



मनुष्यवती भूमिरर्थः

**Arun Jaitley**

**National Institute of Financial Management**

(An Autonomous Institute of Ministry of Finance, Government of India)

# Course Handbook & Syllabus



**32<sup>nd</sup> PTC  
2025**

# CONTENTS

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About The Institute	1
Training Programmes at AJNIFM	2
General Information	3
AJNIFM Library	7
Computer Facilities	8
Sports Facilities	10
Rules for using Sports Facilities	10
Training Schedule and Regularity in the Class	10
Class Representative	11
Attendance and Leave Rules	11
Disciplinary Authority	12
Examinations	12
PTC-LMS (Learning Management System)	12
Programme Calendar	13
Syllabus of 32 <sup>nd</sup> PTC	14-41
Faculty	42

## ABOUT THE INSTITUTE

The Arun Jaitley National Institute of Financial Management (AJ-NIFM), a Central Training Institute specializes in capacity building of Government Officials in the fields of Public Finance, Financial Management, Public Policy, Financial Markets and other related areas for promoting highest standards of professional competence and practice. AJNIFM is ranked 'अति उत्कृष्ट' among the CTIs of India by CBC-NABET.

AJ-NIFM was set up in 1993 as an Autonomous Institute under Ministry of Finance, Government of India. To begin with, it was mandated to train the officers recruited by the Union Public Service Commission (UPSC) through the Civil Services Examination and allocated to the various organised Group 'A' Accounts and Finance services responsible for managing senior and top management position dealing with accounts and finance in the Government of India. In due course of time, AJ-NIFM has become a premier resource center to meet the training needs of the Central Government for their senior and middle level officers. AJ-NIFM also caters to the State Government, Defense establishments, Autonomous Bodies and other Financial Institutions for their capacity building and research requirements.

AJ-NIFM plays a pivotal role in governance and administrative reforms by providing a platform for interaction, exchange of ideas, and experience among officers from various central services, state government services, and personnel of civil and defense establishments.

Apart from capacity building, AJ-NIFM is also engaged in research studies in the areas of public finance, financial markets, financial management, public procurement, and other issues related to public finance, public policy, and delivery systems. The outcomes of such research studies are published and disseminated through Research Papers, Journals and Books.

AJNIFM also undertakes various consultancy projects relating to its domain viz., monitoring and evaluation of various government schemes, third party evaluations, writing of policy documents, manuals etc.

**The Union Finance Minister, Government of India is the President of the AJ-NIFM Society. The Secretary (Expenditure), Government of India is the Chairman of the Board of Governors (BoG).** The Director, AJ-NIFM is responsible for the administration and academic programs of the Institute. AJNIFM has a distinct advantage of an amalgamation of faculty from academics, industry experts and Government.

AJNIFM has five functional verticals:

- Capacity Building
- Award of Degrees / Diplomas
- Research & Publications
- Consultancies
- Innovation.

## **TRAINING PROGRAMMES AT AJNIFM**

The approach of AJNIFM is to impart multifaceted training in various aspects of financial management, budgeting, accounting, auditing, public procurement, and information technology keeping in view the fast changing economic, commercial and technological environment. The focus is on practical applications, including use of IT.

### **1. PROFESSIONAL TRAINING COURSE (PTC)**

AJNIFM provides professional training to the Officer Trainees of organized Central Finance & Accounts Services who are responsible for the management of Finance, Accounts, Costing and Audit functions in the Government of India. The duration of the Professional Training Course is 26 weeks, divided in two modules of 13 weeks each with a total of 36 credits. PTC is the Flagship programme of AJNIFM, started in 1994.

### **2. MASTER OF BUSINESS ADMINISTRATION (FINANCE):**

MBA (Finance) is a two-year full time residential programme. The programme is recognized by Jawaharlal Nehru University, New Delhi. The programme is open for Government officials and also fresh graduates desirous of a career in the financial sector. The MBA (Finance) programme has been designed with the objective of developing trained professionals in the financial sector capable of occupying positions of responsibility in regulatory bodies, market intermediaries, banks, mutual funds, asset management companies, stock exchanges, commodity exchanges, and similar organizations in private and government sectors.

### **3. MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT):**

MBA (FM) is a two-year full-time programme. This programme is also recognized by Jawaharlal Nehru University, New Delhi. The programme is open to the officers at middle and senior levels, working with central and state government including defence services, public sector undertakings and autonomous organizations/ bodies. The programme is designed to enable the senior officers/ executives of the government to meet contemporary challenges in Financial Management including Public Financial Management.

### **4. POST GRADUATE DIPLOMA IN GOVERNMENT ACCOUNTING & AUDIT:**

The Post Graduate Diploma in Government Accounting & Audit Programme is a one-year programme designed to upgrade the technical skills of officers from the office of the CGA, CGDA, Dept. of Telecom and other organized accounting services of the various government departments in the areas of accounting, internal audit, information technology, general management, etc. and improve their soft skills.

### **5. DIRECTORATE GENERAL RESETTLEMENT (DGR):**

The Directorate General Resettlement (DGR) and AJNIFM has signed MoU wherein a 06 months certificate course in Business Management for retiring officers from Tri-services of DGR will be conducted at AJNIFM every year. Course aims to equip the officers with the necessary skills and knowledge required for transition successfully from Defence environment to a career in Corporate World.

## **6. CAPACITY BUILDING PROGRAMMES / MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)**

AJ-NIFM conducts many capacity building short-duration Management Development Programmes (MDPs) / Executive Development Programmes (EDPs) in various areas of public finance viz expenditure management, revenue management, debt management, budgeting, public financial administration, financial management, accounting, internal audit, procurement, GST, IT, HR etc.

The PTC of AJNIFM also falls under Capacity Building Programmes. The officers of Indian Economic Service (IES), Indian Statistical Service (ISS), Indian Telecom Service (ITS), other central government services, state government services, PSUs, municipal corporations, autonomous institutes and bodies participate in these MDPs/EDPs.

AJ-NIFM also conducts a few programmes under ITEC initiative of Ministry of External Affairs with participation of officials from many developing countries.

Besides, AJ-NIFM also organizes a few mid-career training programmes (MCTPs) for officers of participating services with international attachments.

## **GENERAL INFORMATION**

### **THE CAMPUS**

The Institute is located on a plot of land measuring over 40 acres on the Pali Road, Faridabad, Haryana. The Institute building is beautifully landscaped, with a unique architectural design. Its sprawling lush green lawns, luxurious green cover around with perennial shrubs, flowers and trees make the campus an ideal place for serious studies as well as recreation in the midst of nature. The institute has undertaken many ecofriendly and green initiatives.

### **ACCOMMODATION**

The Institute has two hostels namely Ganga and Yamuna, each having 182 & 96 rooms respectively. The officer trainees are accommodated in Yamuna Hostel.

- Lodging (staying), Boarding (including food) and power consumption for Air Conditioners would be charged extra from individual Officer Trainees as per actuals.
- Daily newspapers/magazines are available for reading at the Yamuna Hostel Reception.
- Five fully automatic Washing Machines have been installed in the First Floor and 2<sup>nd</sup> Floor of Yamuna Hostel near Room No. 2108 & 3108 for use by the Officer Trainees.
- Ironing Boards & Irons are also available for use by the officer trainees.
- Microwave and Induction cooktop are also available for use by the officer trainees.
- Reverse Osmosis Water Filters are installed in the Hostel. Officer Trainees are advised not to drink unfiltered water.
- TV, Music System (Home Theater) are available in the lounge meant for officer trainees of PTC in the basement of the Yamuna hostel.

## **HOSTEL RULES**

1. Training Course is a residential programme and Officer Trainees are not permitted to stay out of the campus without permission of the Course Director.
2. Officer Trainee's Guest can visit between 5:00 PM to 7:00 PM. AJNIFM reserves the right of admission to the Hostel. No guest can stay beyond 7:00 PM in the Hostel. If found otherwise disciplinary proceeding may be initiated against the Officer Trainee.
3. **Officer Trainees are not permitted to have their guest, relatives and friends staying with them in their allotted rooms. They are required to inform at least 03 days in advance for booking of guest room for their family members/blood relations on payment basis. Married Officer Trainees will be permitted to accommodate their spouse in Ganga Hostel (Family Accommodation) subject to availability and payments therefor.**
4. Hostel residents will be responsible for any loss or damage caused to the property of the Institute, whether movable or immovable, either by themselves or by their relatives or visitors.
5. The residents are expected to allow employees of the Hostel Administration to access their rooms for cleaning, repair, and maintenance and security purposes.
6. The residents are not allowed to assign any personal work to the employees of the Hostel.
7. **In order to conserve energy & water and avoid waste, the residents are expected to switch off the lights, fan etc. and turn off the bathroom and washbasin taps after use. They should put the Main switch off while leaving their room. Consumption of Power charges will be paid by the Officer Trainee as per actual.**
8. Any music system or electrical appliance, which causes disturbance and inconvenience to others, will not be allowed in the Hostel premises.
9. Electrical appliances such as TV, Fridge, etc. cannot be installed in the allotted rooms by the Hostel inmates. Pets are not allowed in the Hostel.
10. **Officer Trainees who have been permitted station leave by the Programme Director must inform the Hostel In-charge before leaving through movement register kept at Hostel reception in which Departure and Arrival time will be recorded. Officer Trainees are not expected to stay outside the Hostel overnight without prior permission of the Programme Director.**
11. Particulars of all motor vehicles (cars, scooter, motorcycle) owned by Residents of the Hostel must be intimated to the Hostel In-charge. Their parking in the Campus will be the sole responsibility of the owner. AJNIFM will be in no way responsible for any loss.
12. The residents should take care of their personal belongings. In case of loss of key of room, amount of the same will be chargeable for replacement. The residents are advised **not to** keep cash and valuable in their rooms. The Institute will not be responsible for any loss or damage in this regard.
13. Officer Trainees are discouraged from giving tips to the employees as they are paid for their duties.
14. **Consumption of alcoholic drinks, narcotics or any kind of intoxicant is strictly prohibited in the Hostel premises. Those found violating this rule are liable for disciplinary action by the Competent Authority.**
15. Officer Trainees can use pantry at old Hostel mess to cater to their small requirements on payment basis. A shop for buying daily need items is also available at Ganga Hostel.
16. For any assistance Officer Trainees can contact Officer In-charge (Hostel).

**HOSTEL**

**Do's & Don'ts**

	<b>Do's</b>	<b>Don'ts</b>
1.	Hostel Accommodation is meant for Officer Trainees of various residential training programmes and other institutional guest. (Guests can be accommodated in guest accommodation with prior permission as per Hostel Guidelines.)	Accommodate your guests in your allotted room.
2.	Keep your room locked at all times while moving out.	Play loud music, party inside the room/hostel premises without permission.
3.	Read the notice board (both at the Administration Block and the Hostel).	Create disturbance in the corridors.
4.	Enter your complete details in the in-out register.	Smoke, consume alcohol or indulge in substance abuse.
5.	Keep your contact details updated in the Hostel records.	Keep valuables or heavy cash in your rooms.
6.	Follow the Student Hand Book/Hostel Rules and Regulations.	Damage hostel property or assets.
7.	Keep your rooms/washrooms/common area neat and tidy at all times.	Stay outside NIFM Campus without Permission / Leave.
8.	Dress appropriately at all times.	Light lamps/candles, carry crackers or burn/burst crackers in and around the hostel premises.
9.	Hostel Personnel provide round the clock assistance through reception. Therefore, all the inmates are requested to make use of assistance.	Waste water or electricity. Cook inside the rooms.
11.	Contact Official Hostel In charge/ Warden in case of any problem/ emergency.	Be inappropriately dressed outside the hostel room/or in dining room/or in common area.

**List of items in Yamuna hostel for the participants**

<b>S.No.</b>	<b>Name of Item</b>	<b>Quantity</b>	<b>Remarks</b>
1	Cot	2	
2	Mattress	2	
3	Pillow	2	
4	Pillow Cover	2	Change of Linen once in a week and/or as per requirement
5	Bed Sheet	2	Change of Linen once in a week and/or as per requirement
6	Blanket/Quilt	1	
7	Towel	1	Change of Towel twice in a week

8	Study Table	1	
9	Study Chair	1	
10	Easy Chair	1	
11	Electric Kettle	1	Tea Material as and when required
12	Water Jug	1	
13	Glass	1	
14	Coaster	1	
15	Wall Clock	1	
16	Curtain	3	
17	Hangers	4	
18	Bathroom Mat	1	
19	Bathroom Slippers	1	
20	Waste-Paper Basket	1	
21	AC with Stabilizer	1	
22	Bucket	1	
23	Mug	1	
24	Patra	1	
25	Bathing Soap	1	Once on arrival
26	All Out machines with refill	1	as and when required
27	Room Air Freshener	1	as and when required

### **OFFICERS' MESS**

The Officers' Mess in basement of Yamuna Hostel is dedicated for Officer Trainees of PTC. The mess food is provided by a contractor.

The Officer Trainees are expected to strictly observe the meal timings and should take Breakfast, Lunch, and Dinner in the Mess only. Officer Trainees have to pay for the meal charges for the full month, i.e. charges to be paid on monthly basis for all meals. Only 4 days Mess-off will be permitted in a month on sanctioned Earned Leave/Medical Leave. Single meal off will not be permitted. Cooking of any food item in the hostel room is not permitted.

Catering facilities are available in the Dining Hall as per timings given below:

- |    |             |                    |
|----|-------------|--------------------|
| a. | Morning Tea | 6.00 AM to 6:30 AM |
| b. | Breakfast   | 8.00 AM to 9.30 AM |
| c. | Lunch       | 1.00 PM to 2.30 PM |
| d. | Dinner      | 8.00 PM to 9.30 PM |

### **MEDICAL SERVICES**

A Medical Officer (presently Dr. C. B. Gupta) visits the hostel every day from 2 pm to 3 pm at Room No. 123 (except holidays and Sundays) to provide medical services to the participants at certain specified hours. He can also be contacted at odd hours in case of emergency on Mobile No. 9810632880. Serious cases are referred to the empaneled Hospitals on the advice of Dr. C. B. Gupta. Ayurveda Doctor will also be available in Room No.123 on Tuesday between 4:00 to 6:00 p.m.

## AJNIFM LIBRARY

AJ-NIFM Library is committed to providing widest possible access to information and this commitment is reflected in the range of services provided by it. Its website <https://library.nifm.ac.in/> is linked to various online databases that are available from any device within the institute network. The Library work tirelessly to fulfill its mission to address the interests and needs of the institute, students, and participating members by providing and maintaining access to a collection of materials and electronic resources that addresses the interest and needs of the institute/library members. AJ-NIFM Library is fully automated and has a collection of over 38,800 books on Finance, Management, Economics, Public Policy, Financial Management, Accounting, Computer and Taxation etc. In addition, AJ-NIFM library has invaluable collection of books on literature, fiction, etc., both in English and Hindi.

The library holds a rich collection of electronic resources which include different type of full-text on-line database(s) related to Social and Management Science covering more than 5000 Journals/Periodicals and E-books on different subjects. AJ-NIFM library also subscribes to Company and Industrial Database, and Socio-economic database for their users. The library is also providing different type of services viz circulation, reading facilities, mail alert service, reference and information service, database search service, document delivery, inter library loan, photocopying, orientation programs, Online Public Access Catalogue (OPAC), Current Awareness Services (CAS), and Research Assistance Service.

AJ-NIFM Library is a member of DELNET (Developing Library Network). It provides access to more than 3.5 crore records comprising of books, E-Journals, E-books etc. to facilitate their users/researchers.

### Resources

#### 1. Print

Print	Resources
Books	38877
Bound volume of periodicals	3422
Current subscribed journals	67
Non-book Materials	3377
Newspapers	22
Magazines	21

#### 2. E-Resources

E-Books	
McGraw Hill	<a href="https://bookshelf.vitalsource.com/explore">https://bookshelf.vitalsource.com/explore</a>
Kopy Kitab	<a href="http://ajnifm.kopykitab.com">http://ajnifm.kopykitab.com</a>
Pearson	<a href="http://elibrary.in.pearson.com">http://elibrary.in.pearson.com</a>
Sage Publishing	<a href="https://etext.sagepub.in/etext">https://etext.sagepub.in/etext</a>
Full Text Database	
J-Gate Social & Mgt. Sc.	<a href="https://jgatenext.com/">https://jgatenext.com/</a>
EBSCO: Business Source Elite	<a href="http://search.ebscohost.com">http://search.ebscohost.com</a>
JSTOR	<a href="http://www.jstor.org/">http://www.jstor.org/</a>
Sage Journals (29 Journals)	<a href="https://journals.sagepub.com/">https://journals.sagepub.com/</a>
Statistical Database	
CMIE Prowess IQ (CMIE)	<a href="http://prowessiq.cmie.com/">http://prowessiq.cmie.com/</a>
Economic Outlook (CMIE)	<a href="https://economicoutlook.cmie.com/">https://economicoutlook.cmie.com/</a>
IndiaStat (Single User)	<a href="http://www.indiastat.com">www.indiastat.com</a>

<b>Bibliographical Database</b>	
DELNET	<a href="https://discovery1.delnet.in/">https://discovery1.delnet.in/</a>
ISID Research Reference	<a href="https://db.isid.org.in/login">https://db.isid.org.in/login</a>
<b>Library Website</b>	
On-line Public Access Catalogue (OPAC)	<a href="https://library.nifm.ac.in/">https://library.nifm.ac.in/</a>

**Library Timings:**

Monday to Friday	09:00 am to 09:00 pm
Saturday	10.00 am to 05.00 pm
Sunday and Gazette Holidays	Closed

**COMPUTER FACILITIES**

**1. IT Infrastructure:**

(i) **Computer Labs:** The institute has three “*State of the Art*” Computer Labs. The computer Lab-1 and Lab-2 have a seating capacity of 55 and 62 persons respectively which are used for conducting online/hands-on classes for Long Term Courses, Management Development Programme and other short duration programmes. The third computer lab is a small computer lab with a seating capacity of 19 being used for research and practice purposes. All the labs have good quality Multimedia projectors for conducting practical classes. There is a heavy-duty network printer installed in each lab.

(ii) **Server Room:** There is a dedicated Server Room wherein all the servers have been installed together on different shelves in a closed server rack and are managed through KVM switch. To protect the network by filtering traffic and blocking outsiders from gaining unauthorized access to the user data, a Fortigate 400E firewall is mounted in an open rack which is further connected to all the manageable L3 & L2 network switches in the same rack. From these switches, the connectivity has been extended to all the buildings through fiber cable.

**Desktops and Printers:** There are total 283 personal computers available in the institute, out of which 130 desktops are installed in three computer labs. The Computer Lab-2 has newly purchased HP Pro One 440 G9 All-in-One desktops, Computer Lab-1 has Lenovo M910Z All-in-one desktops whereas Lab-3 has Lenovo M93p desktops. All the faculty and other staff members of the institute are issued desktops for carrying out their office work.

The institute has 74 laser printers available in IT inventory comprising of multi-function (monochrome and color) printers, heavy duty network and normal duty standalone printers. All the faculty members and some dept. have been issued multi-function printers.

**2. Internet Connectivity:**

We are connected to the National Knowledge Network (NKN) of 1Gbps, a state-of-the-art multi-gigabit pan-India network, meant for providing a unified high speed network backbone for all knowledge related institutions in the country. Additionally, the institute has another internet connectivity of 250 Mbps from M/s BSNL to meet the redundancy in internet services.

The institute has robust LAN and Wi-Fi infrastructure that brings all the buildings (Admin building, Ganga Bhawan Hostel, Yamuna Bhawan Hostel, Executive hostel) together through manageable switches which are further connected to NKN through firewall to cater uninterrupted internet connectivity to the users. The Internet connectivity has been made available in each and every room of Ganga, Yamuna and Executive Hostels through LAN and Wi-Fi.

### **3. Wi-Fi Connectivity:**

In addition to the wired internet connectivity, a robust Wi-Fi Internet connectivity network established in Admn. Block and Hostels (Ganga, Yamuna and Executive).

### **4. Software:**

The institute has advanced statistical and analytical software like SPSS, Tableau to strengthen its research and consultancy programme. In addition to this, yearly subscription for Google Class Room Hosts have been procured conducting online meetings/classes.

1. Anti-Virus (QuickHeal Seqrite EPTS)
2. Microsoft Power BI Desktop
3. Tableau Desktop Professional Software
4. SPSS 29.0
5. Tally.Net subscription ERP 9.0
6. MS Office 2013
7. JAWS for Windows talking
8. Prowess (Server based)
9. Google Class Room Hosts for online meetings/classes.

#### **Computer Lab-1 (55 users capacity)**

Lenovo M910Z All-in-one Desktop	Intel Core i5-7500, 8GB RAM,3.4 GHz, 256GB SSD, 1 TB HDD, keyboard, USB Optical Mouse, 8X DVD-RW, Windows 10
Printer	HP 3015dn

#### **Computer Lab-2 (62 users capacity)**

HP Pro One 440 G9 All-in-One Desktop	Intel i5-12500, 16GB DDR3 RAM, 512GB SSD, HP 125 Wired Keyboard and Mouse Combo, 5 MP IR camera, Window 11
Printer	HP 3015dn

#### **Computer Lab-3 (19 users capacity)**

Lenovo M93p Desktop	Intel i5, 3.2 GHz with 6MB Cache, 8GB DDR3 RAM, 256GB SSD, 500GB HDD, 18.5" TFT Monitor,104 keys keyboard, USB Optical mouse,6 USB ports, audio ports, 8X DVD Drive, Network card, Windows 10 with Media& Documentation
Printer	HP P1606dn

*The comprehensive information about the institute can be found on the institute's website at <https://www.ajnifm.ac.in>.*

### **SPORTS FACILITIES**

**Indoor games** - The Institute has a fully functional Indoor Sports Complex which includes Billiards, Table Tennis, Squash, Badminton, and other Recreational Facilities.

**Gymnasium facility** - is also available in the sports complex which includes equipment like Treadmill, Cross Elliptical, Cycle, Twister, Six Station Gym Machine, Weights, Dumbles Etc.

**Outdoor games** - Courts for Tennis, Volley Ball, and Basket Ball besides Cricket and Football Ground.

**Yoga/Physical Training (PT) compulsory session** daily in the morning from 6:30 to 7:30 Hrs.

### **Rules for using Sports Facilities**

1. Timings for sports complex in morning is from 6:30 AM to 10:00 AM and in the evening from 4:30 PM to 8:30 PM.
2. It will be mandatory for users to wear sports shoes/sports dress while playing.
3. Membership fee for the Sports Complex is Rs200/- per month or Rs500/- per quarter, however any damage to the material will be recovered.
4. All users must record their entry & exit to the sports complex, in the sports register placed in the sports complex.
5. Facility of the sports coach may be utilized.
6. Sports facilities are available in all days except on National holidays/few gazetted holidays.
7. For Badminton every player must give chance to other players in queue after playing two games.

### **TRAINING SCHEDULE AND REGULARITY IN THE CLASS**

1. The duration of the Course is 26 weeks wherein there will be two modules of 13 weeks each. Each Module will have 220 hours of teaching. Various domestic visits and attachments as listed on page-13 will be conducted during the course. The international visit is subject to the instructions of Government of India.
2. Officer Trainees are expected to observe absolute punctuality and regularity in attendance in all the activities of the Institute including classes, lectures, tests, organized programmes of entertainment, out-door visits, social functions and formal and informal dinners.
3. 75% attendance in each paper and 80% aggregate attendance is the minimum required attendance by every Officer Trainee. Officer Trainees should note that failure to attain prescribed attendance requirements may result in debarring them from appearing at the examinations.
4. Officer Trainees are expected to follow the dress code (Men in formal suit – black, navy blue/dark grey and white or light colored shirt, with neck-tie, and women in Saree or formal suit) for both formal and informal occasions. They will no doubt appreciate that whatever may be the occasion, dressing up properly and elegantly at all times goes to enhance their personality. They are also expected to appreciate that the Institute belongs to them and its dignity must always remain uppermost in their mind.
5. The use of Mobile Phones, Laptops, Tabs and similar electronic gadgets are not permitted in the classroom/lecture halls. OTs found to carry these gadgets may be liable for suitable disciplinary action.
6. Each Officer Trainee will be issued an Identity Card which should be worn as a lapel card. The Identity Card should be shown to the Security personnel when called upon to do so. Loss of the Identity Card should be reported to the Faculty In charge (Administration) / Security Officer immediately. Fresh Identity Card will be issued on payment of Rs 100/-.
7. The interaction of the Officer Trainees shall be with the Programme Director. Officer Trainees may meet the Director AJNIFM in his office after checking his availability with the PS to Director through the Programme Director PTC.

## CLASS REPRESENTATIVE

The Class Representative works as the interface between the Officer Trainees and the course administration. The duties and responsibilities of the Class Representative include:

1. To ensure smooth conduct of classroom sessions: He / She should ensure that the electrical fixtures, the computer, the LCD Projector, the P.A. system etc., installed in the lecture hall are fully functional in the morning. If any of the equipment malfunctions or the designated person does not turn up, it should immediately be reported to the Course Authorities.
2. If a session is to be engaged by a visiting faculty, the Class Representative shall introduce the visiting faculty before the session, unless the Subject Coordinator himself/herself chooses to introduce the Guest Faculty. The Class Representative is also expected to propose the vote of thanks to the Guest Faculty after the session is over. Thereafter, the Guest Faculty has to be escorted to the Subject Coordinator's chamber or has to be seen off, if the Guest Faculty chooses to leave immediately. The Guest Faculty should be seen off up-to flag post in front of the Institute's building.
3. In case, attendance is not taken by the faculty in a session, the Class Representative shall mark the attendance and have it signed by the Subject Coordinator before passing it on to the PTC Cell.
4. To bring to the notice of the course authorities any issue of immediate importance concerning Officer Trainees.
5. Any other duty that may be assigned to him/her by the Programme Director, PTC.
6. The Class Representative shall be appointed by Programme Director, PTC.

## ATTENDANCE AND LEAVE RULES

- The probationers not fulfilling attendance criteria (75% per subject and 80% overall attendance) would not be allowed to appear in the examination and they will have to repeat the module in the next batch, and till such time their probation be extended;
- Probationers who fulfil attendance criteria but could not appear in the examination to take supplementary exams as and when conducted and till such time their probation be extended;
- Probationers who clears UPSC exams and not taking PTC seriously due to expecting change in service, shall not be treated as completed the course;
- Absenteeism to be approved/regularized, otherwise it will be treated as leave without pay and orders of 'dies- non' will be issued besides disciplinary action.

All the classes/sessions of the PTC are mandatory for the Officer Trainees. However, the Officer Trainees will be allowed Casual Leave as per admissibility in case of certain exigencies. Other type of leaves can be availed only after obtaining prior sanction from respective academies subject to requirement of fulfilling the attendance criteria. Leave of any kind needs prior approval of the Programme Director. Application for leave can be submitted one week in advance personally and on the email id: [ptccell@nifm.ac.in](mailto:ptccell@nifm.ac.in)/[ptccellnifm@gmail.com](mailto:ptccellnifm@gmail.com). Unauthorized absence from class will be taken seriously, and may result in deduction of leave/salary and a disciplinary action.

## DISCIPLINARY AUTHORITY

The Disciplinary Authority in case of the disciplinary action for Probationers undergoing PTC training at AJNIFM is as follows:

Category	Appointing Authority	Nature of Penalty	Disciplinary Authority	Appellate Authority
Probationer	Government	Minor Penalty Rule 11 (i to iii) of CCS (CCA) Rules	Director, AJNIFM	Chairperson, BoG

## EXAMINATIONS

Pattern of the Continuous Assessment/End Term Examinations is mentioned below:

- There will be a weightage of 50 percent for Continuous Evaluation and 50 percent for End Term Examination. The continuous evaluation includes quiz, class test, group presentations and assignments.

### Continuous Evaluation Criteria

Sl.	Components	Frequency per Module		Component Marks	
		(for Full Credit Paper-40 hrs)	(for Half Credit Paper-20 hrs)	(Full Credit)	(Half Credit)
1	Quiz (including surprise quiz)	02	01	10	05
2	Class Test	02	01	20	10
3	Group Presentation	01		10	
4	Assignment	01	01	10	10
<b>Total</b>				<b>50</b>	<b>25</b>

- The Officer Trainees, not completing the criteria of 75% attendance in each paper and 80% aggregate attendance will not be allowed to appear for Term End Examination. The Officer Trainees will have to score minimum 40% marks covering both end term paper as well as continuous evaluation and overall pass marks of 50% (taking all papers together in each module).

## PTC-LMS (LEARNING MANAGEMENT SYSTEM)

The Institute has implemented the Learning Management System (LMS) designed to enhance the learning experience. Through this platform, all essential resources such as session schedules, study materials, teaching plans, handouts, faculty information, quizzes, assignments, class tests, and timetables will be seamlessly organized and uploaded. This innovative system ensures smooth course delivery, efficient management, and an engaging learning environment for all participants.

We encourage you to register and create your account as a participant to fully access and benefit from the LMS. Your cooperation in utilizing this platform will contribute significantly to the success of the program and help maintain its high standards of quality.

To access the Portal, please visit <https://ajnifm.online/#>

## Programme Calendar

Total Duration	Duration for Module I	Duration for Module II
<b>26 Weeks</b> [06.01.2025 to 06.07.2025]	<b>13 Weeks</b> [06.01.2025 to 06.04.2025]	<b>13 Weeks</b> [07.04.2025 to 06.07.2025]

Module	Weeks	Dates	Detail	Gazetted Holidays
<b>FIRST</b>	01	06.01.2025-12.01.2025	Classroom Teaching including attachments (06.01.2025 – 30.03.2025)	26.01.2025(Sunday) Republic Day
	02	13.01.2025-19.01.2025		
	03	20.01.2025-26.01.2025		26.02.2025(Wednesday) Maha Shivaratri
	04	27.01.2025-02.02.2025		
	05	03.02.2025-09.02.2025		14.03.2025(Friday) Holi
	06	10.02.2025-16.02.2025		
	07	17.02.2025-23.02.2025	End Term Examination (31 <sup>st</sup> March to 06 <sup>th</sup> April, 2025)	31.03.2025(Monday) Id-UI-Fitr
	08	24.02.2025-02.03.2025		
	09	03.03.2025-09.03.2025		
	10	10.03.2025-16.03.2025		
	11	17.03.2025-23.03.2025		
	12	24.03.2025-30.03.2025		
	13	31.03.2025-06.04.2025		
<b>SECOND</b>	01	07.04.2025-13.04.2025	Classroom Teaching including attachments (07.04.2025 - 29.06.2025)	10.04.2025(Thursday) Mahavir Jayanti
	02	14.04.2025-20.04.2025		
	03	21.04.2025-27.04.2025		18.04.2025(Friday) Good Friday
	04	28.04.2025-04.05.2025		
	05	05.05.2025-11.05.2025		12.05.2025(Monday) Buddha Purnima
	06	12.05.2025-18.05.2025		
	07	19.05.2025-25.05.2025	End Term Examination (30 <sup>th</sup> June to 06 <sup>th</sup> July, 2025)	07.06.2025(Saturday) Id-UI-Zuha
	08	26.05.2025-01.06.2025		
	09	02.06.2025-08.06.2025		
	10	09.06.2025-15.06.2025		
	11	16.06.2025-22.06.2025		
	12	23.06.2025-29.06.2025		
	13	30.06.2025-06.07.2025		06.07.2025(Sunday) Muharram

### Attachments

Following Visits/Attachments are planned:

1.	<b>1 day visit to President's House</b>
2.	<b>1 day visit to Finance Minister/Secretary (Expenditure), North Block</b>
3.	<b>1 day visits to (a) NGO, (b) PFMS, (c) O/o the C&amp;AG of India</b>
4.	<b>3 days PRIDE (erstwhile BPST) for Parliamentary Procedures</b>
5.	<b>1 week domestic attachment to Mumbai (RBI, SEBI, BSE/NSE, NISM and other financial institutions)</b>
6.	<b>1 week training programme on Digital Forensics, Fraud Investigation, Basics of Cyber Security etc. at National Communication Academy - Finance (earlier NICF), New Delhi including one day visit to Industry</b>
7.	<b>1 week training module on 'Public Audit' at NAAA, Shimla</b>
8.	<b>3 days District attachment with Districts of Haryana State</b>
9.	<b>1 week International Attachment to an overseas institute of repute (subject to DoPT's instructions on the foreign attachment). OR/Else 1 week domestic attachment to Goa Institute of Management, Goa</b>
10.	<b>Additionally proposed: 01 week attachment at ISB Hyderabad/Mohali.</b>

# INDEX

## SYLLABUS MODULE – I

Paper Code	Paper	Credits/ Sessions
101	Public Financial Management	3/40
102	Government Accounting System	3/40
103	Financial Accounting	3/40
104	Financial Management	3/40
105	Data Analysis and Decision Tools	3/40
106	Organisational & Individual Behaviour	Non Credit

## SYLLABUS MODULE – II

Paper Code	Paper	Credits/ Sessions
201	Economics, Business and Policy	3/40
202	Cost and Management Accounting	3/40
203	Data Analytics & Use of ICT in Government	3/40
204	Public Policy and Good Governance and Sustainable Development	3/40
205	Public Procurement and Contract Management, including introduction to GeM	3/40
206	Business Communications	Non Credit

## TOTAL CREDITS

	Detail	Credits
Modules	Module I & II	30
Attachments	District Attachment	02
	Paper on Public Audit at NAAA, Shimla	02
	Domestic (RBI & SEBI Mumbai) Attachment	01
	International Attachment	01
<b>TOTAL</b>		<b>36</b>

**PAPER CODE-101: PUBLIC FINANCIAL MANAGEMENT**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	<ul style="list-style-type: none"> <li>• To introduce the basic theory and concepts of public financial management and their relationship to economic growth and development (PFM);</li> <li>• To explain how the concepts of PFM are applied in practice in the Indian context by the Union and State Governments;</li> <li>• To explain the federal financial relations between the Union and the States, with reference to the latest Finance Commission recommendations;</li> <li>• To familiarize the participants to the entire gamut of government finances in India, including investment management and management public sector undertakings of the Union and the State Governments.</li> </ul>	

**Unit I: Overview of PFM: Public Finance - Theory and Concepts: (08 Sessions)**

**1. Introduction to PFM (02 Sessions)**

Need for PFM, Relationship of PFM with Governance; The PFM Objectives; PFM Cycle; Measuring the Efficacy of a PFM System; PFM Institutional Framework; Measuring the Efficacy of a PFM System; Benchmarks of PFM activities; PFM in the Welfare State; Fiscal policy as a driver of Welfare State; Fiscal and Monetary policies; FRBM (Fiscal Responsibility and Budget Management) Act.

**2. Public choice (02 Sessions)**

Provision for social goods, Public Goods and private goods, Merit and demerit goods, Public interest, Marginal social sacrifice and Marginal social benefit, Point of maximum social advantage, Pareto criteria, Maximization of social welfare, Government intervention, Macroeconomic effects of government intervention, Taxation and public choice, Principles and approach to an efficient tax system; Direct and Indirect Taxes; incidence and impact of taxation; Shifting of tax burden; Laffer's Curve; Tax buoyancy.

**3. Public Expenditure (02 Sessions)**

Normative Theories of public expenditure; Public goods approach; Positivist Theory; Keynesian Theory of Public Expenditure; Wagner's law of expanding state activity; Wagner's Squared Hypothesis; Reason's for the growth of public expenditure; Peacock Wiseman Displacement Theories; Role of the State and Leviathan effect.

**4. Case Study (02 Sessions)**

Failure of PFM and consequences; Case Study: Points for reflection.

**Unit II: Government's Fiscal Architecture (08 Sessions)**

**5. Public Financial Architecture (02 Sessions)**

Fiscal Architecture of the Centre and the States - Constitutional provisions, Revenue and Expenditure, Deficits and Borrowings, Niti Ayog, Centrally Sponsored Schemes; Restructuring of the Centrally Sponsored Schemes'; Tax Reforms; GST and implementation issues.

**6. Fiscal and Financial Reporting (02 Sessions)**

Finance Accounts, Appropriation Accounts, Combined Finance and Revenue Accounts; Fiscal Transparency and Marksmanship; Fiscal rules and Fiscal Councils.

**7. Principles of Federal Finance (02 Sessions)**

Federal Financial Relations; Distribution of Financial Powers between Union and States; Finance Commissions, Central Transfers to States, Criteria used for devolution and their critical evaluation; Terms of Reference of the 15<sup>th</sup> Finance Commission; Third tier of government – 73rd and 74th Constitutional Amendments, State Finance Commissions;

**8. Public Debt Management (02 Sessions)**

Public Debt management, Borrowing powers of Union and States; Role of RBI and Ministry of Finance; External Assistance – Monitoring and Management; Borrowing Mechanisms, Debt instruments; Debt sustainability; Outstanding Liabilities -Internal and External Debt, Contingent Liabilities; Public Account and Cash Management.

**Unit III: Budget and Accountability (06 Sessions)**

**9. Principles of Budgeting (01 Session)**

Flow of economic activities and the budget, Principles of Budgeting; Functional and Economic Classification of Public Expenditure; Budgetary Practices and Reforms: Zero Based Budgeting, Performance and Program Budgeting, Outcome Budgeting; Gender Budgeting; Budget as a Strategic Policy Tool.

**10. Budgeting Practices (02 Sessions)**

Constitutional provisions; Expenditure Classification; Different types of budgeting; Preparation, Presentation and Approval of the Annual Budget; Budget execution and control process.

**11. Budget and Accountability (01 Session)**

Budget Transparency, Open Budget Index, Participatory Budget Making, Public Expenditure Tracking, Public Expenditure Review, Challenges in contemporary budgeting processes and civic accountability;

**12. Public Financial Accountability (02 Sessions)**

CAG and Parliamentary Oversight; PAC and COPU.

**Unit IV: Application of Concepts (04 Sessions)**

**13. PFM at the Centre (02 Sessions)**

Resource and Expenditure Management by the Centre, Revenue and Capital Account, Revenue and Capital Expenditure, Committed Expenditure, Fiscal Parameters, Tax and Non-Tax Revenues, Tax: GDP Ratio; Devolution and Transfers, Decomposition and Financing of GFD; The Modified Exchequer Control Based Expenditure Management System; Expenditure Management Commission.

**14. PFM in the States (02 Sessions)**

Management of revenue, expenditure, deficits and borrowings, committed expenditure, Major fiscal indicators to measure the state's financial health, Inter-State Comparisons, Decomposition and financing of GFD, States borrowing from the market despite having high cash balances;

**Unit V: Public Investment Management (06 Sessions)**

**15. Management of Financial Assets by Governments (02 Sessions)**

National Investment and Infrastructure Fund, Indian experience with the National Investment Fund;

**16. Public Private Partnerships (02 Sessions)**

Public Private Partnerships; Other Public Investment Instruments; Case studies.

**17. New Public Management (02 Sessions)**

**Unit VI: Management of Public Sector Enterprises (04 Sessions)**

**18. Central Public Sector Undertakings (02 Sessions)**

Central PSUs and their evolution; Performance of Central PSUs; MoU system; Disinvestment and Privatisation of Central PSUs; Reforming Public Sector Undertakings

**19. State Public Sector Undertakings (02 Sessions)**

Performance of State Public Sector Undertakings; Reforms of State Public Sector; Finance Commission Observations on State Public Sector Reforms.

**Unit VII: Group Presentation and Evaluation (04 Sessions)**

Group Presentation and Discussion of Assignment by Probationers based on the analysis of public financial management by the states / Centre.

**SUGGESTED READINGS:**

**Books:**

- 1) Richard Musgrave & Peggy Musgrave, *Public Finance in Theory and Practice*, McGraw Hill, 2017.
- 2) H L Bhatia, *Public Finance*, Vikas Publishing House, 29th Ed., 2018.
- 3) Bhattacharjee, Govind, *Special Category States of India*, Oxford University Press, 2016  
(Pages: 1-54, 147-165, 260-285, 366-455)
- 4) Bhattacharjee, Govind, *Public Sector Enterprises in India: Evolution, Privatisation and Reforms*, 2<sup>nd</sup> Edition, Atlantic Publishers, 2024
- 5) Bhattacharjee, Govind, *India Resurgent and Resilient*, Ane Books, 2019: (Chapters 1-8, 13, 16, 17, 26, 27)

**Reports**

- 1) *Economic Survey, Govt. of India, 2018-19*, Vol 1, Chapter 6, "How Does Policy Uncertainty affect Investment?"
- 2) *Economic Survey, Govt. of India, 2023-24*, Vol 2, Chapter on "Fiscal Developments"
- 3) Report of the 15<sup>th</sup> Finance Commission
- 4) *RBI Report: State Finances – A Study of Budgets, 2023-24*

**Websites:**

[www.cbgaindia.org](http://www.cbgaindia.org), <https://cag.gov.in>, [www.cga.nic.in](http://www.cga.nic.in), <https://indiabudget.gov.in>

**PAPER CODE-102: GOVERNMENT ACCOUNTING SYSTEM**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the process of compilation of government accounts;</li> <li>• Compile the accounts;</li> <li>• Carryout various adjustments in accounts;</li> <li>• Distinguish between Appropriation &amp; Final Accounts;</li> <li>• Understand the process of compilation of accounts in State Governments &amp; also in ULBs and RLBs;</li> <li>• Know how the IFA system functions in Government;</li> <li>• Be familiar with the contemporary development in India and abroad; and</li> <li>• Compare current government accounts in India with international best practices required and will be in a position to improve system wherever required.</li> </ul>	

**Unit – I**

**Principles of Government Accounting (10 Sessions)**

1. Accounting in Government: History, Constitutional, Regulatory, and Organisational Framework of Government Accounting. Overview of the Principles & Structure of Government Accounts. The concept of Form of Accounts.
2. Cash, accrual and modified accrual system of accounts
3. Accounting Classification System (Chart of Accounts ), GFS Framework
4. Accounting Processes

**Unit – II**

**Features of Government Accounting (20 Sessions)**

1. Fiscal Reporting:
  - i. Monthly Accounts
  - ii. Annual Accounts
    - a) Appropriation Accounts
    - b) Finance Accounts
2. Treasury Single Account, Government Banking and Cash Management through TSA in GOI and States
3. Deficits and debt reporting
4. Accounting of Centrally Sponsored Schemes: Issues and challenges
5. Public Financial management System (PFMS); MIS Reports from ARPIT, PRAKALP and NRTP Portals.
6. Updated Receipt of Payment Rules; Civil Accounts Manual, and salient features P&T, Railways and Defence Accounts Manuals.
7. IFA System and Monitoring of PFM in GOI
8. Compilation of Accounts & Monthly Civil Accounts of the State Governments
9. Reconciliation of Cash balance between RBI & State AGs
10. Data Gap Initiative (G20)
11. Accounting in Local Governments (ULBs & RLBs)

12. Combined Finance & Revenue Account of Union & States
13. Suspense Accounting, Procedure for rectification of errors in Government Accounts (Transfer Entries), Accounting of Public Debt, External Loan Accounting, Reserve Funds (Non lapsable funds), Intra-Government Adjustment Accounts, & Review of Balances, Public works Accounting, Accounting of recovery of over payments, Concept of deduct recovery/receipts, Write-offs, Pro-forma Accounts.
14. User Charges

### **Unit – III**

#### **Government Accounting Rules and Standards (10 Sessions)**

1. Government Accounting Rules
2. Accounting Standards, Role of GASAB
3. International Public Sector Accounting Standards (IPSAS): An introduction and due process followed.
4. Accounting standards issued by IPSAS (a very brief introduction) with specific references to:
  - Cash basis of accounting
  - First time adoption of accrual based accounting
  - Financial statements presentation and accounting policy
  - Financial performance
  - Accounting for assets and liabilities
  - Consolidation
  - Current proposals issued by IPSAS
5. Indian Government Accounting Standards (IGAS)
  - Guarantees given by Governments; Disclosure Requirements (IGAS 1)
  - Accounting and Classification of Grants-in-aid (IGAS 2)
  - Loans and Advances made by Governments (IGAS 3)
  - Foreign Currency Transactions and Loss/Gain by the Exchange Rate Variations (IGAS 7)
  - Government Investments in Equity (IGAS 9)
  - Public Debt and Other Liabilities of Governments: Disclosure (IGAS 10)
6. Indian Government Financial Reporting Standards (IGFRS) (a very brief discussion)
  - Presentation of Financial Statements (IGFRS 1)
  - Property, Plant & Equipment (IGFRS 2)
  - Revenue from Government Exchange Transactions (IGFRS 3)
  - Inventories (IGFRS 4)
  - Contingent Liabilities (other than guarantees) and Contingent Assets: Disclosure Requirements (IGFRS 5)

#### **SUGGESTED READINGS:**

- 1) International Handbook of Public Financial Management by Richard Allen (Editor), Richard Hemming (Editor), B Potter (Editor)
- 2) Rai, Vinod: **Not Just an Accountant: The Dairy of the Nations Conscience Keeper**
- 3) Mishra, Sanjeev: **Just an Accountant: A Memoir of an Indian Civil Servant**
- 4) Premchand, A.: **Effective Government Accounting**; Publisher: Washington IMF, Latest Edition.
- 5) Pant, U.S. and Srivastava, R.S.: **Payment and Accounting System in Government of India**; Publisher: New Delhi Good book Co, Latest Edition.
- 6) Ramanathan, R: **Government Accounting: Principles and Practices**; Publisher: New Delhi Allahabad Law Agency, Latest Edition.
- 7) Relevant IPSAS Publications
- 8) ADB Quarterly Publication, The Governance Unit Strategy and Policy Department, Asian Development Bank Issue 1-2001. The Governance Brief.

**PAPER CODE-103: FINANCIAL ACCOUNTING**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	<ul style="list-style-type: none"> <li>• To understand the role of accounting in making economic decisions and understand the process of accounting</li> <li>• To Understand Accrual Accounting</li> <li>• Understand different accounting terms</li> <li>• Describe the contents and the purpose of different financial statements as per Schedule III of Companies Act, 2013</li> <li>• How to analyze the financial Statement, Purpose of Accounting Standards and Accounting Policies</li> </ul>	

**Unit – I**

**1. Conceptual Framework of Accounting: (05 Sessions)**

- Cash and Accrual Accounting; Users of Financial Statements;
- Capital of a Firm;
- Objectives of Corporate Financial Reporting; Components of Financial Statements;
- Accounting Principles, Concepts and Conventions;
- Qualitative Characteristics of Financial Statements; True and Fair View;
- Need for Accounting Policy and Accounting Standards; Accounting Standard (AS) 1 and IAS 1 on Disclosure of Accounting Policies.

**2. Accounting Records and Systems: (04 Sessions)**

- Journal including understanding of Debit and Credit using the Traditional and Modern Methods and Concept of Real, Nominal and Personal Accounts.
- Ledger
- Trial Balance
- Cash Book and Bank Reconciliation Statement.

**Unit – II**

**3. Balance Sheet: (05 Sessions)**

- Accounting Equation;
- Balance Sheet Structure;
- Assets; Current Assets; Non-Current Assets; Classification of Assets;
- Liabilities; Current Liabilities; Non-Current Liabilities; Secured and Unsecured Liabilities; Classification of Liabilities;
- Accounting Standards i.e. AS-4 and IND AS 10 relating to Contingencies and Events Occurring after the Balance Sheet Date.

**4. Structure of the Statement of Profit and Loss: (04 Sessions)**

- Nature of the Statement of Profit and Loss; Expenditure and Expenses; Income;
- Structure of Profit and Loss Account; Extraordinary Items; Prior-Period Items;
- Accounting Standards relating to Net Profit or Loss for the period; prior period items; and Changes in Accounting Policies.
- Accounting for Foreign Exchange Transactions

### Unit – III

#### 5. Cash Flow Statements: (04 Sessions)

- Preparation of Cash Flow Statement; Presentation of Cash Flow Statement;
- Operating Activities; Investing Activities; Financing Activities; Foreign Currency Cash Flows; and Analysis;
- Accounting Standards i.e. AS and IND AS 7 on Cash Flow Statement.

#### 6. Inventory Valuation: (02 Sessions)

- Nature of inventories;
- Measurement of Inventory Costs;
- Method of record keeping of Inventories;
- Inventory Valuation;
- Net Realizable Value (NRV); and
- Accounting Standards i.e. AS 2 and IND AS 2 on Valuation of Inventories.

### Unit – IV

#### 7. Revenue Recognition: (04 Sessions)

- Income and Revenue;
- Measurement of Revenue;
- Collectability of Revenue;
- Matching Principle;
- Sale of Goods;
- Service Revenues;
- Sales of Real Estate;
- Interests and Dividends;
- Constructions Contracts;
- Expense Recognition; and
- Accounting Standards i.e. AS 9 and IND AS 2 for Revenue Recognition.

#### 8. Asset Accounting (Property, Plant, and Equipment Accounting): (02 Sessions)

- Depreciation Accounting;
- Fixed Assets Accounting including Impairment; and
- Accounting Standard i.e. AS -10 and IND AS 16 on Asset Accounting

### Unit – V

#### 9. Financial Statements of Limited Companies: (05 Sessions)

- Legal Requirement relating to preparation of Financial Statements of Companies (including Schedule III of the Companies Act, 2013);
- Notes to Accounts; Significant Accounting Policies; and
- Other Financial Reports and the contents of Annual Report.
- Standalone and consolidated Financial Statements
- Accounting for joint ventures

#### 10. Analysis of Financial Statements: (05 Sessions)

- Introduction; Tools for Financial Statement Analysis;
- Comparative Financial Statements; Common Size Statements;
- Cash Flow Analysis; and
- Ratio Analysis (Liquidity Ratios, Solvency Ratios, Activity Ratios, Profitability Ratios, Capital Market Based Ratios and Predictive Ratios);
- Accounting Policy and Quality of Earning;

- Potential Red Flags; and
- Limitations of Analysis of Financial Statements.
- Use of MS Excel in Analysis of Financial Statements.

**SUGGESTED BOOKS AND REFERENCE:**

- 1) Ashish Bhattacharya: **Financial Accounting for Managers**, Latest Edition
- 2) D. S. Rawat: **Student Guide to Accounting Standards**, Latest Edition
- 3) Robert N Anthony and James S. Reece: **Accounting Principles**, Latest Edition
- 4) R L Gupta and M Radhaswamy: **Advanced Accountancy**, Latest Edition
- 5) S N Maheswari: **Advanced Accounting**, Latest Edition
- 6) N Ramachandran and Ram Kumar Kakani: **Financial Accounting for Management**, Latest Edition
- 7) R.K. Arora: **Financial Accounting**, Latest Edition

**PAPER CODE-104: FINANCIAL MANAGEMENT**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	At the end of the course, the participants will: <ul style="list-style-type: none"> <li>• Be able to apply the principles and concepts used in financial decision making;</li> <li>• Be able to decide the best course of action among several financial options;</li> <li>• Be able to evaluate different financial products; and</li> <li>• Be able to apply financial concepts and principles in overall management of an enterprise.</li> </ul>	

**Unit – I**

**Financial Management: (10 Sessions)**

- Evolution; Objectives and the issue of sustainability;
- Principles of Financial Decision Making;
- Time Value of Money including MS Excel Application;
- Risk and return trade off; and
- Valuation of Bonds and Shares including MS Excel Application

**Unit – II**

**Investment Decisions: (08 Sessions)**

- Capital Budgeting Decisions; Estimation of Cash flows.
- Appraisal Methods (Payback period, Net Present Value (NPV), Financial Internal Rate of Return (FIRR), Profitability Index, NPV v/s IRR; and Capital Rationing including MS Excel Application.
- Risk analysis in Capital Budgeting (Sensitivity Analysis, and Certainty Equivalent Approach); Real Options in Capital Budgeting;
- Social Cost Benefit Analysis; Economic Internal Rate of Return (EIRR),
- Cost of Capital (the hurdle rate): Meaning and Concept; Calculation of Weighted Average Cost of Capital and Marginal Cost of Capital.
- Overview on NPV and IRR of Government Projects and Big Ticket Infra Projects.

**Unit –III**

**Financing Decisions: (10 Sessions)**

- Sources of Finance; Capitalization; Over and under Capitalization.
- Capital Structure; Theories and Value of the firm – Net Income Approach; Net Operating Income Approach; Traditional Approach; Modigliani Miller Model; Determining the optimal Capital Structure; Costs of Bankruptcy and Financial Distress; and EBIT-EPS Analysis including MS Excel Application, With examples of few large cap companies in India
- Concept of Leverage: Types of Leverage: Operating Leverage; Financial Leverage; and Combined Leverage including MS Excel Application.
- Securitization of Assets

#### **Unit – IV**

##### **Dividend Decisions: (06 Sessions)**

- Dividend Policy: Factors determining Dividend Policy;
- Theories of Dividend- Gordon Model; Walter Model; and MM Hypothesis including MS Excel Application;
- Forms of Dividend – Cash Dividend; Bonus Shares; Stock Split; and Stock Repurchase;
- Dividend Policies in practice;
- Bonus Debenture

#### **Unit – V**

##### **Working Capital Management: (06 Sessions)**

- Working Capital Estimation and Policies including MS Excel Application;
- Relevance of Operating Cycle;
- Cash Management;
- Receivables Management;
- Inventory Management; and Financing of Working Capital.

##### **SUGGESTED READINGS:**

1. Khan, M.Y and Jain, P.K.: **Financial Management**; Tata McGraw Hill, New Delhi, Latest Edition.
2. Pandey, I. M.: **Financial Management**; Vikas Publishing House, New Delhi, Latest Edition.
3. Chandra, Prasana: **Financial Management**; Tata McGraw Hill, New Delhi, Latest Edition.
4. Brealey and Meyers: **Principles of Corporate Finance**: Tata McGraw Hill, New Delhi, Latest Edition.
5. Keown, Martin, Petty and Scott (Jr): **Financial Management: Principles and Applications**; Prentice Hall of India, Latest Edition.
6. Gitman, L.J: **Principles of Managerial Finance**; Addison Wasley, Latest Edition.
7. Vanhorne, James C: **Financial Management and Policy**; Prentice Hall of India, New Delhi, Latest Edition.
8. Kishore Ravi, M: **Financial Management**; Taxman, Latest Edition.

**PAPER CODE-105: DATA ANALYSIS AND DECISION TOOLS**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	<p>The primary objective of this course is to equip students with the fundamental concepts and contemporary tools necessary for effective data analysis and informed decision-making in various business and policy contexts. By the end of the course, learners will:</p> <ol style="list-style-type: none"> <li><b>1. Understand and Apply Statistical Methods:</b> Gain a solid understanding of core statistical concepts, including probability, sampling, estimation, and hypothesis testing, and learn to apply these methods in real-world scenarios.</li> <li><b>2. Master Data Visualization Techniques:</b> Develop skills in visualizing data using Python, R, <i>Tableau</i> and/or <i>Power BI</i> to effectively communicate insights to stakeholders.</li> <li><b>3. Conduct Exploratory Data Analysis (EDA):</b> Learn how to perform EDA using Python to uncover patterns, identify anomalies, and generate hypotheses for further analysis.</li> <li><b>4. Utilize Contemporary Analytical Tools:</b> Become proficient in using modern data analysis tools such as R and understand their applications in solving complex business problems.</li> <li><b>5. Apply Regression and Predictive Modeling:</b> Understand and apply regression analysis, including simple, multiple, and advanced predictive modeling techniques, to forecast trends and make data-driven decisions.</li> <li><b>6. Integrate Big Data Concepts:</b> Explore the implications of big data on sampling and data analysis, including techniques for handling large datasets with tools like Apache Spark and Hadoop.</li> <li><b>7. Implement Hypothesis Testing in Business Contexts:</b> Gain the ability to perform hypothesis testing using both parametric and non-parametric methods, with an emphasis on practical applications such as A/B testing in business decision-making.</li> <li><b>8. Develop Analytical Thinking for Policy and Business:</b> Apply analytical thinking to real-world case studies, understanding the impact of data-driven decisions on policy-making and business strategy.</li> <li><b>9. Enhance Problem-Solving Skills:</b> Build problem-solving skills by working on hands-on projects and case studies, preparing students for challenges in data analysis and decision-making roles.</li> </ol>	

**Unit I: Introduction to Data Analysis and Contemporary Tools (10 sessions)**

- 1. Introduction to Data Analysis:** Importance of Data Analysis in Decision-Making; Overview of Data Analysis Process
- 2. Application of Data Analysis for Policy Makers:** Case Studies on Data-Driven Policy Decisions
- 3. Data Visualization with Contemporary Tools:** Traditional Methods: Scatter Plots, Histogram, Heatmap, Bar Diagram, Box Plot; **Modern Tools:** Introduction to R, *Tableau* or *Power BI*.
- 4. Exploratory Data Analysis (EDA) with Python:** Using Pandas and Seaborn for EDA; Frequency Tables, Cross Tables, Measures of Central Tendency, Dispersion, Skewness, Kurtosis, TabPy Library in Python.
- 5. Introduction to Index Numbers and Time Series Analysis:** Overview of Index Numbers; Basics of Time Series Forecasting with R

### Unit II: Probability, Distributions, and Introduction to Predictive Modeling (05 sessions)

1. **Concept of Probability:** Probability Rules; Bayes's Theorem; Application of Probability in Decision-Making
2. **Probability Distributions:** Common Distributions: Normal, Binomial, Poisson; Mathematical Expectation and Variance; Introduction to Predictive Modeling using Probability Distributions

### Unit III: Sampling, Estimation, and Data Collection Techniques (08 sessions)

1. **Introduction to Sampling:** Methods and Types of Sampling, Data Collection Techniques (Surveys, Web Scraping)
2. **Population Parameter and Sample Statistics:** Sampling Distribution, Standard Error, Sampling Error, Central Limit Theorem; Point Estimates and Confidence Interval for Population Mean and Proportion
3. **Introduction to Big Data Sampling Techniques:** Handling Large Datasets with Modern Tools (Apache Spark, Hadoop)
4. **Biases in Sampling:** Understanding and Mitigating Biases in Modern Data Collection

### Unit IV: Hypothesis Testing and Decision Tools (09 sessions)

1. **Hypothesis Testing Fundamentals:** Steps of Hypothesis Testing, Null and Alternative Hypotheses, Significance Level; Parametric and Nonparametric Tests; Choosing the Right Test
2. **Application of Hypothesis Testing using Modern Tools:** Hypothesis Testing in R
3. **Advanced Hypothesis Testing Techniques:** ANOVA, Chi-square test, Mann-Whitney U Test, Kruskal Wallis Test, and Kolmogorov-Smirnov Test
4. **Introduction to A/B Testing and Business Decision Tools:** Practical Applications in Business

### Unit V: Correlation, Regression, and Predictive Analytics (08 sessions)

1. **Correlation and Causation:** Significance, Types, and Methods of Calculating Correlation; Coefficient of Determination
2. **Regression Analysis using Modern Tools:** OLS Regression in R; Simple Linear and Multiple Regression with Practical Applications
3. **Introduction to Machine Learning in Regression:** Overview of Predictive Analytics, Basic Concepts of Machine Learning in Regression (e.g., Lasso, Ridge Regression)
4. **Fitting Regression Lines, Regression Equation, and Interpretation:** Interpretation of p-values and Standard Error of Estimate

### SUGGESTED READINGS:

- 1) Chou-Ya-Lun: **Statistical Analysis**, Holt, Rinehart and Winston, Latest Edition.
- 2) Hooda, R.P: **Statistics for Business and Economics**, Macmillan India Ltd. New Delhi, Latest Edition.
- 3) Heinz, Kohler: **Statistics for Business & Economics**, Harper Collins, Latest Edition.
- 4) Hien, L.W: **Quantitative approach to Managerial decisions**, Prentice Hall, New Jersey. India, Delhi, Latest Edition.
- 5) Lawrence B.Morse: **Statistics for Business & Economics**, Harper Collins, Latest Edition.
- 6) Levin, Richard I and David S Rubin: **Statistics for Management**, Prentice Hall of India, Delhi, Latest Edition.
- 7) Watsnam Terry J. and Keith Parramor: **Quantitative Methods in Finance**, International Thompson Business Press, Latest Edition.
- 8) Ackoff, R.L. and Sasieni, M.W., **Fundamentals of Operations Research**, John Wiley and sons Inc., New York, Latest Edition.
- 9) Gupta S P: **Statistical Analysis**, Latest Edition.

**PAPER CODE-106: ORGANIZATION AND INDIVIDUAL BEHAVIOUR**

Teaching Sessions	20 Hours
<b>Objective of the Paper</b>	Providing participants the understanding of what shapes the way organisations work. They will be equipped with a better understanding of human behaviour in organisations, and the skills and experience to apply knowledge in real-life situations. This course aims to delve into the impact of three determinants of organizational behaviour: individuals, groups, and structures; with the ultimate purpose of applying this knowledge toward improving the participants’ own understanding of the aspects that motivate employees, increase their performance, and help organizations establish a strong and trusting relationship with their employees.

**Unit I:**

- **Management Functions** in Ministries & Departments, Levels of Management, and Skills needed at different levels; Decision making in Government
- **Organizational Behaviour:** Key elements of OB, Contributing Disciplines to OB, Fundamental Concepts of OB, Approaches of OB, Models of Organisation Behaviour.
- **Dynamics of Group Behaviour:** Determinants of Group Behaviour, Group Cohesiveness.
- **Effective Work Teams:** Types of Teams, Team Development, Team Roles, Team Effectiveness, Developing Team Players, Persuasion and Negotiation in Teams.
- **Individual Behaviour:** Personality Determinants, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Barriers & Measurement; Attitudes: Values, & Emotions; Relating these to the Civil Service Officers
- **Ethics and Human Interface:** Human Values, Aptitude and foundational values for Civil Service, Emotional intelligence-concepts, and their utilities and application in administration and governance, Probity in Governance.

**Unit II:**

- **Interpersonal Relationship:** Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window
- **Motivation at Work:** Content Models of Motivation, Process Models of Motivation, Use of Motivation
- **Leadership:** Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership
- **Stress and Well –being at work:** Introduction, Sources, Reaction and Stress Management Techniques
- **Quality of Working Life:** Characteristics, Elements in QWL, Walton Model of QWL, Advantages; Work place etiquettes; Gender parity & equal opportunity.
- **Organization Change and Development:** Need for Change, Strategies to Overcome Resistance, Process of Change, Meaning and Definition of OD, OD Interventions: Managing Conflict at Work, Organization Culture.
- **HR Audit-** Methodology/Process/Areas
- **Employee Relations Management :** Human Resource Information System
- **Grievance Handling/Redressal**
- **Organizational Discipline**
- **International Organizational Behaviour:** Impact of Culture, Cross Cultural Dimensions

**SUGGESTED READINGS:**

- 1) Griffin & Moorhead (2017), **Organisational Behaviour: Managing People and Organisations** (11<sup>th</sup> ed.), CENGAGE Learning India Pvt. Ltd.
- 2) Luthans, F. (2015), **Organizational Behaviour: An Evidence Based Approach** (13th ed.), McGraw-Hill Irwin.
- 3) Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). **ORGB: A South Asian Perspective** (2n ed.), CENGAGE Learning India Pvt. Ltd.
- 4) Pareek, U. and Khanna, S. (2016). **Understanding Organizational Behaviour** (4th ed.). New Delhi: Oxford University Press.
- 5) Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). **Organizational Behaviour** (16th ed.). New Delhi: Pearson Education.
- 6) Singh, K. (2015). **Organizational Behaviour: Text and Cases** (3rd ed.). New Delhi: Vikas Publication.

**PAPER CODE-201: ECONOMICS, BUSINESS AND POLICY**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	The systematic objectives have been planned for the civil services probationers through teaching and deliberations concerning this paper. This paper intends to sensitize the participants with the contemporaneous concepts and debates in the areas of macro economy and policy environment facing Indian and global business. Through graduated unfolding of the four units of this paper it is targeted that the participants shall be sensitized with basics of microeconomics and macroeconomic perspective in the Indian and global contexts. Further, one of the objectives would be to familiarize the participants with the role and extent of trade in shaping up economic development; knowledge of multilateral agreements in the international trade sphere would be disseminated. Deliberations would be there, capturing the policy perspective w.r.t. the Indian trade, banking and the remaining Indian financial system. Finally the paper would intend that the participants get a holistic perspective on domestic economic with an expansive coverage on primary, secondary and tertiary sectors.	

**Section A: Economics in the Global Perspective**

**Unit I: Conceptual and theoretical understanding (12 Sessions)**

1. Overview of Microeconomics: Laws of supply and demand, elasticity, opportunity cost, market equilibrium and forms of competition.
2. Introduction to macroeconomics: Key macro and micro variables; Inflation and its social costs; hyperinflation; Inflation, unemployment and expectations; Phillips curve; Policy ineffectiveness debate;
3. Fiscal and monetary policies: Objectives and targets; Government's budget constraint; government debt and Ricardian equivalence; RBI and Monetary Policy;
4. Overview of select Economic Growth theories; modern theories of endogenous growth; Open economy models;
5. Measuring the economy: GDP and components, Measurement of GDP; Income, expenditure and the circular flow; Real versus nominal GDP; Price indices; National income accounting for an open economy; Balance of Payments: Current and Capital Accounts.
6. Challenges of Growth: Poverty and inequality; economic inequality, regional disparity, unemployment and jobless growth;
7. Alternative measures of growth.

**Unit II: International Trade and Financial Institutions (08 Sessions)**

8. Overview of select International Trade theories & models like Ricardian trade theory - notion of comparative advantage and gains from trade due to specialisation; Heckscher-Ohlin theory: factor price equalisation; Krugman model; Distributional effects of trade; Trade, production patterns and world inequality; financial instability in a globalised world;

9. Economics and politics of multilateral agreements: Washington Consensus and boost to transnational economic and trade engagements; WTO mechanism;
10. Global and regional economic forums for cross-border business and trade: Regional economic integration; EU, APEC, ASEAN, RCEP, TPP, NAFTA, MILA etc.; Indian perspective;
11. International Financial Institutions: Role of international financial institutions in economic development, forex management and in international trade and business, Financial Stability Board;

### **Unit III: India in the Global Perspective of Business and Commerce (06 Sessions)**

1. India's Trade policy: instruments of trade policy; tariffs, quotas, export subsidies, voluntary export restraints; Political economy of trade policy;
2. Role of financial markets and institutions in India: Financial institutions and market intermediaries; markets, instruments and financial innovations; financial crises; Regulation of financial markets; Regulatory bodies and structures; Financial Stability & Development Council, Financial Stability Reports;
3. Banking and Insurance Systems in India: Indian banking system - Changing role and structure; Problem of twin balance sheets and NPAs; Insurance Sector in India; Banking and Insurance Sector Reforms; NPS & PFRDA
4. Money and Capital Markets in India: Organisation, structure and reforms;

### **Section B: Perspectives on Indian Economy**

#### **Unit IV: Indian Economy (10 Sessions)**

1. India as an Emerging Economy: Major developmental issues and constraints; Economic development and occupational distribution; Experiences of structural changes in emerging economies; Changing profile of GDP and employment in India; Labour force participation - Inter-State Variations;
2. Infrastructure in Indian Economy: Social infrastructure – Education and Health;
3. Indian Agriculture: Reforms in Agricultural Marketing.
4. Indian Industry: Industrial scenario in India; Structure of major industries, Industrial policy, Small Scale Enterprises; Informal Sector and Problems; Technology and Business Interface;
5. Tertiary Sector in Indian economy: India's foreign trade; BoP; SEZ; FEMA and PMLA.

#### **Unit VI: Group Assignments, Presentation and Discussions (04 Sessions)**

#### **SUGGESTED READINGS:**

- 1) Allen Shapiro, Macro-economy (Latest Edition)
- 2) Mishra and Puri, India Economy (Latest Edition)
- 3) Annual publications on agriculture, Industry and Services by The Hindu Group (Latest)
- 4) Annual Report of RBI (Latest)
- 5) Economic Survey (Latest)
- 6) RBI Report on Currency and Finance (Latest)
- 7) World Economic Outlook (Latest)

**PAPER CODE-202: COST AND MANAGEMENT ACCOUNTING**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	<ul style="list-style-type: none"> <li>• To understand the relationship between cost accounting, financial accounting and management accounting</li> <li>• To be in a position to prepare cost sheet and understand its managerial use</li> <li>• To be in a position to apply cost-volume-profit analysis</li> <li>• To understand the Standard costing system and its usage in the organization</li> <li>• To Understand the items of reconciliation for reconciling profit as per financial accounts and profit as per cost accounts</li> <li>• To be able to understand the preparation of both the operating and financial budgets</li> <li>• Provide a conceptual introduction to the contemporary tools of cost management</li> <li>• Develop the ability to apply cost and management accounting tools and techniques in decision making</li> </ul>	

**Unit – I**

**Introduction to Cost and Management Accounting: (06 Sessions)**

- Definition, scope, objectives and significance of Cost Accounting
- Relationship of Cost Accounting with Financial and Management Accounting
- Elements of Costs
- Classification of costs

**Legal Framework of Cost Accounting**

- Provisions relating to maintenance of cost records as per Companies Act, 2013
- Introduction to Cost Accounting Record Rules, 2014
- Cost Audit under Companies Act, 2013
- An introduction to Cost Auditing Standards (CASs)

**Unit – II**

**Cost Ascertainment and Allocation (12 Sessions)**

- Material Cost & control (Including CAS - 6)
- Labour and Employee Costs & Control(including CAS - 7)
- Overheads cost & control (including CAS - 3)
- Case Study

**Unit – III**

**Introduction to Methods of costing (06 Sessions)**

- Job Costing
- Batch Costing
- Contract Costing

- Process Costing (including allocation of Joint Costs)
- Operating Costing or Service Costing
- Case Study on costing methods

#### **Unit – IV**

##### **Cost accounting techniques (10 Sessions)**

- Absorption costing – introduction, importance of allocation and apportionment of cost
- Marginal Costing – Contribution, PV ratio, break-even analysis, Application of Marginal Costing for Decision Making (Make or Buy, Evaluation of Orders, Multiple scarce resource problems, and Product sales pricing)
- Budget and Budgetary Control – Process of budgeting, principal budget factor, flexible budget, zero base budgeting
- ABC- Activity Based Costing
- Using Cost Concepts in Decision Making: Relevant Cost; Differential Cost; Incremental Cost; and Opportunity Cost.
- Case Study on cost accounting technique

#### **Unit –V**

##### **New Developments in Cost and Management Accounting: (06 Sessions)**

- Life Cycle costing;
- Target Costing
- Transfer Pricing;
- Balance Score Card

##### **SUGGESTED READINGS:**

- 1) The Institute of Cost Accountants of India – The Companies (Cost Records and Audit) Rules, 2014
- 2) The Institute of Cost Accountants of India – Cost Accounting Standards
- 3) Pandey I M - **Management Accounting**, Vikas, Latest Edition.
- 4) Vij-**Management Accounting**, Excel Books, Latest Edition.
- 5) Balakrishnan - **Managerial Accounting**, Wiley Dreamtech, Latest Edition.
- 6) Alex –Cost Accounting, Pearson, Latest Edition.
- 7) Khan and Jain - **Management Accounting**, Tata McGraw-Hill, Latest Edition.
- 8) Sinha- **Accounting and Costing for Management**, Excel Books, Latest Edition.
- 9) Horngren et al - **Introduction to Management Accounting**, Prentice hall, Latest Edition.

**PAPER CODE-203: DATA ANALYTICS & USE OF ICT IN GOVERNMENT**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	Today, Digital Governance has transformed the Government functioning towards a participative Government leading to effective service delivery, social inclusion and citizen empowerment. Innovative technologies, evolving business models, Big Data and Cyber Security have further pronounced the need to have a competent team within the Government to achieve intended outcomes of the technology interventions. The Government is overloaded with data and there is an emergent need to build adequate and relevant capacities within the Government to conceptualize, lead, implement, gain-insight and assist in fact-based decision and policy making.	

**UNIT-I (05 Sessions)**

**1. Digital Government**

- Towards Faceless, Paperless , Cashless, SMART Government
- Key features of Digital India
- Financial inclusion through JAM Trinity
- Legal frameworks (IT Act, Data Protection Bill)
- Rise of Big Data & fact based Decision Making

**UNIT-II (10 Sessions)**

**2. Data Science, RDBMS & Analytics**

- Overview, RDBMS, Data Structure, 9-V Data characteristics, Cloud Database, SQL, Authentic Data Repositories, Understanding Analytics, Scope of Analytics in Government
- Tool: Ms-Access/ SQL

**3. Pictorial Representation of Data**

- Introduction to Spreadsheet and its uses, Formulas, Built-in Functions, Analytics on Spread Sheets
  - Pivot Tables, Frequency Tables and Histograms
  - Analyzing Relationship with Scatter plots, Correlations: Indicators of Linear Relationships, Simple Linear Regression
  - Case Studies based on data from data.gov.in, website of various Ministries
- Analytical Tool: Ms-Excel, StatFi

**UNIT – III (10 Sessions)**

**4. Data Governance & Data Analytics through Tableau**

- Tableau Software Ecosystem
- Dealing with Data Quality Problems and Standardization
- Data Cleaning and Transformation
- Workspace Controls, Data Connection, Menu, Leveraging Toolbar Icons

## 5. Visual Analytics

- Building Visualizations with Row and Column Shelves
- Measure Values and Measure names
- Understanding color in Icons and Pills

## 6. Data Mining & Predictive Analysis and Dashboards

- Information Drill Down through Hierarchies & Filters
- Developing an Ad Hoc Analysis Environment
- Trends and Outliers
- Generating New Data and Forecasts
- SMART Dashboards to facilitate Analysis and understanding of information
- Cascading Dashboard Designs to improve load speeds
- Navigation, Embedding a Live Website in a Dashboard

### UNIT – IV (10 Sessions)

#### 7. Data Governance & Data Analytics through AI

- Artificial Intelligence & Power BI
- Data Window, Data Types and Aggregation
- Data Mining & Power-BI Ecosystem
- Trends Analysis & Dynamic Links
- AI Interpretations (Analysis, Summary Report, Delta etc.)
- Predictive Analysis and Dashboards, Developing an Ad Hoc Analysis Environment

### UNIT – V (05 Sessions)

#### 8. Digital Currency, Cyber Security Issues

- Digital Currency
- Block-chain technology
- Cryptography & Public key Infrastructure
- Case studies

### SUGGESTED READINGS:

- 1) Albright Winston Zappe, Data Analysis & Decision Making with Microsoft Excel, Duxbury Press
- 2) Apte D P, Statistical Tools for Managers
- 3) Evans James R, Business Analytics: Methods, Models and Decisions, Pearson
- 4) Joseph Steinber, Cybersecurity for Dummies, Wiley
- 5) Murray G. Daniel, Tableau, Wiley (Big Data Series)
- 6) Muttoo, Gupta, Pal, E-Governance in India- The progress Status, Palgrave Macmillan
- 7) Nippani K S, Murthy B K , Digital India: Governance Transformation, Wiley
- 8) Sekhar, Sahu, Gollamudi, Digital Empowerment (Selected eGovernance Initiatives)
- 9) Data Resource (Indicative):
  - [www.data.gov.in](http://www.data.gov.in), [www.indiabudget.gov.in](http://www.indiabudget.gov.in) and data from website of various Ministries
  - <https://www.indiastat.com/> (AJNIFM Library subscription),
  - [statista.com](http://statista.com), <https://www.kaggle.com/>, <https://data.world/>, [worldstatistics.com](http://worldstatistics.com)

**PAPER CODE-204: PUBLIC POLICY, GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	<ul style="list-style-type: none"> <li>• To understand the entire lifecycle of Public Policy, its formulation, implementation and evaluation</li> <li>• To understand the policy making process as practiced in India</li> <li>• To understand the evaluation of key social sector and infrastructure public policies in India at the national level</li> <li>• To understand the basic contours of Good Governance by way of examples from the national and state level perspective</li> <li>• To understand the institutional framework for fight against corruption in India</li> </ul>	

**Unit I**

**Public Policy: Designing & Implementation (12 Sessions)**

1. **Overview of Public Policy:** What is Public Policy, Social contract between the State and citizens; Typology of public policies – regulatory, distributive, redistributive etc.; Nature and scope of public policy; Public Policy Process Lifecycle; Limitation of public policy.
2. **Models and Approaches of Public Policy:** Rational Policy Making Model; Incremental Model: Simon’s Bounded Rationality Model; Normative Optimal Model; Public Choice Theory; Political Public Policy Approach.
3. **Agencies and Their Role in Public Policy:** Parliamentary democracy and federal structure; Role of intergovernmental relations in public policy; Models of intergovernmental relations; Role of civil society, media and judiciary in public policy - Government-Civil society interface; Role of international organisations in public policy.
4. **Designing Public Policy:** Evidence based Public policy design; Randomised Control Trials- Case studies; Public policy design tools; Constraints in public policy formulation;
5. **Implementation of Public Policy:** Implementation approaches and models; Policy-Action Relationship and Inter-Organisational Interaction models; Role of various agencies in implementation, Challenges in policy implementation.
6. **Public Policy Process in India -I:** Framework of policy making in India; Trends and models in policy making; Actors in policy making; Understanding the role of citizens; Organized interests in the policy process.
7. **Public Policy Process in India –II:** Impact of public policy in India – Environment and Telecom sectors; Globalisation and public policy.

**Unit II**

**Public Policy: Monitoring & Evaluation (06 Sessions)**

8. **Public Policy Evaluation:** Types of evaluation; Criteria for evaluation; Methods of evaluation; Evaluating agencies; Hurdles & concerns in policy evaluation: Validity & Design; Measurement of impact of public policy; Building knowledge and measurement databases in public policy.

9. **Tools of Public Policy Analysis:** Social Cost-Benefit Analysis; Inter-Sectoral Input-Output Analysis; Survey Research, Computer Simulation;
10. **Decision Theory, PERT/CPM.**

### **Unit III**

#### **Sectoral Policy Designs: Case Studies in Public Policy Design, Evaluation and Impact (10 Sessions)**

1. **Rural Development:** Mahatma Gandhi National Rural Employment Guarantee Scheme (MNREGS)
2. **Public Health:** Ayushman Bharat; Jan Arogya Yojana
3. **Drinking Water and Sanitation:** Swachh Bharat (Gramin)
4. **Women Empowerment:** Ujjwala Scheme; Beti Bachao Beti Padhao (BBBP) Scheme.
5. **Connectivity:** Pradhan Mantri Gram Sadak Yojana
6. **Skill Development:** Prime Minister's Internship Scheme, Skills Acquisition and Knowledge Awareness for Livelihood Promotion (SANKALP); Pradhan Mantri Kaushal Vikas Yojana (PMKVY)
7. **Housing & Urban Affairs:** Swachh Bharat (Urban) Pradhan Mantri Awas Yojana, Atal Mission for Rejuvenation & Urban Transformation (AMRUT) / Smart City

**(Any Five Sectors / Programmes may be selected)**

### **Unit IV**

#### **Good Governance (04 Sessions)**

1. Institutional Framework of Good Governance: Right to Information Act, 2005.
2. Good governance initiatives in India and India's International and Inter-state rankings

### **Unit V**

#### **Sustainable Development (04 Sessions)**

1. Principles and concepts of sustainability
2. Challenges to sustainable development and policy making
3. Implementation of Sustainable Development Goals
4. Environment and climate change – law, policy and impact

### **Unit VI**

#### **Presentation by Officers (04 Sessions)**

#### **Guest Lectures:**

1. Preventive Vigilance, Role of CVC and CBI; Departmental enquiry proceedings; Vigilance Manual; Prevention of Money laundering (PMLA).

#### **SUGGESTED READINGS:**

- 1) Oxford India short introductions: Public Policy in India and Shaping Policy in India: Alliance, Advocacy, Activism by Rajesh Chakrabarti and Kaushiki Sanyal, Oxford University Press
- 2) Health <https://pmjay.gov.in/>
- 3) Drinking water and sanitation, <https://swachhbharat.mygov.in/>, <https://swachhbharatmission.gov.in/sbmcms/index.html>
- 4) Skill Development <http://pmkvyofficial.org/>
- 5) Rural Development <https://nrega.nic.in/netnrega/home.aspx>
- 6) Housing and Urban Affairs <http://swachhbharaturban.gov.in/>, <https://pmaymis.gov.in/>
- 7) Governance for Growth in India by APJ Abdul Kalam

**PAPER CODE-205: PUBLIC PROCUREMENT AND CONTRACT MANAGEMENT,**  
**INCLUDING INTRODUCTION TO GeM**

<b>Scheme of Evaluation</b>	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	<b>50%</b>
	End term Examination	<b>50%</b>
<b>Total Marks :</b>		<b>100</b>
<b>Teaching Sessions</b>	<b>40 Hours</b>	
<b>Objective of the Paper</b>	Public Procurement is an essential part of a delivery mechanism of any department. It also occupies a very large fiscal space as about 20% to 25% of the GDP of a country is spent in public procurement. Securing value for money spent in public procurement is a must and competition, economy, efficiency, equitability and transparency need to be ensured while making procurement. To that end, compliance of all laid down rules, procedures, guidelines, government orders etc. is the sine qua non. All the procurement professionals are, therefore, required to make a fine balancing of delivery and compliance. Objective of this program is to acquaint the trainee officers with all such rules, procedures, orders etc. by class room lectures, experience sharing, case studies etc. thus preparing them to discharge their responsibilities as the Financial Advisers in procurement processing and decision making, in due course.	

**Unit I: Introduction to Public Procurement (01 Session)**

- Objective and Role of Procurement in Governance
- Basic Policy of Public Procurement in India
- Legal, Procedural and Regulatory Framework of Public Procurement in India

**Unit II: GFR 2017 and DoE Manual on Procurement of Goods (06 Sessions)**

- Analysis of GFR 2017 on Procurement of Goods including procurement from MSE and Start-ups.
- Guidelines of Central Vigilance Commission on Public Procurement

**Unit III: Procurement of Goods and Services from GeM (04 Sessions)**

- Provisions of GFR 2017
- Procedure of procurement through GeM
- General Terms and Conditions of Procurement from GeM and an exposure to the construct of GeM portal

**Unit IV: Imports of Goods (04 Sessions)**

- Foreign Trade Policy, Government of India
- Imports in GST regime
- Impact of “Make in India”, “Atmanirbhar Bharat” etc. on rules and procedures of imports
- GFR Provision
- Salient Features of import contracts
  1. Currency of Bidding
  2. Currency of Payment

3. Securities
4. Bank Guarantees
5. Bailment
6. International Commercial (Inco) Terms
7. Evaluation of Price Bids
8. Exchange Rate Variation Condition
9. High Seas Sale
10. Packing
11. Shipping and payment of ocean freight
12. Marine Insurance
13. Payments
14. Indian Agents

**Unit V: Introduction to procurement of Goods by e-procurement and Electronic Reverse Auction (04 Sessions)**

**Unit VI: Role of Finance in Procurement (04 Sessions)**

- Delegation of Financial Power Rules, as amended from time to time, including concepts of Head of Department, Head of Office etc.
- Financial examination of Procurement Proposals
- Finance Vetting of indents/demands for procurement of goods
- Finance Vetting of Abstract Estimates, Detailed Estimates and Revised Estimates of Works
- Finance Vetting of Material Modification to Estimates
- Finance Vetting of Bidding Document for procurement of Goods and Works
- Role of the Finance Member of a Bid Evaluation Committee
- Finance Vetting of Contracts
- Role of Finance in contract management
- Payment of bills of Suppliers/Contractors
- Payment of Price Escalation Claims of suppliers/contractors

**Unit VII: Contract Management (04 Sessions)**

- Letter of Acceptance and Performance Guarantee
- Integrity Pact
- Contract Agreement
- Delivery date/completion period
- Liquidated Damage Clause and Denial Clause
- Payment terms
- Contract Quantity Variations
- Contract Price Variation; Exchange Rate Variation
- Termination and Default; Blacklisting and Debarment
- Annual Maintenance Contracts

**Unit VIII: Procurement of Works (04 Sessions)**

- GFR 2017 on procurement of Works
- Types of Tenders and Contracts
- Structure of Standard Bidding Document
- Pre- Qualification and Post Qualification
- Bid Evaluation and Award of Contract

- Payment Terms and Contract Price Adjustments
- CPWD Manual and procurement of works by CPWD

**Unit IX: Global Procurement Methods and Best Practices (3+2 Sessions)**

- World Bank and ADB Regulations on Procurement
- Best Practices in Framing of Contract Documents.

**Unit X: Procurement of Consultancy & non- Consulting Services (4 Sessions)**

- Salient features of Manual of procedure on procurement of consulting services
- Model RFP document for procurement of consulting services; QCBS
- Salient features of Manual of procedure on procurement of non - Consulting services

**SUGGESTED READINGS:**

- 1) General Financial Rules (GFR) 2017 - Chapters 5, 6, 7 and 8
- 2) Manual of Policies and Procedures for Procurement of Goods, issued by the Ministry of Finance in the year 2017 - Available in the Website of Ministry of Finance, Department of Expenditure
- 3) Manual of Policies and Procedures for Procurement of Works, Issued in the year 2019
- 4) Manual of Policies and Procedures for Procurement of Consultancy and other Services , issued in the year 2017
- 5) Delegation of Financial Power Rules, 2024
- 6) General Terms and Conditions for Procurement from GeM - GeM Terms and Conditions (Version 1.16) issued on 18.11.2020 - [gem.gov.in/page/detail/34](http://gem.gov.in/page/detail/34)
- 7) Manual of the CPWD
- 8) Defence Procurement Manual
- 9) Central Vigilance Commission
  - CVC Manual Chapter IX – Para 9.9 to 9.15
  - Guidelines on Procurement
  - [www.cvc.nic.in/guidelines/tender-guidelines](http://www.cvc.nic.in/guidelines/tender-guidelines)
- 10) UNCITRAL Model Law on Public Procurement
- 11) Indian Contracts Act Bare Act – priced publication
- 12) Sale of Goods Act Bare Act – priced publication
- 13) Indian Competition Act Bare Act – priced publication
- 14) Law of Contracts and Specific Reliefs by Avtar Singh - priced Publication.
- 15) The Competition Act, 2002 By Dr. V.K.Agarwal
- 16) Common Irregularities/Lapses observed in Stores/Purchase Contracts and Guidelines for improvement in the Procurement System, issued by the Central Vigilance Commission

**PAPER CODE-206: BUSINESS COMMUNICATION**

<b>Teaching Sessions</b>	<b>20 Hours</b>
<b>Objective of the Paper</b>	To provide participants an overview of Prerequisites to Business Communication, identify potential communication problems, and strategies to develop effective communication skills. This course will make participant conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts.

**Unit I: Introduction to Communication**

- Role and Objectives of Communication
- Communication Process
- Basics of Communication (7Cs)
- Types of Communication
- Verbal and Non-Verbal Skills
- Presentation Skills
- Barriers of Communication
- Listening Skills
- Cross Cultural Communication
- Business Etiquettes across cultures.

**Unit II: Intra and Interpersonal Communication**

- Intrapersonal Communication and its importance
- Modes of communication
- Role of Emotions in Inter Personal Communication
- Communicating in teams, Negotiation Skills
- Assertiveness Skills
- Communication skills during a conflict
- Communication in Social Media and Digital Communication

**Unit III: Written Communication**

- Planning and executing different types of messages
- Letter writing, Meetings
- Use of Technology in business Communication
- Telephone Communication, Email Messages
- Noting & Drafting
- Reply to Parliamentary Questions
- Drafting of Cabinet Notes

**Unit IV: Report writing**

- Report Writing
- Structure of Reports
- Negative Persuasive and Special Reporting
- Formal Reports- Literature Review, Citation, Bibliography
- use of MS Word features for formatting of reports
- Drafting Policy Proposals and Policy Memos

- Plagiarism and how to avoid plagiarism in writing Reports
- Organization of Press Report

**SUGGESTED READINGS:**

- 1) Beebe, Ivy, (2019), Communication: Principles of a life time (6<sup>th</sup> ed), Pearson.
- 2) Boovee, Thill and Raina, (2019) Business Communication today (14th ed.), Pearson.
- 3) Lehman, C. M., Dufrene D. D., &Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2<sup>nd</sup> ed.) New Delhi: Cengage Learning.
- 4) Lesikar, Flatley,et.al,(2015), Business Communication: Connecting in a digital world, New Delhi, McGraw Hill.
- 5) Mukerjee, H. S. (2012).Business Communication (2<sup>nd</sup> ed.) New-Delhi: Oxford University Press

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**Subject Coordinators for the Papers in Module I & II**

Sl No.	Module - Paper Code	Paper Name	Subject Coordinator
1	M-I 101	Public Financial Management	Dr. Govinda Bhattacharjee, Professor of Practice
2	M-I 102	Government Accounting System	Dr. Sanjeev Mishra, Professor of Practice
3	M-I 103	Financial Accounting	CMA Shri N K Grover, Associated Faculty
4	M-I 104	Financial Management	Dr. Sachita Yadav, Asst. Professor
5	M-I 105	Data Analysis and Decision Tools	Dr. Brajesh Kumar, Professor
6	M-I 106	Organisational & Individual Behaviour	Dr. Jaya Bhalla, Assoc. Professor (SG)
7	M-II 201	Economics, Business and Policy	Shri Satyen Lama, Professor & Dr. B. K. Pandey, Professor of Practice
8	M-II 202	Cost and Management Accounting	CMA Shri N K Grover, Associated Faculty
9	M-II 203	Data Analytics & Use of ICT in Government	Dr. Namrata Agrawal, Professor
10	M-II 204	Public Policy and Good Governance and Sustainable Development	Dr. Govinda Bhattacharjee, Professor of Practice
11	M-II 205	Public Procurement and Contract Management, including introduction to GeM	Shri Mukesh Kumar Singh, Professor of Practice
12	M-II 206	Business Communications	Dr. Jaya Bhalla, Assoc. Professor (SG)

PTC Cell is managed by Dr. Deepa Kapoor, Programme Officer, PTC.



मनुष्यवती भूमिरर्थः

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