

DEPARTMENT OF ADULT & CONTINUING EDUCATION & EXTENSION
Faculty of Social Sciences



Jamia Millia Islamia
New Delhi-110025

PG DIPLOMA IN NGO MANAGEMENT
(PGDNM)

Syllabus as per NEP 2020 (w.e.f 2026)

REGULATIONS RELATING TO THE PG DIPLOMA IN NGO MANAGEMENT

(Effective from Academic Session 2026–27)

The rapid expansion of the development sector has created a growing demand for trained professionals who possess both an understanding of development issues and practical management skills required to design, implement, and evaluate development programs. In contemporary India, Non-Governmental Organizations, civil society organizations, and community-based organizations play a significant role in addressing social challenges such as poverty, inequality, education, health, gender justice, environmental sustainability, and community development. The Postgraduate Diploma in NGO Management is a professionally oriented program designed to develop managerial, analytical, and practical competencies required for effective functioning in the non-profit and development sector. The program seeks to address this academic and professional need by providing interdisciplinary training in development perspectives, NGO governance, project management, financial management, and monitoring and evaluation, along with field-based learning through research, internship and project work.

1. Examination Scheme

The examination for the ‘PGDiploma in NGO Management’ program shall be conducted in two parts:

- **Part I** – at the end of Semester I
- **Part II** – at the end of Semester II

Each part of the examination shall be open to a candidate who has undergone a regular course of study as prescribed by Jamia Millia Islamia, attended the required percentage of lectures and practical sessions, and completed the prescribed components of the curriculum.

(a) The candidate has passed the B.A./B.Sc./B.Com. or B.A. (Hons.)/B.Sc. (Hons.)/B.Com. (Hons.) examination of Jamia Millia Islamia or an equivalent examination from a recognized university, securing not less than **50% marks** in aggregate.

(b) The program shall be pursued as a **full-time regular course of study** in accordance with the provisions of **NEP 2020** and the rules of the University.

(c) The candidate has attended at least **75% of the lectures, tutorials, practical sessions, research and fieldwork activities** in each course.

2. Scheme of Evaluation

The evaluation of the PGDNM programme shall be carried out in accordance with the provisions of the University Ordinances and Regulations as amended from time to time.

(a) Theory Courses

The evaluation of theory courses shall be based on the following distribution of marks:

- Internal Assessment (IA): 40% of the total marks
- End-Semester University Examination (UE): 60% of the total marks

The Internal Assessment shall ordinarily comprise class tests, assignments, term papers, presentations, or such other components as may be prescribed by the Department and approved by the University.

(b) Seminar Courses, Evaluation of Fieldwork and Internship shall be based on the following distribution of marks:

- Internal Assessment (IA): 50% of the total marks
- End-Semester University Evaluation (UE): 50% of the total marks

The modalities of assessment shall be as follows:

Fieldwork

Internal Assessment shall be based on fieldwork records, files, field reports, assignments, presentations, attendance, participation, community intervention and supervisor's assessment. End-Semester University Evaluation shall be conducted through evaluation of fieldwork records, written examination and/or viva voce, as prescribed by the Department.

Internship

Internal Assessment shall be based on internship log sheets, field performance, periodic reports, and supervisor's assessment. End-Semester University Evaluation shall be conducted through evaluation of the internship report and viva voce.

The detailed modalities of Internal Assessment and End-Semester Evaluation shall be prescribed by the Department and approved by the competent authorities of the University from time to time.

3. Minimum Requirement for Passing

A candidate shall be declared to have passed the PGDNM examination if he/she secures not less than 40% marks in Internal Assessment and End-Semester University Examination separately, wherever applicable, and not less than 40% marks in the aggregate in each course, including theory papers, practical work, fieldwork, internship, research, and other prescribed components, in accordance with the Ordinances, Regulations, and Examination Rules of Jamia Millia Islamia as amended from time to time.

Summary of Programme Structure

S. No.	No. of Course	Nature of Course	Semester I	Semester II	Marks	Credits
1.	7	Core Courses	400	300	700	28
2.	1	Research Methodology	100	-	100	4
3.	1	Seminar Course Fieldwork	100	-	100	4
4.	1	Seminar Course Internship	-	150	150	6
Total	10	-	600	450	1050	42

SEMESTER-WISE SCHEME OF STUDIES

Table 1: Scheme of Studies – Semester I								
S. N.	Nature of Course	Paper No.	Paper Code	Title of Paper	IA	UE	Total	Credit
1.	Core Course 1	Paper-I	PGDN M 101	Introduction to NGO and Civil Society (IKS)	40	60	100	4
2.	Core Course 2	Paper-II	PGDN M 102	Community Organization & Extension Management (VAC)	40	60	100	4
3.	Core Course 3	Paper-III	PGDN M 103	Human Resource Development in NGO	40	60	100	4
4.	Core Course 4	Paper-IV	PGDN M 104	Training and Development	40	60	100	4
5.	Research Methodology	Paper-V	PGDN M 105	Social Research Methods	40	60	100	4
6.	Seminar Course	Paper-VI	PGDN M 106	Fieldwork (SEC)	50	50	100	4
Total							600	24
Table 2: Scheme of Studies – Semester II								
S. N.	Nature of Course	Paper No.	Paper Code	Title of Paper	IA	UE	Total	Credit
1.	Core Course 1	Paper-VII	PGDN M 201	Program Planning and Project Management	40	60	100	4
2.	Core Course 2	Paper-VIII	PGDN M 202	AV-Aids and Extension methods (AEC)	40	60	100	4
3.	Core Course 3	Paper-IX	PGDN M 203	Communication and Media Management	40	60	100	4
4.	Seminar Course 1	Paper-X	PGDN M 204	Internship	75	75	150	6
Total							450	18
GRAND TOTAL							1050	42

SEMESTER - I

CODE: PGDNM 101

CORE COURSE 1

PAPER-I: INTRODUCTION TO NGO AND CIVIL SOCIETY

(Indian Knowledge System Course)

Objectives

- i) To develop an understanding of working of NGOs, government, and civil society.
- ii) To familiarize students with the institutional structures and functional areas of NGOs in India.
- iii) To build awareness of the organizational management and operational challenges in the NGOs.
- iv) To introduce the core principles of management and their application in NGOs.

Contents

Unit I: NGO and Civil society

1. Concept, Definition, Functions and Historical Conceptualization of NGO
2. Relationship between NGO and the Government
3. Legal procedure for the establishment of an NGO
4. Overview of the Societies Registration Act, India's Companies Act, Charitable Endowment Act and FCRA, Memorandum of Association and Bye Laws, and Tax relief under various Acts

Unit: I Organizational Management

1. Process of Management: Planning, Organizing, Staffing, Delegating, and Coordinating.
2. Organizational Communication
3. Building and leading a team, Human resource management, Human resource policy, staffing and salaries
4. Designing and planning a project: Project formulation, Project monitoring and Project evaluation

Unit: III Functions and Role of NGOs

1. Social Welfare Activities: Women and Child welfare, Poverty Alleviation and Education Services.
2. Community Development: Livelihood programs, Capacity Building
3. Advocacy and Development: Awareness Campaigns, policy advocacy etc.
4. NGOs, Traditional Indian institutions, Panchayati Raj, voluntary action, and their role in rural and urban development.

Suggestive Reading

1. Chandra, P. (2019). *Projects: Planning, analysis, financing, implementation, and review* (10th ed.). McGraw-Hill Education. Lewis, D. (2015). *Non-governmental organizations: Management and development* (3rd ed.). Routledge.
2. Edwards, M. (2014). *Civil society* (3rd ed.). Polity Press.
3. Kumar, R. (2003). *NGOs and development*. Rawat Publications.
4. Nanavathy, M. C., & Kulkarni, P. D. (2002). *NGOs in changing scenario*. Uppal Publishing House.
5. Sapru, R. K. (2010). *Development administration*. Sterling Publishers Pvt. Ltd.
6. Taxman Editorial Board. (2022). *Handbook for NGOs and NPOs*. Taxman Publications Pvt. Ltd.

CODE: PGDNM 102

CORE COURSE 2

PAPER-II: COMMUNITY ORGANISATION & EXTENSION MANAGEMENT

(ValueAdded Course)

Objectives

- i) To acquaint the students with the concepts of community organization and extension management
- ii) To enable them to understand role and importance of groups and leadership in community organization and their use in carrying out the extension work.
- iii) To acquaint the students with the concept of management.
- iv) To enable them to understand about organisational processes.

Contents

Unit-I: Understanding Community and Community Organization

1. Community concept and definition.
2. Community Organization: meaning, concepts and principles.
3. Process of community organization, People's Participation techniques (PRA &PLA)
4. Basic institutions: school, co-operatives, self-help groups, federation, panchayats, etc., and their role in development.

Unit-II: Groups and leadership

1. Group dynamics and Group formation
2. Collective behaviour: Meaning, types
3. Concepts, types and theories of leadership
4. Role and importance of local leader in development work

Unit-III: Understanding Extension and Management

1. Management: meaning, concept and importance
2. Theories of Management
3. Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting (POSDCORB)
4. Approaches of Extension Management

Books Recommended

1. Banarjee, Shayamal. Principles and Practice of Management, New Delhi: Oxford and IBH Publishing Co., 1981
2. Dhama, O.P. and Bhatnagar, O.P. Education and Communication for Development, 2nd Ed, New Delhi: Oxford and IBH Publishing Co., 1985
3. Handy, Charles. Understanding Organizations, Oxford: Oxford University Press 1993.
4. Ray. G. L. Extension. Communication and Management, Calcutta: Maya Prakash, 1991.
5. William, H. Newman. The Process of Management: Strategy, Action, Results, 6th Ed., New Delhi: Prentice Hall of India Pvt. Ltd. 1988.
6. Kenny, S., McGrath, B., & Phillips, R. (2017). The Routledge Handbook of Community Development: Perspectives from Around the Globe. London: Routledge.

CODE: PGDNM 103

CORE COURSE 3

PAPER-III: HUMAN RESOURCE DEVELOPMENT IN NGO

Objectives

- i) To acquaint them with various concepts related to human resource development
- ii) To acquaint students with the importance of concepts such as capacity building and current management practices
- iii) To make the students aware about current management practices in NGO.

Contents

Unit I: Human Resource Development

- 1. HRD-concept, definition and scope.
- 2. Process of Recruitment- manpower requirement planning, identifying source, screening, selection and induction.
- 3. Job enrichment, job analysis, job evaluation and job description.
- 4. Effective Management– performance appraisal, working facilities, terms of employment, intellectual flexibility, emotional stability etc.

Unit II: Team Building

- 1. Stress – sources of stress, effects, coping mechanisms.
- 2. Team management and Team building processes.
- 3. Conflict management and its resolution.
- 4. Morale- Elements impacting morale, strategies to measure and improve morale.

Unit III Current Management Practices

- 1. Management of Information System (MIS) – basic concept, design, implementation.
- 2. Transactional Analysis (TA) – ego states, transactions, interrelationships
- 3. Budgeting, purpose, types and process, auditing, ZBB (Zero Base Budgeting)
- 4. Management network techniques – PERT and CPM.

Books Recommended:

1. Avasthi, A. and Maheshwani, S.N. Public Administration. Agra: Laxmi Narayan Agrawal Publishers, 1993.
2. Handy, Charles. Understanding Organisations. Oxford University Press, 1993.
3. Ray, G.L. Extension, Communication and Management. Calcutta: Maya Prakash, 1991.
4. Stoner, James A.F. and Freeman R.E. Management. 5 th Ed., New Delhi: Prentice Hall of India Pvt. Ltd., 1994.
5. Moshal, B.S. Management Theory and Practice. Galgotia Publishing Company, New Delhi, 2000.
6. Verma, S.K. Extension and Communication. Agrotech Publishing Agency, Udaipur, 2009.

CODE: PGDNM 104

CORE COURSE 4

PAPER-IV: TRAINING AND DEVELOPMENT

Objectives

- i) To make the students understand the concept of training and experiential learning.
- ii) To acquaint them with the processes, strategies, methods, organization and
- iii) evaluation of training/programs.
- iv) To make them familiar with problems and prospects of training.

Contents

Unit I: Basics of Training and Training Process

- 1. Training and development -Definition, concept, importance and advantages
- 2. Training – Principles and types of training.
- 3. Training process and different phases of training
- 4. Factors affecting training effectiveness.

Unit II: Training Design and Methods

- 1. Training Needs Analysis (TNA) – concept, importance and methods of assessing training needs- observation, interviews, survey, questionnaire and focus group discussion.
- 2. Experiential Learning Cycle (ELC).
- 3. Training methods and techniques – lecture method, group discussion, brainstorming, role play, simulation, case studies, field visits, digital and online learning tools.
- 4. Training strategy and designing training session

Unit III: Training Organization

- 1. Techniques of organizing training effectively – institutional as well as field training for different categories of clientele.
- 2. Monitoring and Evaluation of training programs; factors affecting training.
- 3. Organizational development approaches.
- 4. Capacity building of NGO Personnel- SWOC analysis (Strength, Weakness, Opportunities and Challenges)

Books Recommended

1. Chaudhary, D.P. Training Methodology and Management, New Delhi: Sterling Pub., Pvt.Ltd, 1986.
2. Dahama, O.P. and Bhatnagar, O.P. Education and Communication for Development, 2 nd Ed. New Delhi: Oxford and IBH Publishing Co. 1985.
3. Lynton and Pareek, U. Training for Development, 2nd Ed. New Delhi: Vistaar Publications, 1978
4. Mishra, D.C. New Directions in Extension Training: A Conceptual Framework, New Delhi: Directorate of Extension. Ministry of Agriculture, 1990.
5. Prior, John. Training and Development, Delhi: Tayco Publishing House, 1994.
6. Robinson, Kenneth, R.A. Handbook of Training Management, New Delhi: Aditya Book Pvt. Ltd., 1988.

CODE: PGDNM 105

RESEARCH METHODOLOGY COURSE

PAPER-V: SOCIAL RESEARCH METHODS

Objective

- i) To develop an understanding of the students about social research.
- ii) To help them understand Research design, data collection, monitoring and Evaluation.
- iii) To inculcate research acumen and provide skills so that students can conduct social science research.

Contents

Unit I: Introduction to Social Research

1. Meaning, nature and scope of research in behavioral and social sciences.
2. Research problems identification and formulation.
3. Basic concepts in research: variables, assumptions, hypotheses, Reliability and validity.
4. Research ethics, objectivity and scientific attitude.

Unit II: Research design and data collection

1. Types of research: exploratory, descriptive, diagnostic and evaluative
2. Qualitative and Quantitative research.
3. Research design and sampling techniques
4. Methods of data collection- Observation, questionnaires, interview schedules, focus Group Discussion and case study method.

Unit III: Monitoring and Evaluation in Research

1. Concept, objectives, types and importance of monitoring and evaluation.
2. Monitoring indicators and Result- Based Management (RBM).
3. Meaning, purpose and types of evaluation
4. Participatory rural appraisal (PRA) techniques.

Book Recommended

1. Bogdan, R& Taylor, S.J. Introduction to Qualitative Research Methods. New York: John Willy & Sons, 1975.
2. Filstead, W.J. Qualitative Methodology: Firsthand Involvement with the Social World, Chicago: Markham Publishing Co., 1970.
3. Mohsin, S.M. Research Methods in Behavioural Sciences, Calcutta: Orient Longman Ltd., 1984.
4. Mulay, S., &Sabarathnam, V. E. Research Methods in Extension Education, New Delhi: AcharanPrakashan, 1980.
5. Nachmias, David & Nachmias, Chava. Research Methods in the Social Sciences, New York: St. Martin's Press, 1981.
6. Rossi, P.H.& Freeman, H. E. Evaluation: A Systematic Approach, New Delhi: Sage Publication, 1985.

CODE: PGDNM 106

SEMINAR COURSE

PAPER-VI: CONCURRENT FIELDWORK

(Skill Enhancement Course)

Objectives

- i) To familiarize students with various NGOs and field interventions conducted by them.
- ii) To enable them to observe and study the working of some of the developmental/extension programs implemented by the agency.
- iii) To identify the problems encountered by personnel working in the agency at different levels and study how these are being addressed.
- iv) To help students observe and understand the dynamics of human relations and personnel management in the agency.
- v) To make students familiar with the various types of training programmes carried out both at the organizational and field level.
- vi) To develop and fine tune Recording and Report writing skills of the students.
- vii) To enable students to meaningfully understand and use Supervisory guidance at both the faculty and agency level.

Field Work Activities

1. Maintenance of fieldwork records through log sheets in accordance with the objectives assigned by the Department Supervisor and Agency Supervisor during individual and group conferences.
2. Preparation of reports on the work undertaken in the assigned agency.
3. Preparation of an NGO Profile.
4. Viva-voce.

SEMESTER -II

CODE: PGDNM 201

CORE COURSE 1

PAPER-VII: PROGRAM PLANNING AND PROJECT MANAGEMENT

Objectives

- i) To acquaint the students with an understanding of program planning and project management.
- ii) To develop in students' skills of developing, monitoring, managing and implementing sound development projects.
- iii) Students can understand methods and techniques used for effective project execution and coordination.
- iv) To Enhance Leadership and Teamwork Abilities

Contents

Unit: I Foundation of Program Planning

1. Meaning, nature, characteristic and types of Program,
2. Role of NGOs in development programs
3. Program Planning and Resource Management: Financial planning and budgeting
4. Community need assessment, problem identification and prioritization

Unit: II: Project Implementation

1. Meaning and concept of project implementation
2. Project life cycle
3. Implementation Strategies and Techniques: Problem-solving, Time management etc.
4. Challenges and Evaluation of Project Implementation: Financial and Administrative

Unit: III Contemporary issues and practical applications

1. Disaster management and humanitarian projects
2. Gender-sensitive and inclusive project planning
3. SDGs and development project management
4. ICT in project management

Books Recommended:

1. Alagh, Y.K. Indian Development Planning and Policy – A Re-evaluation, New Delhi. Vikas Publishing House Pvt. Ltd. 1997.
2. Desai, P.B. Planning in India 1951-1978, Sahibabad: Vikas Publishing House, 1970
3. Krishnamachari, V.T. and Venu, S. Planning in India, Theory and Practice, (Ed2), Bombay: Orient Longman, 1977.
4. Pant, J.C. Project Management: CPM, PERT, GERT and Linear Programming, New Delhi: Jain Brother, 1994.
5. Sandhu, A.S. Extension Programme Planning, New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd., 1994.
6. Moshal, B.S. Management Theory and Practice. Galgotia Publishing Agency, Udaipur, 2000.

CODE: PGDNM 202

CORE COURSE 2

PAPER-VIII: AV-AIDS AND EXTENSION METHODS

(Value Added Course)

Objectives

- i) To enable the students to understand the various extension methods and audio-visual aids.
- ii) To enable them to select the best alternative for effective use under different situations.
- iii) To enable them to effectively use the extension methods and audio-visual aids.
- iv) To develop skills in planning, designing, and evaluating extension programmes using appropriate communication methods and audio-visual aids.

Contents

Unit-I: Audio-Visual Aids in Extension Teaching

1. Concept of Audio-Aids, Visual Aids and Audio-Visual Aids.
2. Types of Audio-Visual Aids and their characteristics.
3. Cone of Experience
4. Audio-visual aids and Use of computers (ICT) in extension teaching.

Unit-I: Introduction to Extension Methods

1. Concept of extension methods.
2. Individual extension methods.
3. Group extension methods.
4. Mass extension methods
5. Other Classification of extension methods.

Unit-III: Selection and use of AV Aids and Extension Methods

1. Factors in the selection and combination of audio-visual aids
2. Factors in the selection and combination of extension methods
3. Principles of use of extension methods and audio-visual aids.
4. Procedures of production of audio-visual aids and their use.

Books Recommended:

1. Kelsey, L.D. and Hearne, C.C. Co-operative Extension Work, 3rd Ed. New York: Comstock Publishing Associates, 1963.
2. Reddy, A. A. Extension Education, Guntur: Sree Laxmi Press. 1987.
3. Supe, S.V. An Introduction to Extension Education, New Delhi: Oxford and IBH Publishing Co. Pvt. Ltd., 1988.
4. Waghmare, S.K. Teaching Extension Education, 2nd Ed., New Delhi: Metropolitan Book Co. Pvt. Ltd. 1989.
5. Adivi Reddy, A. (2019). Extension Education. Hyderabad: Sree Lakshmi Press.
6. Dahama, O. P., & Bhatnagar, O. P. (2020 reprint). Education and Communication for Development (2nd ed.). New Delhi: Oxford & IBH Publishing Co.

CODE: PGDNM 203

CORE COURSE 3

PAPER-IX: COMMUNICATION AND MEDIA MANAGEMENT

Objectives

1. To understand the role of media in development communication and advocacy.
2. To develop skills in content creation for NGOs across various media platforms.
3. To introduce the use of social media and digital tools, including AI, in NGO operations.
4. To enhance competencies in strategic communication and public engagement.
5. To build awareness of media ethics, media management, the use of AI-enabled tools in social media and responsible communication practices.

Contents

Unit I: Communication in NGO

1. Meaning, nature and scope of communication.
2. Types of communication: verbal, non-verbal, written, visual, digital
3. Barriers to communication and overcoming them
4. Importance of communication in NGOs

Unit II: Organizational Communication in NGOs

1. Internal and external communication systems
2. Communication flow within NGOs
3. Stakeholder communication
4. Building transparency and accountability through communication

Unit III: Media and Society

1. Understanding mass media and alternative media
2. Role of media in social development
3. Media ethics and social responsibility
4. Media influence on public opinion and policy

Suggestive Readings

1. Dahama, O. P., & Bhatnagar, O. P. (2020 reprint). Education and Communication for Development (2nd ed.). New Delhi: Oxford & IBH Publishing Co.
2. Powers, M. (2016). NGOs as newsmakers. Columbia University Press.
3. Gautam A. & Nainwal R. (2024) Framing the self: Media's role in shaping individual and collective identity, Advanced Mass Communication and Journalism
4. UNICEF India, PRADAN, & SEWA. Reports and case studies.
5. Indira Gandhi National Open University. Development communication and media (study material)<https://egyankosh.ac.in>
6. Press Council of India. Norms of journalistic conduct<https://presscouncil.nic.in>
7. United Nations Children's Fund (UNICEF India). Communication for development resources<https://www.unicef.org/india>

CODE: PGDNM 204

SEMINAR COURSE

PAPER-X: INTERNSHIP

Objectives

- i) To provide practical exposure to NGO functioning through a structured internship.
- ii) To enable the skills of NGO Management and its application.
- iii) To develop skills in research, data collection and field-based analysis.
- iv) To train students in professional report writing, documentation, and presentation.
- v) To foster ethical awareness, value critical thinking, and professional competence in the development sector.

Activities

1. A One (01) month internship with full time placement in an Organization/ NGO, undertaken under the joint supervision of the agency supervisor and departmental supervisor.
2. Internship completion certificate from NGO
3. Project Report Writing and its submission in the department.
4. Viva-Voce Examination

Suggestive Readings

1. Kothari, C. R. (2004). Research methodology: Methods and techniques (2nd ed.). New Age International Publishers.
2. Dass, N. K., & Gupta, V. (2011). Research methodology in social sciences. Himalaya Publishing House.
3. Best, J. W., & Kahn, J. V. (2006). Educational research (10th ed.). Pearson Education.
4. Edwards, M., & Fowler, A. (2002). NGO management. Earthscan Publications.
5. Shodhganga. Repository of Indian theses and dissertations.
<https://shodhganga.inflibnet.ac.in>
6. Bezboruah, K. C., & Carpenter, H. (2020). Management of nonprofit organizations: An overview. <https://www.researchgate.net/publication/340267645>