

Summary of Academic Year of 2024-25 vis a vis courses, their learning objectives and faculty

Sr. No	Term	Courses / Workshops	Faculty	Objectives
1.	Term-1	Perspective on Development	Dr Jahnvi Andharia, ISST	<ol style="list-style-type: none"> 1. Recognize the complexity of the development sector including different perspectives, challenges, and solutions. 2. Understand development - basic concepts of measurement of Human development through the Capabilities approach and Development as Freedom 3. Build the ability to recognize the prevalence of inequality, patriarchy, intersectionality in society.
2 i.		PMDL: Personal Mastery for Development Leadership	Siva and Ruchi, Viridus	<ol style="list-style-type: none"> 1. Develop Awareness of themselves, their thoughts and emotions. 2. Discover and strengthen their agency – the realization that they are not victims but active agents of their lives and life choices. 3. Develop emotional resilience, and an ability to act with positive emotions. 4. Develop the ability to produce results more effectively, without burning out.
2.		Research Methods	Dr Priyanka Chhaparia Dr. Priyanshi Chauhan Dr Priti Dargad	<ol style="list-style-type: none"> 1. Understand and appreciate the value of research for SPOs in the sector. 2. Gain the knowledge and understanding of how to conduct research in a systematic manner. 3. Evaluate the appropriateness and application of research methods introduced to different contexts and types of research inquiries.
3.		Introduction to Development Management	Ravi Sreedharan Dr. Maitrayee Mukerjee	<ol style="list-style-type: none"> 1. Aware that word development has multiple, often contested meanings, and therefore it is important for development professionals to deconstruct the word contextually. 2. Able to appreciate that management as a body of knowledge and set of practices has evolved against the backdrop of economic, political, technological, and societal changes. and, in turn, also recognize how management can be a lever to bring about social change
4.		Introduction to Participatory Methods and Approaches: Workshop	Dr Kaustav Bandyopadhyay and Dr Anshuman Karol, PRIA	<ol style="list-style-type: none"> 1. Demonstrate an understanding of core principles and methodologies in participatory research and practice. 2. Analyze and address ethical issues in participatory research; Critically evaluate the practical challenges and strategies for effective participation. 3. Apply participatory tools and techniques in real-world scenarios; Develop and implement inclusive and effective participatory projects.

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5. i		Context Based Collaborative Learning (CBCL)	Simrita Kaur Takhtar	<ol style="list-style-type: none"> 1. Build reading and comprehension skills using different strategies, techniques, and tools. 2. Engage with the complexities of the development sector through reflections on theories and approaches and students' own notion of this sector. 3. Encourage students to design scaffolding structures to provide peer learning and support.
6. i		Writing in Discipline	Dr Sangeeta Shukla, Bennet University	<ol style="list-style-type: none"> 1. Understand the principles of systems thinking and how to apply them to analyze interconnected issues and their broader impacts. 2. Gain a deep understanding of the theoretical frameworks and methodologies used in analytical thinking and decision-making. 3. Recognise the importance of clarity, precision, and accuracy in written communication.
7.		Data Analysis for Development	Dr Maitrayee Mukerjee	<ol style="list-style-type: none"> 1. Understand the role and use of data in social purpose organizations to design and analyze development policies and interventions. 2. Comprehend and interpret summary statistics and graphs in various reports and articles. 3. Acquire requisite skills to analyze data using descriptive and inferential statistics
2.ii	Term-2	PMDL: Radical Transformation Leadership	Dr Monica Sharma, Sudarshan and Muthu, RTL Works	
8.		Introduction to Public Systems: Navigating the District	Avani, Siddharth et. Al, Responsive Governance and Transformation Foundation	<ol style="list-style-type: none"> 1. Understand the role and structure of district-level administration within the broader governance framework in India, including the challenges and opportunities for effective policy implementation. 2. Develop the ability to critically evaluate district-level programs, focusing on their design, implementation, and outcomes, using system thinking and other relevant frameworks. 3. Apply knowledge of public finance and budget analysis to assess budgets and funding channels, identifying areas for improvement and potential impacts on local governance.

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9.		Introduction to Situation Analysis: Workshop	Shashi Nair, Viridus	<ol style="list-style-type: none"> 1. Help students gain an overview of Purposeful Program Theory, why it is useful 2. Help students cultivate a way of thinking logically about complicated problems
10.		Introduction to Systems Thinking: Workshop	Mihir Mathur, DESTA	<ol style="list-style-type: none"> 1. Recognise the complexity of the development sector including different perspectives, challenges, and solutions. 2. Recognise the significance of applying systems thinking for program design
5ii		Context Based Collaborative Learning (CBCL)	Simrita et. al	<ol style="list-style-type: none"> 1. Apply research methods, data analysis and interpretation, systems thinking, and situation analysis to gain an understanding of a district. 2. Understand various aspects of the district, such as the socio-political, demographic, cultural, administrative, geographic aspects, as well as different actors, their roles and relationships.
11.	Term-3	Systems Design	Mihir Mathur, DESTA	<ol style="list-style-type: none"> 1. Recognize the complexity of the development sector including different perspectives, challenges, and solutions. 2. Translate specific knowledge of systems thinking and other appropriate frameworks into effective design and intervention of development programs.
12.		Intervention Design for Social Impact	Shashi, Sudha and Rashmi, Viridus	<ol style="list-style-type: none"> 1. Develop the theory of change for a main problem identified based on the RI experience: 2. Develop the theory of action for 1 chain of causes including: 3. Understand how the PTM maps to the Logical Framework Approach (LFA)
13.		Development Monitoring and Evaluation	Khilesh Chaturvedi	<ol style="list-style-type: none"> 1. The concepts of monitoring and evaluation, their similarities and differences 2. Scope of monitoring and evaluation - connection of monitoring and evaluation with plans and baselines 3. Steps to design and conduct monitoring and develop monitoring systems.
14.	Term-4	Introduction to Finance	Ankur Kulshrestha	<ol style="list-style-type: none"> 1. Develop an understanding of financial statements and utility of the financial statement to stakeholders.

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				2. Be able to analyse financial statements for decision making and assess financial performance & position of organisations.
15.		Design Thinking & Innovation	Bipasha Roy, Mobius	1. Learn & use a systemic approach to solve ill-structured, real world problems 2. Enhance their confidence at creative thinking & innovative problem solving
16.		Behaviour Change and it's Communication	Suman Srivastava	1. Importance of behaviour change in the context of the development sector. 2. Use Nudge Theory in designing programs.
6.iii		Writing in Discipline	Pia Bakshi Smith Shah	1. Develop critical thinking skills to evaluate diverse perspectives and articulate reasoned arguments. 2. Master writing techniques to create concise, coherent, and persuasive documents.
3. iii		PMDL: Group Dynamics and Leadership: Workshop	Kaustubh Khare	1. Translating creative thoughts into meaningful actions that benefit others. 2. Appreciating the role and impact of both abundance and scarcity in our daily lives. 3. Discerning how our own contributions can enhance a group's efficacy.
3. iii		Context Based Collaborative Learning	Dr Poonam Gulalia	1. To hold space for emerging group dynamics and using PMDL tools in working together effectively 2. Make meaning around what inclusion means and how it gets enacted in an organization
17.		Geetshala – Song Writing Workshop	Vinay and Charu, Loknaad	1. Understand the significance of songs and music in the 'social change' processes. 2. Learn & Explore various aspects and processes in creating songs in general and dignity' songs in particular.
18.	Term-5	Strategy for SPOs	Ajit Chaudhary Shankar Venkateswaran Mona Dixit	1. The "why" of a strategy – its importance in driving organisational coherence and excellence. 2. The "what" and the "how" of strategy – its building blocks and the tools and frameworks that can be applied. 3. The "enablers" that must be put in place so that the strategy can be successfully implemented.

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19.		Strategic People Management	Ashraf Patel	<ol style="list-style-type: none"> 1. Recognize psychological type preferences in self and others, appreciate 'Gifts differing' and apply MBTI for better relationships both personal and professional and organising groups and teams in the workplace. 2. Explore themselves, going below the surface to identify sticky personal defaults that come in the way of becoming adaptive leaders and develop an action plan for negotiating paradoxes.
20.		Introduction to Social Entrepreneurship	P R Ganapathy	<ol style="list-style-type: none"> 1. Recognise what an entrepreneurial approach is to solving social problems with real life examples. 2. Learn some practical tools and frameworks to analyse a social enterprise, including the business model canvas, customer empathy map, unit economics.
21.		Data Management in Social Purpose Organizations	Swapnil, Dhvani RS Maulik Chauhan, Trestle Research	<ol style="list-style-type: none"> 1. To gain hands-on experience in understanding user requirements for creating a dashboard, and an AI chatbot for deployment in social purpose organizations 2. Understand the Role of Data in the Development Sector: Recognize the critical role of high-quality data in designing and evaluating development interventions and policies. 3. Utilize Digital Data Collection Tools for Field Work: Efficiently collect offline, real-time, and high-quality data using platforms like Survey CTO.
22.		An Overview of Non-Profit Fundraising: Workshop	Maharshi Vaishnav, Motilal Oswal Foundation	<ol style="list-style-type: none"> 1. Understanding the fundamentals of nonprofit fundraising. 2. Identifying the various target donor profiles. 3. Developing a fundraising strategy and plan
5.iv		Context Based Collaborative Learning	Simrita Kaur Takhtar	<ol style="list-style-type: none"> 1. To hold space for emerging group dynamics and using PMDL tools in working together effectively 2. Make meaning around what social justice means and its centrality to the development sector 3. Apply social justice lens to suggest concrete, justice-driven alternatives
6.iv.		Writing in Discipline	Dr Sangeeta Shukla, Bennet University	<ol style="list-style-type: none"> 1. Understand the principles of systems thinking and how to apply them to analyze interconnected issues and their broader impacts. 2. Gain a deep understanding of the theoretical frameworks and methodologies used in analytical thinking and decision-making.
23.	Term-6	Introduction to Program Management	Kakul Misra Sajit Nair	<ol style="list-style-type: none"> 1. Understand the principles of program management and its role in achieving organizational objectives.

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				2. Analyze program requirements and initiate a program roadmap & plan. 3. Develop program management plans and oversee program execution.
24.		Marketing Management for Social Sector	Arun Bhattacharya	1. To understand the basic concepts required for effective marketing management and how they can be applied to realistic marketing situations in SPOs 2. To identify the internal and external environmental factors affecting marketing management in an organization, especially in the context of SPOs.
25.		Elective: Strategic People Management	Ashraf Patel	1. Explain the evolution of the different performance management perspectives, frameworks and practices in the development sector. 2. Examine different forms of organisation structuring and analysing the culture transformation challenges emerging out of organisation default systems
26.		Elective: Communications in Sector (Captured from Last Batch)	Lopamudra Sanyal Sparsh Verma	1. Provide a broad overview of practices, different communication channels, and how they are used within the social sector. 2. Provide opportunities to students to explore writing across different formats 3. Inherently incorporate aspects of ethics, fact checking, attribution etc
27.		Elective: Social Entrepreneurship	P R Ganapathy	1. Understand how to refine an SE idea, after considering the nature of the problem, size of possible impact, the business need/ opportunity, personal connection with the social problem, suitability of SE to this context, etc. 2. Develop an Impact Model for the SE and identify metrics that will be captured and reported to measure Impact. 3. Explore different legal structures (for-profit, non-profit, hybrid) for the SE, develop a pitch for Investors or Donors and an elevator pitch.
27.		Introduction to Fund Raising	Ashima Saini, Helpage	1. Understand the importance of fundraising in the non-profit sector/SPOs and the role it plays in sustaining and growing organizations 2. Develop skills to build and maintain relationships with donors, supporters and stakeholders

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				3. Gain awareness of current trends and best practices in the field of fundraising, and how to apply these strategies to achieve fundraising goals
28.		Networks, Alliances and Partnerships:	Ashraf Patel Meenu Venkateswaran	<ol style="list-style-type: none"> 1. Analyze and articulate how organizations and collectives use different ways of organizing, cooperating and collaborating 2. Explore impact, celebrations and challenges of networks, alliances and collective through the experiences of inspiring systems change leaders from the social sector 3. Explain the paradoxes that need to be managed for a collective to thrive
5.v.		Context Based Collaborative Learning (CBCL)	Dr Poonam Gulalia	<ol style="list-style-type: none"> 1. Explore the role of competition in the social sector and challenges to collaboration. 2. Study a case study to explore the role of competition in the social sector and challenges to collaborate 3. Identify key factors that contribute to effective partnerships and collaborations
30		Introduction to Corporate Social Responsibility and ESG	Dr Priyanka Chhaparia	<ol style="list-style-type: none"> 1. Students should be able to visualize and develop meaningful and impactful CSR/ESG programs 2. Students should be able to report these programs effectively through Sustainability or ESG reports
31	Term-7	Elective: Financial Perspectives for the Social Sector	Ankur Kulshrestha	<ol style="list-style-type: none"> 1. Comprehend the perspectives, theories, and models of financial management in order to lead and manage Social Purpose Organisations (SPOs). 2. Demonstrate the ability to identify and critically analyse organisational issues and challenges of SPOs with respect to financial decision making.
32		Elective: Operations Management	Prof L S Murty	<ol style="list-style-type: none"> 1. Familiarize course participants with the major operational issues in organizations 2. Provide course participants with the basic concepts, insights, and analytical tools required for handling such problems. 3. Understand the principles of program management and its role in achieving organizational objectives

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33		Elective: Behavioral Economics in Public Policy	Dr Junofy Anto Rozina, Beyond Nudge	<ol style="list-style-type: none"> 1. Understand the nuances of designing behavioral science interventions to influence development policy effectively 2. Become adept at evaluating development policies through experimental literature, mastering experimental design elements such as randomization, measurement strategies, and the analysis of treatment effects. This equips participants with a robust framework for assessing the efficacy of development interventions
34		Perspective on Organization: Workshop	Dr Sujatha Rao	<ol style="list-style-type: none"> 1. Reflect on why individuals work and the nature of the workplace. 2. Using a variety of lenses and perspectives, understand the complexity of designing, managing and leading organisations, particularly SPOs. 3. Explore perspectives that include Evolutionary models of organisations, Organisational Metaphors, Life cycle models and Sociological-Cultural models.
35		The Art and Science of Quantitative Impact Evaluation: Workshop	Dharmendra Sambodhi	<ol style="list-style-type: none"> 1. Describe fundamentals of quantitative impact evaluation 2. Explain impact evaluation designs 3. Identify key considerations in conducting quantitative impact evaluation
5.vi.		Context Based Collaborative Learning (CBCL)	Simrita Kaur Takhtar	<ol style="list-style-type: none"> 1. Make meaning around what context of development means and how it gets enacted in an organization 2. Revisit the idea of Authentic Development Professional
36	Term-8	Scale and Sustainability: Capstone	Mona Dixit	<ol style="list-style-type: none"> 1. Grasp the practical challenges of impact in social development from practitioners 2. Understand and differentiate between various models of scale. 3. Learn strategies to scale combining the increasingly relevant soft approaches, and the traditional hard approaches