

Sessions on Management in the Foundation Course

The broad composition of the sessions will be as follows:

Sl. No.	Topic	No. of Sessions
(A)	Basic Principles of Management	2
(B)	Interpretation of Data for decision making	3
(C)	Project Management	6
(D)	Financial Management	7
(E)	<ul style="list-style-type: none"> • Leadership • Theories of Motivation 	24 2
(F)	Public Private Partnerships	1
	Total	45

Sl. No.	Themes-Topics	Ayyar Committee Suggestion for Sessions of 75 minutes each	FC 86 Session of 55 minutes each	FC 87 Sessions of 55 minutes each	FC 88 Sessions of 55 minutes each
1	Basic Principles of Management	1	1	1	1
2	Government as an Organization(shifted to Public Administration)	4	0	3	2
3	Leadership / Soft Skills Module	27	11	4	25
4	Financial Management	11	6	7	2
5	Quantitative Techniques	6	3	4	6
6	Project Management	6	1	2	2
7	Management Tools for Quality in Government	1	1	2	2
8	Office and Media Management				
9	Innovations in Administration & Governance (shifted to Public Administration)	6	5	6	5
10	Public Private Partnerships	1	0	0	0
	Total Sessions in Management	63	28	29	45

FOUNDATION COURSE

Ayyar Committee Recommendation		Proposed for FC					
Topic	No. of Session(s)	Topic	No. of Sessions	Session-wise Content	Learning objective(s)	Pedagogy	Probable faculty
1	2	3	4	5	6	7	8
Basic Principles of Management	1 + 5	Basic Principles of Management	1	<ul style="list-style-type: none"> Context & Strategy Coordination & Convergence Span of control, delegation Monitoring, Control & Evaluation Vision-Mission-Value 	To understand the scope, processes and functions of management and their application in administration	Lecture & Reading Materials	Internal
			1	<ul style="list-style-type: none"> Structure-Function Analysis Systems view of Government Performance Analysis (Efficiency- Effectiveness- Sustainability & Equity) 	Understand the basic principles of Government as an organization using a case context	Case Study titled: MCGM (Municipal Corporation of Greater Mumbai)	Internal
Motivation	2	Theories of Motivation	2	<ul style="list-style-type: none"> Sessions 1: Theories of Motivation Sessions 2: Motivation in Government 	This module shall make young officers aware of theories in motivation and also makes OTs appreciate their own drivers of motivation. Practical aspects of	(i) Session 1 uses a short lecture and examples (ii) Session 2 is a lecture with illustrations from practice.	Internal

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					motivation in Governmental context are also covered.		
Quantitative Techniques Data Analysis	2	<i>Systematic Approaches to Problem Solving</i>	Session 1: Art of Reflective Practice among effective Leaders	<ul style="list-style-type: none"> • Observation – Thinking – Action – Observation Process of effective Leaders • Stimulus-Response- Stimulus Mechanism of Complex Problem Solving by effective practitioners (Action Research) 	To understand and appreciate the power of systematic observation, thinking, quick trials through stimulus-response process of problem solving that indeed most people often engage in.	Dialectics, Exercise & Short Cases	Internal
Sampling and sampling distribution	2		Session 2: Systematic Diagnosis of Complex Problems	<ul style="list-style-type: none"> • Deconstruction of phenomenon to data points and identification of variables. • Inter-relationship and hierarchy among basic elements (variable) and complementary variables 	To develop the capacity to dissect a complex phenomenon to basic elements that constitutes the phenomenon and be able to see the interrelationship among these elements (variables) in order to reconstruct effective solutions.	Dialectics, Exercise & Short Cases	Internal
Correlation and regression	2		Session 3: Identifying the right scientific	<ul style="list-style-type: none"> • Nature of problems/questions in terms of 'what' and 	To appreciate the relevance of different quantitative and qualitative	Dialectics, Exercise & Short Cases	Internal

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			tool for a given problem in public service delivery	‘how’ • Quantitative/Qualitative tools viz., survey, case, etc for specific type of questions/problem in hand	statistical tools for different types of problem solving.		
Leadership Qualities and Soft Skills	27 Sessions	Basic Leadership Skills Module¹	24 Sessions (spread over 4 consecutive days)	• <i>Session 1 (9.30 AM to 10.15 AM): Introductions & Foundations of Leadership – I</i>	• (i) <i>Framework of TCI; (ii) Framework of Leadership Learning; (iii) Emphasize need to have the three aspects of Leadership (constructivism, values and vision)</i>	<i>Sociogram and Mobius Strip</i>	Sessions Italicized will be taken by GIZ Trainers. Rest will be taken by National Pool of Trainers on Leadership Development
				• <i>Session 2 (10.15 AM to 11 AM): Leader Role Models</i>	• (i) Understand self to be better prepared for their leadership developmental journey.	Individual and Group activities based on Drawing (7-7-7 Exercise)	
				• <i>Session 3 (11.30 Noon to 12 Noon): Competency</i>	• (i) <i>Get conceptual clarity on 4</i>	<i>Theoretical introduction</i>	

¹This integrated Leadership Module has following learning objectives: • Understand self to be better prepared for their leadership developmental journey. • Comprehend the power of influence and emotional intelligence (EQ) in the functioning of leadership. • Relate to the traits and behaviors associated with leadership. • Deal with the multiple stakeholders in a complex and multicultural environment. • Gain a greater appreciation of resiliency and some practical notions of actually becoming more resilient. • Become aware of your purpose and value base and dilemmas. • Emphasize understanding of program content and ability to transfer and apply it in the public administration.

At the end of this Leadership module participants are expected to : • Enhance their level of self-awareness • Increase their personal leadership impact • Gain insights into leader and leadership development • Enhance their awareness on giving and receiving feedback as a developmental tool • Gain insights into their personal preferences and learning styles • Develop a structured goal setting and action planning process for translating learning into sustainable development

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				<i>Based Leadership</i>	<i>Leadership Competencies in Civil Services;</i>	<i>where Facilitators draw from readings and also show relevant Videos.</i>	
				• Session 4 (12 Noon to 12.30 PM): Experiencing Leadership I	• Experience the potential of a group to solve problems and the importance of a leader to engage with the community and not treat them as passive objects.	Human Knots Exercise	
				• Session 5 (12.30 PM to 1.30 PM): Leadership Inventory & The ACS Model and the Learning Curve	• Understand self to be better prepared for their leadership developmental journey.	Individual activities based on Inventory Filling and Lecture	
				• Session 6 (2.30 PM to 4.15 PM): Value Diamond & Value Dilemmas	• Become aware of your value base, and dilemmas in living up to your values.	Individual reflection with facilitation from trainer and Dialogue Walk	
				• Session 6 (4.15 PM to 4.30 PM): Check Outs & Evaluations	• Review and Summarizing.	Mood-Meters	
				• Session 7 (9.15 AM to 10 AM): What is Leadership? & The DAC Model	• Relate to the traits and behaviors associated with leadership.	Based on Group Presentations and Lecture	

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				<ul style="list-style-type: none"> • Session 8: Case Study (10 AM to 11 AM) 	<ul style="list-style-type: none"> • Emphasize understanding of DAC model and ability to transfer and apply it in public administration. 	Discussion on Case Study #1 <i>The Trek through Lahul and Spiti</i>	
				<ul style="list-style-type: none"> • Session 9 (11.30 AM to 1.30 PM): View Film <i>Twelve Angry Men</i> 	<ul style="list-style-type: none"> • Comprehend the power of influence and emotional intelligence (EQ) in the functioning of leadership. 	Individual and Group activity based on Inventory Filling, view Film, Debrief	
				<ul style="list-style-type: none"> • Session 10 (2.30 PM to 3 PM): <i>Foundations of Leadership – II</i> 	<ul style="list-style-type: none"> • (i) Connect leadership traits with learnings; (ii) Connect with the Framework of four Competencies; 	Photo In-sight question: <i>Leadership as I see it.</i>	
				<ul style="list-style-type: none"> • Session 11 (3 PM to 3.45 PM): Introduction to the SBI Feedback Model 	<ul style="list-style-type: none"> • Relate to the traits and behaviors associated with leadership. 	Based on Lecture and Small Group Exercise	
				<ul style="list-style-type: none"> • Session 12 (3.45 PM to 4.30 PM): Organizational Maze Experiential Activity 	<ul style="list-style-type: none"> • Relate to traits and behaviors associated with leadership, stressing on the traits of non-verbal communication as part of Leadership 	Group experiential activity	
				<ul style="list-style-type: none"> • Session 13 (4.30 PM to 4.45 PM): Check Outs & 	<ul style="list-style-type: none"> • Review and Summarizing. 		

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				<i>Evaluations</i>			
				• Session 14 (9.30 AM to 10.30 AM): Overview of Resiliency and Case Study	• (i) Gain a greater appreciation of resiliency and some practical notions of actually becoming more resilient; and (ii) Understand the application of various tools of Resiliency.	Discussion on Case Study #2 Against All Odds	
				• Session 15 (10.30 AM to 11.30 AM): Understanding stakeholders of a public administrator	• Deal with the multiple stakeholders in a complex and multicultural environment.	Group activities and lecture	
				• Session 16 (12 Noon AM to 1 PM): Case Study	• Emphasize understanding of Stakeholder Analysis and apply it in public administration.	Discussion on Case Study #3 Allotment of Homestead Land	
				• Session 16a (1 PM to 1.30 PM): <i>Experiencing Leadership II</i>	• <i>Experiencing Leadership performance (and reflects on the same) in a small group environment.</i>	2-member Drawing Exercise	
				• Session 17 (2.30 PM to 3.45 PM): Hollow Squares Experiential	• Application of ACS Model; and Deal with the	Group experiential activity	

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				Activity	multiple stakeholders in a complex and multicultural environment.		
				• Session 18 (3.45 PM to 4.30 PM): Situational Leadership & Coaching	• (i) Situational Leadership and its importance to Civil Service (ii) Coaching – Peer Coaching and Coaching Subordinates	Lecture based on illustrations	
				• Sessions 19 (9.30 AM to 10 AM): Check Ins	• (i) Recap of learning's over the past three days.	Group (Impulse) activity	
				• Sessions 20 (10 AM to 11.45 AM): People First: Co-creating a compelling Future	• (i) Co-creating a vision for India or one District and condense it in a vision statement; (ii) Getting Clarity about visioning and how they can support each other in developing a shared vision.	Vision Mandala exercise	
				• Session 21 (12.15 PM to 1.15 PM): Connecting Vision with Self	• Enable the capturing of key insights for further self-development and encourage them	Introduce journaling as reflection tool for the leaders; Reflection as a	

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					<i>to use it as a reflection tool for their personal leadership development.</i>	<i>tool for tapping your intuition and implicit knowledge for new perspectives</i>	
				• Session 22 (2.15 PM to 3.15 PM): SBI Consolidation + Peer Feedback Session	• (i) Understand the value of a structured and contextual feedback and use it for the purpose of development. (ii) Practice use of SBI for Development	Individual activity and Small Group Exercise	
				• Session 23 (3.15 PM to 3.30 PM): <i>Experiencing Leadership III</i>	• <i>Experiencing how the combined forces of small teams can turn impossible to possible; importance of being individually grounded.</i>	<i>Short energizer using 4 chairs</i>	
				• Session 24 (3.30 PM to 4.30 PM): Goals Setting and Goal Sharing; <i>Shaping your Leadership Qualities and Consolidate Learnings and Reflections.</i>	• Understand self to be better prepared for their leadership developmental journey.; <i>Reflecting on the past and challenges in future.</i>	Individual activity; <i>Fill Yatra Patra. Need to link learning with four competencies</i>	
Project Formulation & Management	2	Project Management (Project Management Techniques)	4	Understand basics of Project Management like Work Breakdown Structure, CPM, PERT, Slack, Crashing,	(i) Theoretical inputs on fundamental principles of Project Management	Presentation	Internal

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				Sequencing, Front Loading, Back Loading, Resource Optimization etc.			
PERT/CPM Exercise on MS Project	2		2	Reinforcing theoretical learning's	MS-Project	Hands on exercises	NICTU
Financial Management	7 Sessions	Financial Management Module	7 Sessions (suggested to spread over 2 consecutive weeks)	•Sessions 1 & 2: Accounting Concepts	• (i) Conceptual Basis of Accounting; (ii) Types of Business Entities; and (iii) Purposes of Accounting Information	Discussion using Illustrations	Internal
				•Sessions 3 & 4: Introduction to Financial Statements	• (i) Introduce Balance Sheet Equation; (ii) Appreciate Classification of Items of a Balance Sheet; (iii) Introduce Income Statement; and (iv) Appreciate interconnections of the two statements and terms such as Depreciation	Using one long illustration and few minor illustrations	
				•Sessions 5 and 6: Introduction to Cost Concepts Session	• (i) Introduction to Costing Terms and Cost Sheet; (ii) Need for Budget; (iii) CVP Analysis	Discussion using illustrations	

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				• Session 7: Managing Personal Finance	• Enhance awareness and skills to ensure a more secure and planned financial future	Discussion using excel illustration and a PPT	
PPP	1	PPP	1	Overview	To expose the participants to the contextual requirement for new mechanisms of Public service delivery	Class Discussion	Internal faculty