneurs possessing multi-disciplinary knowledge including applied technologies relevant to the 'context'. Equally high is the emphasis on 'practitioners to teach', 'learning by doing' and 'building knowledge' through action-reflection-action. Side by side the focus is on building high quality techno-managerial competencies supported by appropriate motivations, values and attitudes to work with people, the disadvantaged in particular, with a view to "building people's organisations to build people".

The process of promoting the Academy was initiated in December 2000 by DHAN Foundation. Sir Ratan Tata Trust (SRTT) extended "strategic seed support" to enable the Academy to take roots.

The support of DHAN Foundation and SRTT has been crucial in promoting the Academy, attracting young graduates to its flagship: Programme in Development Management (PDM), and developing the internal capacity of the faculty to nurture and manage the Programme.

The transition from 'DHAN Academy' to 'Tata-Dhan Academy' reflects the cementing of this relationship between and across the Academy, DHAN Foundation and Sir Ratan Tata Trust. It also emphasizes the process underlying the making of a unique educational institution devoted to 'development' and 'building people's organisations to build people, the disadvantaged in particular'.

Tata-Dhan Academy

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