



Arun Jaitley National Institute of Financial Management

Executive Business Management Course for Defence officers

(08th June 2026 to 20th November 2026)

(24 week Certificate Course)

Directorate General Resettlement Course

Agenda

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About AJNIFM

Arun Jaitley National Institute of Financial Management (AJNIFM) is a Center of Excellence specializing in capacity building of professionals in the fields of Public Policy, Financial Management and other governance issues for promoting highest standards of professional competence and practice.

AJNIFM was set up in 1993 as a registered society 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 services responsible for managing senior and top management posts dealing with accounts and finance in the Government of India. In due course of time AJNIFM has become a premier resource center to meet the training needs of Central Government for senior and middle level of management too. AJNIFM also caters to the State Governments, Defence establishments Banks and other Financial Institutions.

AJNIFM plays a pivotal role in governance and administrative reforms by providing a platform for interaction and exchange of ideas & experiences among officers from different organized services, different state governments and between personnel of civil and defense establishments.

Apart from capacity building, AJNIFM is also engaged in research studies in the areas of accounting, audit, financial management, parliamentary financial control and other issues related to public policy and delivery systems. The outcomes of such research studies are published and disseminated through Research Papers, Journals and Books.



MESSAGE FROM THE DIRECTOR AJNIFM

- ❖ It is my privilege to invite you to the 24-week Certificate Course titled **Executive Business Management for Defence officers** at AJNIFM. As Director, I have witnessed the remarkable growth and dedication of participants in this transformative course.
- ❖ This course is uniquely tailored for tri-services officers who bring with them unparalleled experience, leadership qualities, and a commitment to excellence. At AJNIFM, they acquire a robust foundation in business management while developing versatile skills that are indispensable in today's dynamic professional landscape.
- ❖ Building on the tremendous success of the previous DGR batches, our upcoming session features an enhanced curriculum enriched with practical learning opportunities. This program is designed to equip the participants with cutting-edge business insights and expand their career horizons. Additionally, it offers a chance to join an influential network of professionals who share your aspirations for growth and achievement.
- ❖ I wholeheartedly encourage you to enrol in this **DGR Executive Business Management Course** and take a significant step forward in your professional journey. We look forward to your participation and the valuable perspectives you will bring to this enriching experience.



Shri Praveen Kumar

MESSAGE FROM PROGRAM DIRECTOR

- It is with great enthusiasm that I invite you to join this **Executive Business Management Course for Defence officers** at AJNIFM. Building on the tremendous success of our previous DGR courses, we are delighted to continue offering this transformative program.
- This six-month course has been meticulously designed to equip tri-service officers with cutting-edge business management skills, blending rigorous academic learning with practical real-world applications. The curriculum is tailored to harness your extensive military experience, enabling you to transition your leadership and strategic thinking capabilities seamlessly into the business domain.
- At AJNIFM, we are committed to providing a holistic and enriching educational experience. This program aims not only to enhance your knowledge but also to expand your career horizons and professional network. Participants of our previous DGR courses have achieved remarkable personal and professional growth, and we have further improved upon the program structure based on experience and feedback from previous batches.
- I encourage you to seize this opportunity to invest in your future, broaden your professional toolkit and excel in the field of business management. We are dedicated to supporting you at every step of this journey and look forward to welcoming you to AJNIFM.



**Prof (Dr.) Namrata
Agrawal**

LONG TERM PROGRAMMES AT AJNIFM

1. Professional Training Course (PTC) for Probationers

The Professional Training Course (PTC) is designed for probationers of the participating Finance and Accounts Services of the Union Government. This program equips newly recruited Group 'A' officers with the necessary expertise to assume higher responsibilities in the domain of Public Financial Management.

2. Master of Business Administration (Finance)

AJNIFM and JNU have signed a MoU for a two-year full time MBA programme in Finance where MBA Degree to be awarded by Jawaharlal Nehru University, New Delhi. The programme is open to Government Officials, PSU executives and Open Candidates desirous of a career in Finance.

The evolution of MBA (Finance) at AJNIFM has its roots deep-seated into the need of the society for a world-class education in Financial Sector with specific focus on Financial Markets.

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, Stock Exchanges, market intermediaries, banks, mutual funds, asset management companies and similar organizations.

The curriculum also entails skill development sessions where industry professionals and hands-on training on advanced financial software such as Bloomberg, Prowess, and Refinitiv Eikon impart extensive training to participants using market simulations, corporate visits, and lectures on current topics.

Additionally, the participants are required to undergo Domestic and International visits to financial regulator's and institutions at Mumbai and Singapore. In both these visits, the participants have an opportunity to interact with professionals functioning at the apex level in the financial sector such as RBI, SEBI, NSE, BSE, NCDEX, MCX, FIMMDA, CDSL, as well as World Bank, Bloomberg, Refinitiv and Singapore Exchange (SGX).

LONG TERM PROGRAMMES AT AJNIFM

3. Master of Business Administration (Financial Management)

Master of Business Administration (Financial Management) is a two-year full time Program for Government officials both at the Centre & States including officers from Defence Services and executives in the Public Sector Corporations. The Program is recognized by Jawaharlal Nehru University (JNU) for the award of Master of Business Administration (Financial Management). The Program has been designed to meet the requirements of professionals in the field of financial management. Its contemporary content will help professionals understand the rapid developments happening in the financial management space. The curriculum of the Program is continuously reviewed and upgraded based on inputs from all stake holders. The pedagogy of Program includes lecture sessions, interaction with domain experts, field visits, attachments, and case studies, to capture relevant issues that impact financial decision-making in governance. As organizations at various levels are becoming increasingly concerned about timely and quality delivery of services, the requisite managerial skills and capacity-building issues pose constructive challenges. Accordingly, the Program design facilitates capacity-building in the government as well as Public Sector Companies with a view to meet the emerging challenges and issues in financial management. The Program aims to enhance managerial competence and self-development that are expected to translate each challenge into opportunities, thereby improving career prospects for the participants of the Program. The Program addresses the contemporary and key issues in Financial Management in a digital environment. The Institute facilitates the participants to apply digital tools in various financial management areas, applications, and practices.

4. POST GRADUATE DIPLOMA IN GOVERNMENT ACCOUNTING & AUDIT (PGDGA&A)

The Course is intended to enhance the competence of officers dealing with critical issues of Government Financial Management, which would eventually lead to improved accountability, transparency and good governance. In order to improve governance, it is necessary that the internal strengths of the manpower in the Government are improved. With this vision, AJNIFM has been conducting a one year Post Graduate Diploma in Government Accounting & Audit course for the past one decade. The objectives of this course are to: Upgrade the technical skills of Senior Accounts/Audit Officers, Accounts/Audit Officers, Assistant Accounts/Audit officers in the areas of Accounting, Internal/External Audit, Information Technology and enhance general managerial ability. Enable them to apply the above in their spheres of work ;and Improve their soft skills such as communication, presentation and ability to work in groups.

CAPACITY BUILDING PROGRAMMES / MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs) FOR CIVIL SERVANTS, OFFICERS FROM THE ARMED FORCES AND OFFICERS FROM VARIOUS MINISTRIES/DEPARTMENTS AND STATE GOVERNMENTS.

- Arun Jaitley National Institute of Financial Management (AJNIFM) conducts a wide array of capacity-building programmes, including short-duration Management Development Programmes (MDPs). These programmes cover diverse areas such as public expenditure management, budgeting, public financial administration, financial management, accounting, internal audit, procurement, GST, information technology, human resources, and more. Participants include officers from the Indian Economic Service (IES), Indian Statistical Service (ISS), Indian Telecom Service (ITS), other central and state government services, public sector undertakings (PSUs), municipal corporations, autonomous institutes, and other bodies.
- AJNIFM's mandate extends to enhancing the professional capabilities of officials across various government and public sector organizations. It provides specialized training in public financial management, public procurement rules and procedures, and related domains. For civil services officers from IDAS, IRMS, ICAS, and IPTAFS, the institute serves as a hub for professional development.
- The institute also delivers sector-specific capacity-building programmes, including Defence Procurement, Public-Private Partnerships (PPP), Project Evaluation and Management, among others. These programmes are tailored for prestigious organizations such as the Indian Army, ARTRAC, CGDA, Indian Navy, ISRO, PSUs, Directorate General of Resettlement, and Central ministries.
- AJNIFM continues to innovate by providing customized training solutions that address sector-specific needs while ensuring practical applications and compliance with policies. The institute's emphasis on practical learning and policy alignment makes it a leader in capacity-building initiatives.
- A detailed list of ongoing programmes and learning resources can be accessed through AJNIFM's Learning Management Systems:
 - <https://ajnifm-mdp.online/>
 - <https://ajnifm-dgr.online/>

AJNIFM COLLABORATIONS

AJNIFM has forged strategic partnerships through Memoranda of Understanding (MoUs) with key organizations under the Ministry of Defence, including the Indian Army, the Controller General of Defence Accounts (CGDA). These collaborations aim to design and deliver specialized training programs tailored to the unique requirements of public procurement and financial regulations in the defence sector.

1. MoU with Indian School of Business

AJNIFM has signed MOU with ISB which enables further collaboration in providing customized training programs for officers of the Armed Forces and other Civil Services. MoU signed by AJNIFM with ISB has been pivotal in leveraging the expertise and world-class infrastructure of ISB to offer a premier learning experience.

The collaborative expertise brought in by AJNIFM and ISB ensures that the officers gain a deeper understanding of cutting-edge concepts in public financial management, management, leadership, and decision-making, aligning their skills with the dynamic challenges of public governance.

2. Government e-Marketplace (GeM)

AJNIFM inked an MoU with Government e Marketplace (GeM). This strategic collaboration aims to strengthen capacity building, research and best practices in public procurement by:

- Designing and delivering structured training pathways with hands-on learning labs.
- Driving knowledge creation through evidence-based research and case studies.
- Hosting forums and dialogues on emerging procurement priorities.
- Developing digital learning modules and knowledge repositories for scalable impact.
- Enabling expert mentorship and real-world project opportunities.

3. Indian Institute of Management, Indore (IIM–Indore)

AJNIFM has signed MOU with IIM-Indore for Faculty Exchange Programmes, Helping Placement Ecosystem in AJNIFM, Developing Certificate Courses, Research and Consultancy Projects Collaborations, Allowing students of AJNIFM for Internship/Summer School, and Faculty & Staff Development Programmes.

DGR PROGRAM OVERVIEW

A vast majority of armed forces officers leave their service with at least two decades of productive careers still ahead of them. The officers leaving service range from short- service officers, with about eight to ten years of experience, to those who have completed their pensionable service of around 20 years and are in their 40s. During a typical career, an officer performs the role of managing resources and equipment worth several hundred crores. He/She is responsible for the well-being and training of his men, planning logistics, controlling deployment and coordinating exercises with other units and services. The second role flows from these experiences into HR and man management. During service, an officer is held accountable for the well-being of his men and their families. Operations is another role where officers take like duck to water. Security is a natural extension, ranging from physical and electronic security to high-end specialized roles such as counter-intelligence, fraud investigation, and close protection of high value assets, disaster and crisis management. The last role where many officers have proved their mettle is the holy grail of wealth creation. They have successfully founded and led companies in sectors ranging from consulting to retail. The Armed Forces officers have headed business units, other assessment. They have been leading correspondents, authors, entrepreneurs, social activists, administrators and thought leaders.

Another important area which remains not much developed is the finance. In the services, officers learn to optimize the resources for output- but seldom have the need to understand and apply basic rules of finance and worry about rates of return on investment, a skill that is essential to handling finance responsibilities. With almost every Government policy aiming to develop a culture of self-reliance it becomes important for officers to understand the nuances of how the businesses operate, not just for future roles but for the present too. A modern day officer is expected to operate in a highly competitive environment and aspiring to assume a more effective role in decision making process would therefore, do well to possess sufficient insight into the intricacies of financial issues. A proactive role in decision-making requires each functional manager to equip herself/himself with a working knowledge of finance and various related concepts so that he/she can objectively, and in a professional manner, evaluate alternative courses of action.

With this as the background AJNIFM has designed a 24 week program to tap the potential of the highly experienced and talented officers of the Armed Forces with the objective to facilitate their smooth transition into senior and midlevel management positions after their retirement in the world outside the Armed Forces.

Our Mission

Military to corporate Transition



Mission

In this twenty-four week, full-time course, the idea is to familiarize the officers with the requisite analytical tools and techniques; and develop a holistic perspective and global mind-set to understand issues of an enterprise. The objectives of the programme are:

- To develop attitude to enable participants to transit into a second career and be effectively absorbed outside the defence forces.
- To enhance the professional competence of participants in different areas of Management.
- To develop a general management perspective from the standpoint of a total enterprise;
- To develop a global mind-set to foster a comprehensive understanding of corporate sector working, besides other.

For Whom

The program is designed for the officers who have been approved for voluntary retirement or have retired & short service commissioned officers, shortly quitting the service at the end of their engagement with the Service.

Course Structure (Module 01)

Seven Papers

Mock Interview	:	15 hours
Seminars/ Talks	:	30 hours
Placement efforts/visits	:	30 hours
Curriculum	:	175 hours (25 hours Each)

Total	:	<u>250 hours</u>
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End Module Evaluation System:

Continuous Evaluation:	60%
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End Module:	40%
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(20% MCQ Computer based Examination to be conducted in computer lab & 20% short answer type questions/case studies).

Program Design

The 3rd DGR course at AJNIFM, spanning 24 weeks from June 08th 2026, will be divided into two modules of 12 weeks each, covering the following papers:

Module: I (28 Credit = 175 hours)

- 101 Financial Accounting
- 102 Managerial Economics
- 103 Management of Information Systems, Data Analytics and Business Intelligence
- 104 Organizational Behaviour & Business Communication
- 105 Research Methodology
- 106 Financial Management & Analysis
- 107 Resource Management & Analytics

Course Structure (Module 02)

Six Papers along with an additional project work component.

Industrial Visit	:	15 hours
Project work	:	30 hours
Mock Interviews	:	15 hours
Seminars/ Talks	:	10 hours
Placement efforts/visits	:	30 hours
Curriculum	:	150 hours (25 hours Each)
Total	:	250 hours

End Module Evaluation System:

Continuous Evaluation	:	60%
End Module	:	40%
(20% MCQ Computer based Examination to be conducted in computer lab & 20% short answer type questions/case studies).		

Module: II (24 Credit = 150 hours)

- 201 Big Data Analytics, AI & Cyber-security
- 202 Production and Operation Management
- 203 Design thinking, Innovation & Entrepreneurship
- 204 Project Planning, Evaluation, Financing & Management.
- 205 Elective Paper- I
- 206 Elective Paper- II

Program Design

Elective Papers- I

- Supply Chain Management
- International management
- Security Analysis & Portfolio Management

Elective Paper- II

- Financial Derivatives
- Fixed Income Securities
- Managing E-Business/ six sigma & Lean thinking
- Wealth Management

Project work (15 Credit)

Note: An independent project has to be submitted within the course duration by every participants.

Mode of Delivery: Hybrid(offline/online)

A combination of various contemporary teaching methods such as case studies, projects, Computer aided instructions, group discussions, lectures, seminars, simulations, presentations by participants and lectures by guest speakers from industry and government shall be used. The lecture and case method is the predominant pedagogical tool as this sharpens the analytical skills of participants. Instructors shall mainly guide the officer participants in group, encourage them to develop and defend arguments and take decisions. Visit to different industries will also be conducted in order to understand the organization working in real environment.

The course instructor will provide a course outline detailing the course objectives, contents, evaluation pattern and the appropriate references. Reading material or a book will also be provided to participants.

Performance of participants will be monitored on a continuous basis through quizzes, assignments, tests and examinations. To qualify an examination, the participants are required to fulfil all academic requirements.

On successful completion of the programme, participants will be awarded with a "24 Week Certificate Course in Executive Business Management".

Pedagogy/Methodology

Admission Procedure

Armed Forces Officers of ranks from Captain to Brigadier (equivalent) are eligible for this course. The officers will have to apply to respective Service Directorates for their nomination for resettlement course at AJNIFM, Faridabad. Final selection will be made by the Director General of Resettlement (DGR), Delhi based on the applications received by them and intimated to AJNIFM for admission process. Only those officers whose names have been approved by DGR will be eligible to participate in the course.

Placement Assistance

Dedicated efforts shall be made for placement of the participants. The institute will leverage its competencies, social media handles, alumni base and other corporate engagements/contacts to work with the placement committee (DGR participants).

Admission details

DURATION: 24 Weeks

PROGRAMME FEE: INR 2,20,000 (40% to be paid by the participants after nomination from DGR).

PROGRAMME DATE: 08th June, 2026 – 20th November, 2026

Our Traction

Alumni (DGR Batch 2023-24 & 2024-25)

S. No.	Name	Designation	Company
1.	Lt Col Arun Pushkar (Retd.)	Director IT & Cloud Ops	Axtria, Gurgaon
2.	Cdr Manas Mohrana (Retd.)	GM Information Security	Greenko, Hyderabad.
3.	Lt Cdr Suraj KS (Retd.)	Vice President	JP Morgan, Mumbai
4.	Lt Cdr P Prajeesh Nair (Retd.)	Project Manager	Ohmium Operations Pvt. Ltd. , Bangalore
5.	Lt Cdr Ayush Sharma (Retd.)	Site Lead Operations	Amazon, Vijayawada (AP)
6.	Col Bipin Bahadur Singh (Retd.)	DGM Security & Loss prevention	Greenline Mobility Solutions, Mumbai
7.	Lt Cdr Nidhi Bhardwaj (Retd)	TMC Project Co-ordinator	Tata Memorial Centre (TMC) Parel, Mumbai.
8.	Col Parvinder Singh (Retd)	Vice President	Wells Fargo
9.	Lt Col Pankaj Mishra	Program Manager	Infosec NISG/ITD

Our Traction

Alumni (DGR Batch 2023-24 & 2024-25)

S. No.	Name	Designation	Company
10	Lt Cdr Vaibhav Singh (Retd.)	Senior Manager	Adani Green Energy Limited, Ahmedabad.
11	Col Vipin Sondhi (Retd.)	Campus Administrator	Symbiosis Institute Of Tech- Pune
12	Col Binoj Koshy (Retd.)	Cybersecurity & Privacy Consulting,	Privately-Owned Firm, Bangalore.
13	Major Aishwarya Singh (Retd.)	Administrative Office	Mayo College Ajmer
14	Col Ankur Bhimwal (Retd.)	Director Administration	Chitkara University (Punjab Campus)
15	Col Vinod Kumar Perugu (Retd.)	Cybersecurity Manager	Fedex
16	Cdr KS Dahiya (Retd.)	AGM (HR & Admin)	Mercury Ship Repairs Pvt. Ltd.
17	Lt Cdr Jeetendra Singh Pundir (Retd.)	Principal Technical Program Manager	UKG, Noida

Our Traction

Alumni (DGR Batch 2023-24 & 2024-25)

S. No.	Name	Designation	Company
18	Lt Cdr Alakh Gulati (Retd.)	Project Manager	JP Morgan Chase, Mumbai
19	Lt Cdr Abhinav Wadhawani (Retd.)	Information Security (GRC)	Eclerx, Mumbai
20	Lt Cdr Navjeet Sharma (Retd.)	HVAC/ Refrigeration specialist	Excell refrigeration in Riviera Beach, Florida, USA
21	Major Satbir Singh (Retd.)	Customer Support Manager	Elcom Systems Pvt Ltd
22	Lt Cdr Abhinav Wadhawani (Retd.)	Information Security (GRC)	Eclerx, Mumbai
23	Col Harpreet Singh (Retd.)	VP Operations	Titagarh Rail Systems Pvt Ltd
23	Col Lalit Kansal (Retd.)	Director Tech Ops	Galaxeye Space
24	GP Capt Ashish Sud	VP (Business Development)	Binary Systems Pvt Ltd. Chennai.

Our Market Connects



Our Team



Prof. (Dr.) Namrata Agrawal

Program Director

Contact No: 0129 2465 231

(M)9818889919



O/o Programme Director

Ankit Kumar Pandey

Research Associate (DGR)

Contact No.: 7526037231

Glimpses from Previous Batches



1st Batch 2023-2024



2nd Batch 2024-2025

Glimpses from Previous Batches





Mock Interview & Industry expert session

Connect with us.



Email

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ankiteco1205@gmail.com



Social Media

<https://www.linkedin.com/school/ajnifm-arun-jaitley-national-institute-of-financial-management/>



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