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# MSW-9

# Community Organisation Management For Community Development

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*By:* **Gaurav Sahni**

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# *Content*

# COMMUNITY ORGANISATION MANAGEMENT FOR COMMUNITY DEVELOPMENT

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**CONCEPTS OF COMMUNITY AND COMMUNITY DEVELOPMENT**

**COMMUNITY ORGANISATION FOR COMMUNITY DEVELOPMENT**

## SOCIAL ACTION FOR COMMUNITY DEVELOPMENT

## SOCIAL WELFARE ADMINISTRATION

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# QUESTION PAPER

*June – 2024*

(Solved)

## COMMUNITY ORGANISATION MANAGEMENT FOR COMMUNITY DEVELOPMENT

MSW-9

Time: 3 Hours ]        **[ Maximum Marks: 100**

**Note:** *(i) Answer all the **five** questions. (ii) All questions carry equal marks.*

**Q. 1. What do you understand by an urban community? Discuss its characteristic features.**

**Ans. Ref.:** See Chapter-2, Page No. 9, 'Meaning of Urban Community' and Page No. 11, 'Characteristics of Urban Communities'.

*Or*

**Critically analyze the community development programmes in India.**

**Ans. Ref.:** See Chapter-5, Page No. 39, Q. No. 4.

**Q. 2. Describe social action as a method of social work.**

**Ans. Ref.:** See Chapter-11, Page No. 90, 'Social Action: Concept and Related Terms' and Chapter-1, Page No. 4, 'Social Action as a Part of Community Work'.

*Or*

**What is social welfare administration? Explain the nature and scope of social welfare administration.**

**Ans. Ref.:** See Chapter-16, Page No. 148, 'Definition of Social Welfare Administration', Page No. 150, 'Nature of Social Welfare Administration', 'Social Welfare Administration as an Art' and 'Social Welfare Administration as a Science'.

**Q. 3. Answer the following questions:**

*(a)* **Enlist the skills required by social workers at various stages of social action.**

**Ans. Ref.:** See Chapter-14, Page No. 131, Q. No. 3.

*(b)* **Describe the scope and relevance of social action.**

**Ans. Ref.:** See Chapter-11, Page No. 95, 'Scope and Relevance of Social Action'.

*(c)* **Explain the features of social welfare administration.**

**Ans. Ref.:** See Chapter-16, Page No. 154, Q. No. 4.

*(d)* **Discuss the principles of social marketing with suitable examples.**

**Ans. Ref.:** See Chapter-19, Page No. 181-182, 'Social Marketing (SM)'.

**Q. 4. Answer the following:**

*(a)* **Explain the basic features of power dynamics in rural areas.**

**Ans. Ref.:** See Chapter-3, Page No. 23, Q. No. 6.

*(b)* **Enlist the principles of community organization suggested by Dunham.**

**Ans. Ref.:** See Chapter-6, Page No. 46, Q. No. 1.

*(c)* **Explain the Gandhian model of social action.**

**Ans. Ref.:** See Chapter-13, Page No. 117, 'Gandhian Model of Social Action'.

*(d)* **Describe in brief community organization in the U.S.A.**

**Ans. Ref.:** See Chapter-8, Page No. 58, 'Relevance of Community Organisation For Community Development'.

*(e)* **How a social worker deals with power dynamics in a community?**

**Ans. Ref.:** See Chapter-12, Page No. 106, 'Role of Social Worker'.

*(f)* **Enlist the principles of social welfare administration.**

**Ans. Ref.:** See Chapter-17, Page No. 158, 'Principles of Social Welfare Administration'.

**Q. 5. Write short notes on the Following:**

*(a)* **Legislative Social Action Model**

**Ans. Ref.:** See Chapter-13, Page No. 113, 'Legislative Social Action Model'

*(b)* **The Notion of Empowerment**

**Ans. Ref.:** See Chapter-10, Page No. 82, 'The Notion of Empowerment'.

*(c)* **Communication Skills**

**Ans. Ref.:** See Chapter-14, Page No. 130, 'Communication Skills'.

*(d)* **Principles of Quality approach**

**Ans.** The seven principles of quality management are:

**Customer Focus:** Understanding customer needs and exceeding expectations to achieve customer satisfaction

**Leadership:** Establishing the organization's purpose and direction, and creating an environment where employees can achieve objectives

**Engagement of People:** Empowering employees to make decisions and deliver quality

**Process Approach:** Creating processes and executing them to maintain quality

**Improvement:** Implementing processes to identify risks, seize opportunities, and address non-conformities

**Evidence-based Decision-making:** Making decisions based on data and information analysis

**Relationship Management:** Fostering mutually beneficial relationships with interested parties, such as suppliers

*(e)* **Social Auditing**

**Ans. Ref.:** See Chapter-19, Page No. 184, 'Social Auditing'.

*(f)* **Jajmani System**

**Ans. Ref.:** See Chapter-3, Page No. 22, Q. No. 3.

*(g)* **SWOC**

**Ans. Ref.:** See Chapter-14, Page No. 127, 'SWOC (Strength, Weakness, Opportunity and Challenges) Analysis'.

*(h)* **Bureaucracy**

**Ans. Ref.:** See Chapter-19, Page No.178, 'Bureaucracy'.

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## COMMUNITY ORGANISATION MANAGEMENT FOR COMMUNITY DEVELOPMENT

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**Concepts of Community and Community Development**

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# Concepts of Community and Community Work | **1**

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### INTRODUCTION

From the very beginning the community has been a central focus of social work practice. Communities are actually the social systems attach with the lives and shape individuals and their identities. We all born and grow in social contexts. Community helps in develop individual and group identities through associations that connect them to life-long experiences.

Community provides the context and setting for social work at different levels. In social work scenario practice at the micro level there is need to understand the macro environment in which their client groups live and work. The view that the term "Community Work Practice" is imprecise and unclear is compounded by the numerous definitions used to analyse the concept of community. Community worker is a professional social worker focused on collective problems and self-management of the people concerned.

### CHAPTER AT A GLANCE

**DEFINITIONS**

The definition of community is linked to its construct. Community is a set of descriptions of what is implied.

Robert Bellah (1985) defines community as : "A community is a group of people who are socially interdependent, who participate together in discussion and production, and who share certain practices that both define the community and are nurtured by it."

Bryon Munon (1968) defines "A community is a relatively self-sufficient population, residing in a limited geographic area, bound together by feelings of unity and interdependency."

Both of these definitions give us a solid start in thinking about communities in our lives.

The other two scholars C. Farrington and E.Pine defines community "As group of people lined by the communication structure supportive discussion and collective action."

Dictionary.com has many meanings on the term community. The meanings that are closest to social worker's profession are as follows:

*(i)* A social group, whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.

*(ii)* A locality inhabited by such a group.

*(iii)* A social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists (usually preceded by the) : the business community; the community of scholars.

**Virtual Community**

A virtual community is a group of people who share common interests, feelings or ideas, or pursue similar goals over the Internet or over any collaborative network. Social media is the most common vehicle for this sharing and interaction, which can potentially transcend geographical boundaries, race, culture, political views and religion when people are connected by another common interest or agenda. One such example is the case of village blogs created by villagers in Goa to tackle the powerful mining lobby.

**UNDERSTANDING COMMUNITY**

Communities come in an infinite number of shapes, social arrangements, population and compositions. The social relationships and shared perceptions transcend time, structure and location. The basis of communal

life and the shared perceptions and common interests of its members are the glue that bonds the community into a coherent unit. Such communities are not tied to a single location or physical structure.

### Community Construct: Sociological Insights

Gemeinschaft and Gesellschaft, which can be generally translated as "Community" and "Society" respectively, are two sociological categories introduced by German sociologist Ferdinand Tönnies.

Gemeinschaft describes groups in which the members attach as much, if not more, importance to the groups itself as they do to their own needs. Gemeinschaft can be based on shared space and beliefs, as well as kinship. Gemeinschaft is characterized by ascribed status.

Gesellschaft refers to groups in which associations never take precedence over the interests of the individual.

Gesellschaft, unlike Gemeinschaft, places more emphasis on secondary relationships rather than familial or community bonds, and it entails achieved, rather than ascribed, status.

A normal type is a purely conceptual tool that makes use of logic and deduction, as opposed to Max Weber's ideal type, which is a framework used to understand reality that draws on elements from history and society.

Community is also seen as: *(a)* shared physical thing or geographic community, and *(b)* community based on shared interest or identity or functional community.

### Community as Bounded by Geographical Space

Brueggemann (2006) contends that community needs to be embodied to have existence. By that he means that community must be identified with a physical space that symbolizes the community for its members, and for those who are not part of the community. This might be a territory with clearly defined boundaries, such as a town or municipality-sometimes referred to as a locality based community. Community can also be termed under the segment of geographical communities which includes *chaupal*, temple, mosque, *satsang*, church, etc.

### Communities of Interest

These are the communities where the membership is based not on shared physical space but on shared interests or characteristics. A community of interest is a community of people who share a common interest or passion. These people exchange ideas and thoughts about the given passion, but may know little about each other outside of this area. Participation in a community of interest can be compelling, entertaining and create a 'sticky' community where people return frequently and remain for extended periods. Frequently, they cannot be easily defined by a particular geographical area. For instance, one can refer to the caste *Mahapanchayats* that are a way to foster community identity and to protect community interest. Similarly communities can be formed of alumni associations and old boys/girls associations. Thus, community workers sometimes work with functional communities such as the child labour, the sex workers and so on for their betterment.

In other words, a community of interest is a gathering of people assembled around a topic of common interest. Its members take part in the community to exchange information, to obtain answers to personal questions or problems, to improve their understanding of a subject, to share common passions or to play. Communities of interest sometimes overlap with locality based communities as when a residential area contains a high proportion of people of the one particular society and community. This often develops more realistic interventions plans that connect the various levels of human interaction, micro to macro.

### Community Construct: Social Work Perspective

Kirst-Ashma (2008) suggests that community theories in the three frameworks. These are:

(i) As a social system,
(ii) As an ecological system, and
(iii) As a centre for power and conflict.

Let us discuss each of the above.

**Community as a Social System:** General Systems Theory is one such framework, and though well known and highly regarded, the use of this approach remains limited. It is used by the social workers to understand many of the phenomenon's related with the field of the social work. The following account provides a brief description, with some ideas that may be useful to social change agents.

General Systems Theory at a simple level can be defined as: elements, which are in exchange, and which are bounded. These components constitute a "System", which functions or operates within a field or an environment. Elements can be virtually anything you wish to label as such, the exchanges are any relationships that exist between elements, and the boundary is what you can see, hear, feel, or sense that separates "System" from the background or environment.

Five major functions are said to be associated with the various social units and systems are production-distribution, consumption, socialization , social control, social participation and mutual support.

**Community as an Ecological System:** In this community is seen as having close relation with the environment in proper manner. These exchange relationships occur between the various parts of the community within the system. There is a definite interdependence between various parts so that equilibrium is achieved. The physical features and the locations specific groups and location of resources is determined by the social dynamics related with the community.

This perspective also enables the social workers to understand the community structures emergence through dynamic processes of :

- Competition
- Centralization
- Concentration
- Dominance
- Succession
- Segregation

The aforesaid features can be explored over the time by using the Geographical Information Systems in the spatial distribution, concentration of resources and amenities juxtaposed with the location of the communities.

**Community as a Seat of Power and Conflict:** The social systems and sub-systems of community have their functional role cut out for them. The conflicts of interests and disagreements as well as domination are not emphasized. Across three studies, we find that political careers are viewed as fulfilling power-related goals, such as self-promotion and competition. We connect these goals to a tolerance for interpersonal conflict and both of these factors to political ambition. Women's lack of interest in conflict and power-related activities mediates the relationship between gender and political ambition.

Community decision-making is based on a shared commitment to achieving concrete improvements in child, family and neighbourhood conditions, and to building local capacity and accountability to sustain those results.

Some groups often based on social class, caste, religious, linguistic and regional affiliations dominate over other groups. Sometimes the conflict is resolved in favour of the marginalized, aided by the institutional presence of law, judiciary and administration and at all other instances conflict is resolved in favour of the powerful. Caste and communal riots are an extreme form of those conflict positions.

## CHARACTERISTICS OF A COMMUNITY

Community can be seen to have the following characteristics:

**(1) Human Scale:** Communities have individuals engaging in face-to-face interactions. Human scale is one 'which can readily be controlled and used by individuals'. People in the community either know one another or are able to get to know each other if need be.

**(2) Identity and Belonging:** A sense of belonging, in terms of the individual feeling secure within the group is valued and important. Community members are obligated to contribute to the life of the community through participation in some activities and assistance in maintaining the structure of the community.

**(3) Obligations:** In a popular contemporary perspective on community development, Ife offers a definition of community that is suitable to the purposes of the present study. This merges ecological and social justice principles into five key principles with which to define community and the ideology and practices appropriate to community reform. These are human scale, identity and belonging, obligations, gemeinschaft, and culture.

**(4) Gemenischaft:** Gemeinschaft structures and relationships mean that people relate to each other as 'whole' beings rather than representatives of roles or categories. Through this, personal growth is enhanced, and the full spectrum of community members' skills and abilities are fully utilised to the benefit of the community.

**(5) Culture:** Linked to this is the 'valuing, production and expression of a local or community-based culture' which is uniquely associated with the community. Thus, this encourages a diverse, democratic and participatory people to produce, as well as consume and culture.

## PLACE OF COMMUNITY WORK WITHIN SOCIAL WORK PRACTICE

The community work aspects are looked after by traditional institutions within Indian society, there are causes of concern related to the inequality and injustice that are located within the social structure. The development of the community work can be seen from two perspectives. One from its relationship to the history of social work as a profession and the other from the variety of community intervention methods which are followed by the scholars.

**Historical Perspective**

To learn the relationship of history of social work as a profession we need to trace the history of social work profession in America and Great Britain.

Social work in the 19th century era is comes with the broader setting than casework. The settlement movement and charity organization society movements formed the context for the development of social work as a profession.

Reform movements to change the situation of the distressed were at the heart of community development and organizing efforts. In the settlement houses in America Reform movements to change the situation of the distressed with the help of the social and charity organization societies.

In the country like America it was initially focused on the educational and recreational needs of the communities served, and later expanded into many other activities such as providing the housing and legal advice to the masses. All these activities are comes in the segment of 'group work'.

Rapid developments of community councils in the year 1920s and the 1930s paved the way to conceptualize community organization practice and social planning in particular. They mainly focus on the improvements of health and welfare programmes and further related with the balancing of community needs and resources. There is also one essential aspect that community organization processes containing the technical skills and knowledge as well as the social goals and the value stance.

Baldock (1974) has summed up the historical development in UK by dividing it into four phases. During this period the community work was mainly seen as a method of social work. It was considered as a process of helping the individuals to enhance their social adjustments.

Community organization as a method of social work emerged in Great Britain with the growing dissatisfaction of casework due to following reasons:

*(a)* The deficiencies of case work, as a method of social work is one of the major force in the development of community organization.

*(b)* Increasing knowledge and understanding of the nature of informal caring systems and other forms of voluntary action.

*(c)* The influence of the pioneers in the community based teams.

*(d)* The impact of cut-backs in local government spending.

*(e)* Political changes on both right and left which for different reasons have favoured the introduction of policies of decentralization.

**Purposes of Intervention**

The purposes of community work vary with the issues of each community that are the focus. Another development in the history of community development is seen in the wake of World War II. Wartime needs were very special and crucial. During this time many councils and community war services came to the forefront. The purposes of community organization are therefore said to be not uniform but as the reflection of diverse purposes of groups, organizations and movements.

Indian society is multi-cultural and represents a diverse reality that had seen practice of community interventions stemming from various social, religious and political movements. In India, the very concept of charity is deep rooted in the religious philosophy.

A major purpose of community work practice is concerned with improving the way in which social welfare services are organized with the targeted population being involved in the solutions to their problems. Hence, their participation is a key factor in this regard. Participation and self-help are key concepts in the community work.

**Social Action as Part of Community Work**

Here the objective is not specific and direct problem solving but the organization of a population to obtain resources and power that it did not have before. This may take form of bringing pressure upon existing social institutions, With the objectives are very clear and precise the development of new channels of representation whereby the voice of the groups previously excluded may be heard in the decision-making process.

The enabler role for a community worker made it possible for it to find a place for community work within the general framework of professional social work. The community worker would also assist the people to clarify their problems, identify their needs, and develop the capacity to deal with their own problems more effectively.

**Community Development Approaches**

Community Development is itself a complex process which is related with the dilemmas and problems which require unique and creative solutions. Models of community work are thus valuable if they provide frameworks within which can solve all the