Arun Jaitley
National Institute of Financial Management
(An Autonomous Institute of Ministry of Finance, Government of India)

मनुष्यवती भूमिरर्थः

Course Handbook & Syllabus

33rd PTC
2026

CONTENTS

ABOUT AJNIFM

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'** **'Excellent'** with **4 star rating** during December 2023 by CBC-NSCSTI/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.

ABOUT AJNIFM

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.

DIRECTOR'S MESSAGE

Dear Officer Trainees,

It gives me great pleasure to welcome all Officer Trainees to the Arun Jaitley National Institute of Financial Management (AJNIFM).

Established in 1993 as an autonomous institution under the Department of Expenditure, Ministry of Finance, Government of India, AJNIFM is dedicated to building professional excellence in the field of Public Financial Management.

The Professional Training Course (PTC) is the flagship programme of the Institute and is specially designed to prepare newly inducted Group 'A' Officers of the Central Finance and Accounts Services for the responsibilities of public service. The course aims to provide a strong grounding in public finance, government accounting, audit and financial management, while also nurturing leadership qualities, ethical values and professionalism.

Over the course of this 26-week programme, you will acquire the knowledge, skills and confidence necessary to effectively discharge your duties as public servants. The training also emphasizes holistic personality development and fosters inter-service cooperation, mutual respect and camaraderie among officers from diverse backgrounds.

I am confident that the learning and experiences you gain at AJNIFM will equip you to face future challenges with competence, integrity and commitment. I wish you a rewarding and enriching training experience at the Institute and every success in your career ahead.

Praveen Kumar
Director

PROGRAMME DIRECTOR'S MESSAGE

Dear Officer Trainees,

I extend a warm welcome to you to the Professional Training Course (PTC) at the Arun Jaitley National Institute of Financial Management (AJNIFM). Your participation in this flagship programme represents an important step in your professional journey as officers of the Central Finance and Accounts Services in Government of India.

The PTC has been carefully designed to equip you with the knowledge, skills and attitude required to perform your duties with competence, integrity and confidence. Through a well-structured 26-week training programme, you will gain a strong foundation in public finance, government accounting, audit and public financial management.

The training methodology combines classroom instruction, case studies, simulations, visits, attachments and field exposure, along with physical training and extra-curricular activities, to ensure holistic development. These diverse learning experiences are intended not only to enhance your professional capabilities but also to develop leadership qualities, teamwork and a sense of responsibility as public servants.

I encourage you to actively participate in all academic and co-curricular activities and make the most of the opportunities provided during this training. I am confident that the PTC will prepare you to meet future challenges effectively and contribute meaningfully to public service.

I wish you a productive, enriching and memorable training experience at AJNIFM.

Dinesh Singh Jaini
Professor & Programme Director

IV. 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. 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):

Arun Jaitley National Institute of Financial Management (AJNIFM) has signed a MoU with the Directorate General of Resettlement (DGR), M/o Defence, to conduct a 24-week Certificate Course in Executive Business Management for retiring officers of the Indian Armed Forces. The programme is designed to equip these officers with the essential managerial skills and contemporary knowledge required to ensure a smooth and successful transition from military service to corporate careers.

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

AJ-NIFM conducts a wide range of short-duration Capacity Building Programmes, including Management Development Programmes (MDPs) and Executive Development Programmes (EDPs), covering key areas of public finance, public procurement etc. These programmes focus on domains such as expenditure management, revenue management, debt management, budgeting, public financial administration, financial management, accounting, internal audit, public procurement, Govt e-Market, Goods and Services Tax (GST), information technology and human resource management.

The Professional Training Course (PTC) conducted by AJ-NIFM also forms an integral part of its Capacity Building Programmes. Officers from the Indian Economic Service (IES), Indian Statistical Service (ISS), Indian Telecom Service (ITS), other Central Government services, State Government services, Public Sector Undertakings (PSUs), municipal corporations and autonomous institutions and bodies participate in these MDPs and EDPs.

In addition, AJ-NIFM conducts select programmes under the Indian Technical and Economic Cooperation (ITEC) initiative of the Ministry of External Affairs, with participation from officials of several developing countries.

Further, AJ-NIFM organizes mid-career training programmes (MCTPs) for officers of participating services, in collaboration with prestigious institutes like ISB.

V. 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 2nd 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

	Do's	Don'ts
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

S.No.	Name of Item	Quantity	Remarks
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.

VI. 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 spares number of efforts to fulfil its mission by selecting, acquiring, organising, retrieving, maintaining and providing access to a collection of materials (both print and non–print) and electronic resources that addresses the interest and needs of the Institute/Library members.

Library is fully automated and has a collection of over 43,000 documents (including Books, Bound volume of Journals and Non-Books Material) which includes the title on Finance, Management, Economics, Public Policy, Financial Management, Accounting, Computer and Taxation etc. Other than the subjective books, it has invaluable collection of books in the Literature, Fiction and Hindi books.

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 5,000 Journals/Periodicals and E-books on different subjects. Library also subscribing Socio Economic Statistical Database, Indian Economy, Company & Industry database and Taxation & Corporate Law database(s) for their users. The library has also subscribed to the Plagiarism Detection System to ensure the authenticity of original work and to improve the quality of research.

Library is 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 Service(CAS), and Research Assistance Service.

AJ-NIFM library is a member of DELNET (Developing Library Network), it provides access to more than 4.1 crore records of Books, E-Journals, E-Books etc. to facilitate their users/researchers.

Resources

1. **Print**

Print	Resources
Books	39360
Bound volume of periodicals	3422
Current subscribed journals	57
Non-book Materials	3487
Newspapers	22
Magazines	21

2. **E-Resources**

E-Books	
McGraw Hill	**https://bookshelf.vitalsource.com/explore**
Pearson	**http://elibrary.in.pearson.com**
Sage Publishing	**https://etext.sagepub.in/etext**
Full Text Database	
J-Gate Social & Mgt. Sc.	**https://jgatenext.com/**
EBSCO: Business Source Elite	**http://search.ebscohost.com**
JSTOR	**http://www.jstor.org/**
Sage Journals (29 Journals)	**https://journals.sagepub.com/**

One Nation One Subscription (ONSO)	**https://onos.gov.in/**
Statistical Database	
CMIE Prowess IQ (CMIE)	**http://prowessiq.cmie.com/**
Economic Outlook (CMIE)	**https://economicoutlook.cmie.com/**
Bibliographical Database	
DELNET	**https://discovery1.delnet.in/**
ISID Research Reference	**https://db.isid.org.in/login**
Research Assistance Tool	
Drillbit Anti Plagiarism Tool	**https://www.drillbitplagiarismcheck.com/auth/login**
Library Website	
On-line Public Access Catalogue (OPAC)	**https://library.nifm.ac.in/**

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

VII. 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. 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 117 desktops are installed in three computer labs. The Computer Lab-2 has newly purchased HP Pro One 440 G9 All-in-One desktops and Computer Lab-1 has Lenovo M910Z All-in-one 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 300 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. Prowess (Server based)
8. 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

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

VIII. 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.

IX. 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-15 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.

X. 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.

XI. 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/ptccellnifm@gmail.com. Unauthorized absence from class will be taken seriously, and may result in deduction of leave/salary and a disciplinary action.

XII. 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

XIII. 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/#

XIV. MENTOR–MENTEE PROGRAMME (MMP)

During the Professional Training Course (PTC), the Mentor–Mentee Programme (MMP) is instituted for the Participants/Officer Trainees to provide structured academic, professional and personal support throughout the training period. The programme is designed to help Officer Trainees adapt smoothly to the academic environment and campus life at the Institute through constructive interaction, guidance and continuous mentorship by Faculty Mentors.

Under this programme, a small group of Officer Trainees is allotted to a Faculty Mentor (FM). The Faculty Mentor acts as a guide, counsellor and point of contact, supporting the Officer Trainees through periodic interactions in addressing academic matters, personal concerns and adjustment-related challenges during the course.

The Mentor–Mentee Programme also serves as a reliable support system to motivate Officer Trainees to excel in both academic and non-academic areas and to make optimal use of their time at the Institute. Where required, Faculty Mentors proactively identify issues faced by the Officer Trainees and coordinate with the Programme Director, Programme Officer or other concerned authorities to facilitate timely resolution and ensure the overall well-being of the Officer Trainees.

XV. INDIAN KNOWLEDGE SYSTEM (IKS)

In line with its commitment to holistic education and nation-building, AJNIFM has established an Indian Knowledge Systems (IKS) Cell to promote India's rich knowledge traditions, cultural ethos and value systems, and to integrate IKS into the Institute's education, training and research activities. Daily yoga sessions are conducted at the Sports Complex to support the physical, mental and spiritual well-being of participants. The AJNIFM Library has also set up a dedicated IKS Corner, providing access to books, journals and reference materials on Indian Knowledge Systems. Further, IKS and Decolonization sessions form an integral part of all training programmes, covering themes such as Dharma, Karma, value-based leadership, spiritual growth, sustainable practices and respect for elders, as well as critical engagement with colonial narratives through Indian scriptures and mythology.

The Institute promotes cultural awareness through the celebration of Indian festivals on campus with active participation from trainees and staff. **Traditional Indian attire is prescribed for all participants and employees on Thursdays, and adherence to the dress code is encouraged.** To complement classroom learning with field exposure, probationers also undertake visits to districts and villages in Haryana to gain firsthand understanding of grassroots governance and good governance initiatives in rural areas.

XVI. TRAINING NEEDS ASSESSMENT (TNA)

As part of the Professional Training Course (PTC), a Training Needs Assessment (TNA) is conducted to understand your learning needs and to evaluate the training.

1. **Pre-Training Assessment:** This is conducted before joining or at the time of joining the PTC. Its purpose is to gather information about the Officer Trainees' existing knowledge, skills, expectations and training needs. This helps the Institute design the training in a way that is most relevant and beneficial for each participant.

2. **Post-Training Assessment:** This is conducted after an year of completion of the PTC. Its purpose is to measure the effectiveness of the training programme and to assess how well the learning objectives have been achieved.

All Officer Trainees are required to complete both assessments, as they play a crucial role in shaping the training experience and in evaluating its outcomes. Your honest and thoughtful responses will help the Institute provide a more effective and meaningful learning programme.

XVII. EXAMINATIONS

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

a) 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
	Total			50	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 in each subject and overall passing marks of 50% (taking all papers together in each module).

c) A participant will be declared 'Fail' if he/ she gets less than 50% marks in aggregate. Any participant declared 'Fail' in a term but scoring 60% or more marks in a paper will be exempted from re-appearing in that particular paper in the Supplementary Examination.

Programme Calendar

Total Duration	Duration for Module I	Duration for Module II
26 Weeks	13 Weeks	13 Weeks
[05.01.2026 to 05.07.2026]	[05.01.2026 to 05.04.2026]	[06.04.2026 to 05.07.2026]

Module	Weeks	Dates	Detail	Gazetted Holidays
FIRST	01 02 03 04 05 06 07 08 09 10 11 12 13	05.01.2026-11.01.2026 12.01.2026-18.01.2026 19.01.2026-25.01.2026 26.01.2026-01.02.2026 02.02.2026-08.02.2026 09.02.2026-15.02.2026 16.02.2026-22.02.2026 23.02.2026-01.03.2026 02.03.2026-08.03.2026 09.03.2026-15.03.2026 16.03.2026-22.03.2026 23.03.2026-29.03.2026 30.03.2026-05.04.2026	Classroom Teaching including attachments (05.01.2026 – 29.03.2026) End Term Examination (30th March to 05th April, 2026)	26.01.2026(Monday) Republic Day 04.03.2026(Wednesday) Holi 21.03.2026(Saturday) Id-Ul-Fitr 26.03.2026(Thursday) Ram Navami 31.03.2026(Tuesday) Mahavir Jayanti 03.04.2026(Friday) Good Friday
SECOND	01 02 03 04 05 06 07 08 09 10 11 12 13	06.04.2026-12.04.2026 13.04.2026-19.04.2026 20.04.2026-26.04.2026 27.04.2026-03.05.2026 04.05.2026-10.05.2026 11.05.2026-17.05.2026 18.05.2026-24.05.2026 25.05.2026-31.05.2026 01.06.2026-07.06.2026 08.06.2026-14.06.2026 15.06.2026-21.06.2026 22.06.2026-28.06.2026 29.06.2026-05.07.2026	Classroom Teaching including attachments (06.04.2026 - 28.06.2026) End Term Examination (29th June to 05th July, 2026)	01.05.2026(Friday) Buddha Purnima 27.05.2026(Wednesday) Id-Ul-Zuha 26.06.2026(Friday) Muharram

Attachments

Following Visits/Attachments are planned:

1.	**1 day visit to President's House**
2.	**1 day visit to Finance Minister/Secretary (Expenditure), Kartavya Bhavan, New Delhi**
3.	**1 day visits to (a) NGO, (b) PFMS, (c) NOC Airtel, Manesar (d) O/o the CAG of India, New Delhi**
4.	**3 days PRIDE (erstwhile BPST) for Parliamentary Procedures.**
5.	**1 week training module on 'Public Audit' at NAAA, Shimla**
6.	**1 week training programme on Digital Forensics, Fraud Investigation, Basics of Cyber Security etc. at National Communication Academy - Finance, New Delhi.**
7.	**1 week attachment to Mumbai (RBI, SEBI, BSE/NSE, NISM and other financial institutions)**
8.	**3 days District attachment with Districts of Haryana State**
9.	**1 week MDP on 'Indian Financial System, Emerging Technologies & Ethical Leadership' at ISB Hyderabad.**
10.	**1 week International Attachment to an overseas institute of repute (subject to DoPT's instructions on the foreign attachment). OR/Else** **3 days attachment to Goa Institute of Management, Goa.**
11.	**1 day visit to Indian Institute of Foreign Trade (IIFT), New Delhi**
12.	**1 day visit to the O/o the UPSC Chairman.**

INDEX

SYLLABUS MODULE – I

Paper Code	Paper	Sessions / Hours
101	Public Financial Management	40
102	Government Accounting System	40
103	Financial Accounting	40
104	Financial Management	40
105	Data Analysis and Decision Tools	40
106	Organisational & Individual Behaviour	20 / Non Credit

SYLLABUS MODULE – II

Paper Code	Paper	Sessions / Hours
201	Economics, Business and Policy	40
202	Cost and Management Accounting	40
203	Data Analytics & Use of ICT in Government	40
204	Public Policy and Good Governance and Sustainable Development	40
205	Public Procurement and Contract Management, including introduction to GeM	40
206	Business Communications	20 / Non Credit

PAPER CODE-101: PUBLIC FINANCIAL MANAGEMENT

Teaching Sessions	40 Hours
Objective of the Paper	• To introduce the basic theory and concepts of public financial management and their relationship to economic growth and development (PFM); • To explain how the concepts of PFM are applied in practice in the Indian context by the Union and State Governments; • To explain the federal financial relations between the Union and the States, with reference to the latest Finance Commission recommendations; • 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.

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, Case Studies.

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 15th 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; Case study;

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; Asset Monetization.

16. **Public Private Partnerships (02 Sessions)**
Public Private Partnerships; Other Public Investment Instruments; Case studies.

17. **New Public Management (02 Sessions)**
Nature of politico-administrative systems; Role of bureaucracy and reforms in bureaucracy; Globalisation and the need for administrative reforms; Liberalisation, Deregulation and Marketisation; Interaction between socio-economic forces and the politico-administrative system; New Public Governance model.

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 ad 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. Electricity 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*, 2nd 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 15th Finance Commission
4) *RBI Report: State Finances – A Study of Budgets, 2023-24*

Websites:
www.cbgaindia.org, https://cag.gov.in, www.cga.nic.in, https://indiabudget.gov.in

PAPER CODE-102: GOVERNMENT ACCOUNTING SYSTEM

Teaching Sessions	40 Hours
Objective of the Paper	At the end of the course, the participants will be able to: • Understand the process of compilation of government accounts; • Compile the accounts; • Carryout various adjustments in accounts; • Distinguish between Appropriation & Final Accounts; • Understand the process of compilation of accounts in State Governments & also in ULBs and RLBs; • Know how the IFA system functions in Government; • Be familiar with the contemporary development in India and abroad; and • Compare current government accounts in India with international best practices required and will be in a position to improve system wherever required.

Unit – I
Principles of Government Accounting (10 Sessions)

1. Fundamentals of Government Accounting
   https://portal.igotkarmayogi.gov.in/app/toc/do_114190640416948241138/overview
2. Government Accounting System
   https://portal.igotkarmayogi.gov.in/app/toc/do_113691704011915264133/overview
3. Principles, structure and Classification of Government Accounting
   https://portal.igotkarmayogi.gov.in/app/toc/do_114175902070833152132/overview
4. 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.
5. Cash, accrual and modified accrual system of accounts
6. Accounting Classification System (Chart of Accounts), GFS Framework
7. 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. Evolution and Overview of Public Financial Management System
   https://portal.igotkarmayogi.gov.in/app/toc/do_114274247932354601119/overview
7. Postal Accounts Manual (Account submission in PFMS)
   https://portal.igotkarmayogi.gov.in/app/toc/do_113916866993307648117/overview

8. Updated Receipt of Payment Rules; Civil Accounts Manual, and salient features P&T, Railways and Defence Accounts Manuals.
9. IFA System and Monitoring of PFM in GOI
10. Compilation of Accounts & Monthly Civil Accounts of the State Governments
11. Reconciliation of Cash balance between RBI & State AGs
12. Data Gap Initiative (G20)
13. Accounting in Local Governments (ULBs & RLBs)
14. Combined Finance & Revenue Account of Union & States
15. 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.
16. 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 - Concept and International Best Practices – IPSAS
   https://portal.igotkarmayogi.gov.in/app/toc/do_1141957355303485441164/overview
5. Accounting standards issued by IPSAS (a very brief introduction) with specific references to:
   - Cash basis of accounting
   - Frist 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
6. 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)
7. 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-103: FINANCIAL ACCOUNTING

Teaching Sessions	40 Hours
Objective of the Paper	• To understand the role of accounting in making economic decisions and understand the process of accounting • To Understand Accrual Accounting • Understand different accounting terms and accounting records to be maintained • To understand the Purpose of Accounting Standards and Accounting Policies • To understand the contents and the purpose of different financial statements as per Schedule III of Companies Act, 2013 • How to analyze the financial Statement.

Unit – I
1. **Conceptual Framework of Accounting: (06 Sessions)**
   • Cash and Accrual Accounting; Users of Financial Statements; Accounting terms
   • 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)**
   • Accounting records to be maintained - legal provisions and practice
   • 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: (04 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; Income and Expenditure Account
   • Structure of Profit and Loss Account; Exceptional Items, 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 and Statement of Changes in Equity: (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.
    - Preparation and Presentation of statement of changes in equity

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 on 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 Mahesweri: **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

Teaching Sessions	40 Hours
Objective of the Paper	At the end of the course, the participants will: • Be able to apply the principles and concepts used in financial decision making; • Be able to decide the best course of action among several financial options; • Be able to evaluate different financial products; and • Be able to apply financial concepts and principles in overall management of an enterprise.

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
- Structured Finance Instruments and Asset Monetization
  https://portal.igotkarmayogi.gov.in/app/toc/do_1143223837409935361454/overview

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.
- Project Appraisal and Financial Evaluation Techniques
  https://portal.igotkarmayogi.gov.in/app/toc/do_1143217319907737601387/overview

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.
- Inventory Management
  https://portal.igotkarmayogi.gov.in/app/toc/do_11389339247203123214/overview

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

Teaching Sessions	40 Hours
Objective of the Paper	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: 1. **Understand and Apply Statistical Methods:** 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. 2. **Master Data Visualization Techniques:** Develop skills in visualizing data using Python, R, *Tableau* and/or *Power BI* to effectively communicate insights to stakeholders. 3. **Conduct Exploratory Data Analysis (EDA):** Learn how to perform EDA using Python to uncover patterns, identify anomalies, and generate hypotheses for further analysis. 4. **Utilize Contemporary Analytical Tools:** Become proficient in using modern data analysis tools such as R and understand their applications in solving complex business problems. 5. **Apply Regression and Predictive Modeling:** Understand and apply regression analysis, including simple, multiple, and advanced predictive modeling techniques, to forecast trends and make data-driven decisions. 6. **Integrate Big Data Concepts:** Explore the implications of big data on sampling and data analysis, including techniques for handling large datasets with tools like Apache Spark and Hadoop. 7. **Implement Hypothesis Testing in Business Contexts:** 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. 8. **Develop Analytical Thinking for Policy and Business:** Apply analytical thinking to real-world case studies, understanding the impact of data-driven decisions on policy-making and business strategy. 9. **Enhance Problem-Solving Skills:** Build problem-solving skills by working on hands-on projects and case studies, preparing students for challenges in data analysis and decision-making roles.

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, Rinchart and winslon, 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 Jesery. 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) Ackaff,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
Objective of the Paper	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** (11th 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

Teaching Sessions	40 Hours
Objective of the Paper	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 (06x02=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. Overview of select Economic Growth theories; modern theories of endogenous growth; Open economy models;
4. Challenges of Growth: Poverty and inequality; regional disparity, unemployment and jobless growth;
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. Alternative measures of growth; growth vs. sustainability.

Unit II: International Trade and Financial Institutions (04x02=08 Sessions)
7. 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;
8. Economics and politics of multilateral agreements: Washington Consensus and boost to transnational economic and trade engagements; WTO mechanism and its limitations.
9. Global and regional economic forums for cross-border business and trade: Regional economic integration; EU, APEC, ASEAN, RCEP, TPP, NAFTA, MILA etc.; Indian perspective;

10. International Financial Institutions: Role of international financial institutions in economic development, forex management and in international trade and business, Financial Stability Board;

Unit III: Financial Sector in India (02x02=04 Sessions)

11. Role of financial markets and institutions in India: Financial institutions and market intermediaries; Money and Capital Markets in India: Regulation of financial markets; Regulatory bodies and structures; Financial Stability & Development Council, Financial Stability Reports;

12. 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

Unit IV: India in the Global Perspective of Business and Commerce (02x02=04 Sessions)

13. Impact of geopolitics on international trade; Russia-Ukraine War, US Tariffs, Realignment of supply chains and global trade; Weaponisation of trade; Breakdown of multilateralism, rise of bilateralism & regional deals in trade.

14. India's Trade Policy in a Fractured World: Responses to Geopolitical Tensions: Atmanirbhar Bharat; FTAs; Energy Trade**:** Discounted Russian Oil, Renewable Supply Chains; Geopolitics of Chips; India's Push for Fabrication; Climate-linked Trade: EU's CBAM and India's green exports.

Section B: Perspectives on Indian Economy
Unit V: Indian Economy (02x04=08 Sessions)

1. Challenges to an Emerging Economy: Balancing growth with inclusiveness and sustainability; Financial inclusion & digital transformation;

2. India's future as a rising power in a fragmented world; India's role in G20, BRICS+, India as a "Viksit Bharat" by 2047;

3. Structural Weaknesses and Challenges in Indian Economy: Agriculture Sector, Make in India; Increasing Global Protectionism; Vulnerability To Global Slowdowns and AI disruptions;

4. Infrastructure and Energy in India's Growth Story: Transport, Urban & Digital Infrastructure; India's Energy Needs vs. Climate Commitments; Transition to Renewable Energy; Financing Infrastructure: PPP, INVITS, REITS, NIIF.

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

Teaching Sessions	40 Hours
Objective of the Paper	• To understand the purpose of Cost and Management Accounting. • To understand the relationship between cost accounting, financial accounting and management accounting • To be in a position to prepare cost sheet and understand its managerial use • To understand various methods of costing in use • To be in a position to apply cost-volume-profit analysis in decision making • To understand the preparation of both the operating and financial budgets and its use. • Provide a conceptual introduction to the contemporary tools of cost management • Develop the ability to apply cost and management accounting tools and techniques in decision making

Unit – I
Introduction to Cost and Management Accounting: (06 Sessions)
- Definition, scope, objectives and significance of Cost Accounting and Management Accounting
- Relationship of Cost Accounting with Financial Accounting and Management Accounting
- Elements of Costs
- Classification of costs
- Cost Sheet

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 (10 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 (08 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; Opportunity Cost; and Standard 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

Teaching Sessions	40 Hours
Objective of the Paper	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 (04 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
- FinTech in India: Growth Story and Regulatory Framework
  https://portal.igotkarmayogi.gov.in/app/toc/do_1143965657425920001282/overview

UNIT-II (08 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
- 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**
   - Data Analytics for Effective Governance
     https://portal.igotkarmayogi.gov.in/app/toc/do_11440866037320089611445/overview
   - 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 (04 Sessions)
8. **Generative AI Tools**
   AI tools such as ChatGPT, DALLE-2, Stable Diffusion, Whisper, Synthesia, MAKE-A-VIDEO, and IMAGEN to automate your content creation process, saving time and effort

UNIT – VI (04 Sessions)
9. **Digital Currency, Cyber Security Issues**
   - Digital Currency
   - Block-chain technology
   - Cryptography & Public key Infrastructure
   - Case studies

SUGGESTED READINGS:
1) Apte D P, Statistical Tools for Managers, Excel Books Publication
2) Chandraish Sinha, Mastering Power BI, BPB
3) Evans James R, Business Analytics: Methods, Models and Decisions, Pearson
4) Joseph Steinber, Cybersecurity for Dummies, Wiley
5) Marr Bernard, Generative AI in Practice 100+ Amazing ways Generating AI in Changing Business & Society, Wiley
6) Murray G. Daniel, Tableau, Wiley (Big Data Series)
7) Muttoo, Gupta, Pal, E-Governance in India- The progress Status, Palgrave Macmillan
8) Nippani K S, Murthy B K , Digital India: Governance Transformation, Wiley
9) Sekhar, Sahu, Gollamudi, Digital Empowerment (Selected eGovernance Initiatives)
10) Data Resource (Indicative):
    - www.data.gov.in, www.indiabudget.gov.in and data from website of various Ministries
    - https://www.indiastat.com/ (AJNIFM Library subscription),
    - statista.com, https://www.kaggle.com/, https://data.world/, worldstatistics.com

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

Teaching Sessions	40 Hours
Objective of the Paper	• To understand the entire lifecycle of Public Policy, its formulation, implementation and evaluation • To understand the policy making process as practiced in India • To understand the evaluation of key social sector and infrastructure public policies in India at the national level • To understand the basic contours of Good Governance by way of examples from the national and state level perspective • To understand the institutional framework for fight against corruption in India

Unit I
Public Policy: Designing & Implementation and Evaluation (16 Sessions)

1. **Overview of Public Policy**: (02 sessions)
   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**: (02 sessions)
   Rational Policy Making Model; Incremental Model: Simon's Bounded Rationality Model; Normative Optimal Model; Public Choice Theory; Political Public Policy Approach.

3. **Designing Public Policy**: (02 sessions)
   Evidence based Public policy design; Randomised Control Trials- Case studies; Public policy design tools; Constraints in public policy formulation;

4. **Implementation of Public Policy**: (02 sessions)
   Implementation approaches and models; Policy-Action Relationship and Inter-Organisational Interaction models; Role of various agencies in implementation, Challenges in policy implementation.

5. **Agencies and Their Role in Public Policy**: (01 session)
   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.

6. **Public Policy Evaluation:** (01 session)
   Types of evaluation; Criteria for evaluation; Methods of evaluation; Evaluating agencies; Challenges in policy evaluation; Measurement of impact of public policy; Building knowledge and measurement databases in public policy.

7. **Public Policy Process in India -I**: (02 sessions)
   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.

8. **Public Policy Process in India –II**: (02 sessions)
   Impact of public policy in India – Environment and Telecom sectors; Globalisation and public policy.

9. Contemporary Geopolitics and Its Impact of India's Public Policy **(02 sessions)**

Unit II
Public Policy: Monitoring & Evaluation (04 Sessions)

1. **Dealing with Complexity of Problems and Issues:** Climate Change and Sustainability; Geopolitical Uncertainty: Conflicts, trade wars, and shifting alliances complicate national policy choices.

2. **Pitfalls of Digital Governance:** Technological Disruption including AI, automation, biotechnology, and digital finance;

3. **Ethical Dilemmas:** Balancing efficiency with rights—such as in surveillance, facial recognition, or welfare targeting;

4. **Citizen-Centric Governance:** Increasing transparency, accountability, and co-creation of policies.

Unit III
Sectoral Policy Designs: Case Studies in Public Policy (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 (02 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

Teaching Sessions	40 Hours
Objective of the Paper	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: Induction (03 Sessions)
- Public Procurement of Goods
  https://portal.igotkarmayogi.gov.in/app/toc/do_11369532681048832115/overview
- Procurement of Works
  https://portal.igotkarmayogi.gov.in/app/toc/do_113536022194569216125/overview
- Public Procurement Framework of GoI
  https://portal.igotkarmayogi.gov.in/app/toc/do_1134970386480578561102/overview
- Disposal of Scrap Goods
  https://portal.igotkarmayogi.gov.in/app/toc/do_1143960370618777601184/overview
- Government e-Marketplace
  https://portal.igotkarmayogi.gov.in/app/toc/do_1138976312992563201285/overview
- Procurement Services (Consultancy / Non-Consultancy)
  https://portal.igotkarmayogi.gov.in/app/toc/do_1138976951627939841425/overview

Unit II: 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 III: Rules, Procedures and Guidelines on Procurement of Goods (08 sessions)
- Rules (GFR 2017) and Procedures (Manual of DoE) on Procurement of Goods including procurement from MSE and Startups

Unit IV: Procurement of Goods and Services from GeM (04 Sessions)
- Provisions of GFR 2017
- Procedure of procurement
- General Terms and Conditions of Procurement from GeM

Unit V: Imports of Goods (04 Sessions)
- Foreign Trade Policy, Government of India
- Imports in GST regime
- 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. Packing
    10. Shipping and payment of ocean freight
    11. Marine Insurance
    12. Payments
    13. Indian Agents

Unit VI: Preferential Treatment to Local Suppliers in the 'Make in India' regime, 'Atmanirbhar Bharat Abhiyan' and its impact on Public Procurement, National Security and Public Procurement (03 Sessions)

Unit VII: Introduction to procurement of Goods by e–procurement and Electronic Reverse Auction (4 Non-Credit Sessions)

Unit VIII: Role of Finance in Procurement (04 Sessions)
- Delegation of Financial Power Rules, 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

Unit IX: Procurement of Works (04 Sessions)
- GFR 2017 on procurement of Works
- Works Manual issued by the Ministry of Finance
- 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

Unit X: Global Procurement Methods and Best Practices (03+02 Sessions)
- World Bank and ADB Regulations on Procurement
- Best Practices in Framing of Contract Documents.

Unit XI: Procurement of Consultancy Services (02 Sessions)
- GFR 2017 provision on procurement of consulting services
- Salient features of the DoE Manual of Procedure on procurement of consulting services
- Model RFP document for procurement of consulting services

UNIT XII: Procurement of Non – Consulting Services (02 Sessions)
- GFR 2017 provision on Procurement of Non – Consulting Services
- Salient features of the DoE Manual of Procedure on procurement of Non – Consulting Service

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
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
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

Teaching Sessions	20 Hours
Objective of the Paper	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 (6th 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 (2nd 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 (2nd 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 / Co-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 & Shri Dinesh Singh Jaini, Professor
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	Dr. Govinda Bhattacharjee, 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, Adjunct Faculty
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 & Shri Dinesh Singh Jaini, Professor
12	M-II 206	Business Communications	Dr. Jaya Bhalla, Assoc. Professor (SG)

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

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