

## SYLLABUS (2013)

### Detailed curriculum for DPFM (PTC)

**ATTACHMENT WITH NIFM : 44 WEEKS**

**ACADEMIC ATTACHMENT AT NIFM: 36 WEEKS**

**FIELD ATTACHMENTS: 8 WEEKS**

|                              |  |  |
|------------------------------|--|--|
| <b>First Term</b>            |  | <b>8 + 9 + 1 + 1 + 1 + 2 = 22 weeks</b>  |
| 1                            | Accounting for Managers- I                                   | 40                                       |
| 2                            | Accounting for Government                                    | 40                                       |
| 3                            | Legal and regulatory framework                               | 40                                       |
| 4                            | Auditing   | 40                                       |
| 5                            | Financial Management-I                                       | 40                                       |
| 6                            | Management of Organisation and people                        | 40                                       |
| 7                            | Public Financial Administration                              | 40                                       |
| 8                            | Financial Markets & Institutions                             | 40                                       |
| 9                            | Introduction to Public Policy and Governance                 | 40                                       |
| <b>Total sessions</b>        |  | <b>360 sessions</b>                      |
| <b>Attachment with BPST:</b> |  | <b>1 week</b>                            |
| <b>Attachment with NSE:</b>  |  | <b>1 week</b>                            |
| <b>Attachment with RBI:</b>  |  | <b>1 week</b>                            |
| <b>Exams:</b>                |  | <b>2 weeks</b>                           |
| <b>Second Term</b>           |  | <b>15 + 1 + 1 + 1 + 2 + 2 = 22 weeks</b> |
| 1.                           | Financial Management –II                                     | 40                                       |
| 2                            | Business mathematics and statistics and Research methodology | 40                                       |
| 3                            | IT for finance   | 40                                       |
| 4                            | ICT for Government managers                                  | 40                                       |

|                       |                                   |            |
|-----------------------|-----------------------------------|------------|
| 5                     | Cost and management accounting    | 40         |
| 6                     | Micro-economics                   | 40         |
| 7                     | Macro-economics                   | 40         |
| 8                     | Contract & Procurement Management | 30         |
| 9                     | Accounting for Managers-II        | 20         |
| <b>Total sessions</b> |                                   | <b>330</b> |

|                                 |                     |
|---------------------------------|---------------------|
| <b>Total number of sessions</b> | <b>790 sessions</b> |
|---------------------------------|---------------------|

|  |                |
|--|----------------|
| <b>International Attachment to an overseas institute of repute</b>       | <b>2 weeks</b> |
| <b>Field visit to railway establishments</b>                             | <b>1 week</b>  |
| <b>Field visit to defence establishment</b>                              | <b>1 week</b>  |
| <b>Field visit to development programmes (eg, SSA, NRHM, NREGA etc.)</b> | <b>1 week</b>  |

|                       |                |
|-----------------------|----------------|
| <b>Total Duration</b> | <b>5 weeks</b> |
|-----------------------|----------------|

|                     |                |
|---------------------|----------------|
| <b>PROJECT WORK</b> | <b>8 weeks</b> |
|---------------------|----------------|

|                              |                          |
|------------------------------|--------------------------|
| <b>TOTAL DURATION OF PTC</b> | <b>52 weeks (1 year)</b> |
|------------------------------|--------------------------|

**DETAILED SYLLABUS**

**First Term**

**Paper Code: 101**

**Accounting for Managers-I**

**Total Marks – 100**

**OBJECTIVE**

To provide the officers a thorough grounding of Commercial Accounting Concepts and Financial Statements with analysis of Financial Statements.

**Unit – I**

1. **Conceptual Framework of Accounting**
  - ◆ Users of Financial Statements;
  - ◆ Capital of a Firm;
  - ◆ Structure of Business Firms;
  - ◆ Objectives of Corporate Financial Reporting;
  - ◆ Components of Financial Statements;
  - ◆ Accounting Conventions;
  - ◆ Qualitative Characteristics of Financial Statements;
  - ◆ True and Fair View;
  - ◆ Accounting Policy
  - ◆ Accounting Standards; Accounting Standards Disclosure of Accounting Policies (AS 1).
  
2. **Accounting Records and Systems**
  - ◆ Journal,
  - ◆ Cash Book,
  - ◆ Ledger,
  - ◆ Trial Balance
  - ◆ Bank Reconciliation Statement.
  
3. **Balance Sheet**
  - ◆ 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 Contingencies and Events Occurring after the Balance Sheet Date (AS-4).

4. **Structure of Profit and Loss Account**

- ◆ Nature of Profit and Loss Account;
- ◆ Expenditure and Expenses;
- ◆ Income;
- ◆ Accrual Basis of Accounting;
- ◆ Structure of Profit and Loss Account;
- ◆ Extraordinary Items; Prior-Period Items;
- ◆ Accounting Standards on Net Profit or Loss for the period, prior period items and changes in Accounting Policies (AS 5).

**Unit – II**

5. **Cash Flow Statements**

- ◆ Preparation of Cash Flow Statement;
- ◆ Presentation of Cash Flow Statement: Operating Activities; Investing Activities; Financing Activities;
- ◆ Foreign Currency Cash Flows; and Analysis;
- ◆ Accounting Standard on Cash Flow Statement (AS 3).

6. **Inventory Valuation**

- ◆ Definition;
- ◆ General Principles;
- ◆ Inventory Costs;
- ◆ Use of Standard Cost Method and Retail Method; Cost Formulas; and Net Realizable Value (NRV);
- ◆ Accounting Standards; Valuation of Inventories (AS 2).

7. **Revenue Recognition**

- ◆ Introduction;
- ◆ General Principles;
- ◆ Measurement of Revenue;
- ◆ Collectability of Revenue;
- ◆ Matching Principle;
- ◆ Sale of Goods;
- ◆ Service Revenues;
- ◆ Sale of Real Estate;
- ◆ Interests and Dividends;
- ◆ Constructions Contracts; and
- ◆ Revenue Recognition under Indian GAAP-Accounting Standard on Revenue Recognition (AS 9).

### Suggested Books and References

1. Asish Bhattacharya : Financial Accounting for Managers
2. D.S.Rawat : Student Guide to Accounting Standards
3. Robert N. Anthony and James s. Reece: Accounting Principles
4. R.L. Gupta and M. Radhaswamy : Advanced Accountancy
5. S.N. Maheswari : Advanced Accountancy
6. <http://icai.org>
7. <http://icsi.edu>
8. <http://myicwai.com>

**Paper Code : 102**

**Accounting for Government**

**Total Marks – 100**

**OBJECTIVE**

To provide theoretical and practical knowledge about Government Accounting and Accounting for Non-Profit Organizations.

**UNIT – I**

1. Accounting in Govt. - Origin, development & departmentalization of accounts
2. Financial Administration in Government (including Railways, Defence, P&T)– An overview
3. Indian Government Accounting Standards
  - Indian Government Accounting Standards Guarantees given by Government.
  - Indian Government Accounting Standards – Accounting and Classification of Grants-In-Aid
4. Accounting Structures in Departments (including Railways, Defence, P&T) and Schematic flow of transactions
5. Accounting system in Non-Civil Ministries / Departments: Railways, Defence, P&T.
6. Payment procedures in Government (including Railways, Defence, P&T)
7. Features of Government Accounts
8. Structure and form of Government Accounts, Consolidated fund, Contingency fund and Public Accounts
9. Classification in Govt. Accounts (LMMH), including practical
10. Proforma Accounts in Government Commercial Undertakings

**UNIT – II**

11. Deposits, Reserve Fund : Concept and Accounting procedures including practical
12. Electronic Payment Systems
13. Receipt Accounting - Tax & Non-Tax Revenue(including receipts of Railways, Defence, P&T)
14. CG ( Receipt & Payment) Rules
15. Adjustments through transfer entries including rectification of errors (with practical)
16. Compilation and Consolidation of accounts (including Railways, Defence, P&T)- Monthly Accounts, Annual Provisional Accounts
17. Finance accounts - purpose, use, compilation and consolidation
18. Appropriation accounts - purpose, use, compilation and consolidation
19. Reading and analysis of Governments accounts with special reference to the accounts of Railways, Defence & P&T.

20. Combined finance and revenue account - purpose and use

**Suggested Books and References**

- |  |                   |
|--|-------------------|
| 1. Civil Accounts Manual                                 | Govt. publication |
| 2. List of Major and Minor Heads                         | Govt. publication |
| 3. Central Government Accounts (Receipt & Payment) Rules |                   |
| Govt. publication  |                   |
| 4. Government Accounting Rules                           | Govt. publication |
| 5. Constitution of India                                 | Govt. publication |
| 6. Appropriation Accounts - Central (Civil)              | Govt. publication |
| 7. Union Government Finance Accounts                     | Govt. publication |
| 8. Govt. Accounts Principles and Practices               | R. Ramanathan     |
| 9. Effective Govt. Accounting                            | A. Premchand      |

## **PTC DETAILED SYLLABUS**

**Paper Code: 103**

### **Legal and Regulatory Framework**

**Total Marks – 100**

#### **OBJECTIVE**

To provide a basic understanding and overview of the legal and regulatory framework governing public sector governance, companies and business in India.

#### Unit - I

1. Companies Act
2. Law of Contract
3. Law of Negotiable Instruments
4. Legislation pertaining to Environment
5. Competition Act and Competition Commission

#### Unit – II

6. Information Technology Act
7. Workmen's Compensation Act
8. Overview of International Trade with reference to the World Trade Organization
9. Consumer Protection Act
10. Torts

#### **Suggested Books and References:**

1. Bare Acts
2. Elements of Company Law – Avtar Singh
3. Principles of Company Law – M.C. Shukla
4. Elements of Mercantile Law by N.D.Kapoor (Sultan Chand publication)

**Paper Code: 104**

**Auditing**

**Total Marks – 100**

**OBJECTIVE**

To provide an in-depth study of the techniques and methods of planning audit assignments with special reference to Internal Audit.

*UNIT – I*

**1. Auditing**

Nature, Objectives & Scope, Principles, Concepts and precepts of auditing. Profession of Auditing and Development of Auditing

**2. Various Classes of Audit** - Statutory Audit, Internal Audit: Govt. Audit; Cost Audit; Management Audit; Social Audit & Environment Audit-concepts, Differences between Govt. Audit & Private Sector Audit

**3. Techniques of Auditing**

Physical Inspection, Observation, Inquiry, Confirmation, Computation and Retracing Book-keeping Procedures, Analytical Procedures, Selection of Audit Techniques

**4. Audit Sampling**

Need for Sampling, Sampling Risk, Audit in depth, Test checking or judgmental sampling, Approach to statistical sampling, Determination of sample size, Sampling in various auditing situations, Attributes sampling, monetary unit sampling, Variables sampling, Stratified random sampling.

**5. General Principles of Transaction Audit** - Vouching, Payments and Receipts

**6. Audit Process, Risk Based Auditing & Improving Audit Effectiveness**

**7. Role of Auditor**

Duties and Liabilities of Auditor. Status and Image of the Auditor; Legal & Regulatory framework: Spirit of Audit

**8. Internal Audit and Internal Control; Relationship between Internal Audit and External Audit. Internal Control Evaluation. The focus here should be on locating Internal Control and Risk management as part of organizational effectiveness. The inputs should cover – definitions / standards / ethics.**

*UNIT – II*

**9. Concept of Professional Ethics.**

**10. Current issues in Auditing**

**11. The Principles and Philosophy of Government Audit**

**12. Role of C&AG, Constitutional provisions governing the institution of the C&AG, CAG's (DPC) Act, 1971.**

**13. Audit of Expenditure**

**14. Sanction Audit, Audit against provision of funds, Audit against regularity.**

**15. Value for Money Audit and 3 Es - Economy, Efficiency and Effectiveness.**

**16. Audit of Receipts**

17. Commercial Audit: Audit of Government Companies, Concept of Audit Board  
Audit of Autonomous Bodies, Grantee Institutions and NGOs Audit of  
Defence, Railways and Telecom Sectors. Issues in Social Audit
18. Results of Audit and Audit Reports, Communicating audit findings, structure  
and presentation of audit reports; case studies (national and international).  
C&G Annual Reports to Parliament Follow –up action by the executive and  
Action Taken Notes

**Suggested Books and References**

1. Kamal Gupta, Contemporary Auditing, Tata McGraw Hill Publishing Co. Ltd.,  
New Delhi
2. Kamal Gupta, Arora A, Fundamentals of Auditing, Tata McGraw Hill Publishing  
Co. Ltd., New Delhi
3. Saxena, RG, Auditing Himalya Publishing House, Bombay
4. Tandon, BN, Practical Auditing, S.Chand and Co., New Delhi
5. Manual of Standing Order (Technical) – C&AG of India
6. CAG DPC 1971 – C&AG
7. Auditing Standards – C&AG
8. Y. Krishna : Audit in India's Democracy
9. Government Auditing by T. N. Chaturvedi
10. Public Audit, Good Governance & Accountability : Edited by Dr. B.P. Mathur,  
Institute of Public Auditors, Publications.
11. [www.iaa.org](http://www.iaa.org)

**Paper Code: 105**

**Financial Management – I**

**Total Marks – 100**

**Unit – I**

- **Financial Management – An Overview:**

Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management; Primary Objective of Corporate Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India.

- **Time Value of Money:**

Rationale; Techniques; Practical Applications of Compounding; and Present Value Techniques.

- **Risk and Return:**

Conceptual Framework of Risk and Return: Type of Risks; Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio); Portfolio Selection; and Capital Asset Pricing Model (CAPM).

- **Capital Budgeting – Principles and Techniques:**

Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques; and Capital Budgeting Practices in India

- **Capital Budgeting – Additional Aspects:**

Net Return Value; Internal Rate of Return; Profitability Index Methods – A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting.

- **Analysis of Risk and Uncertainty in Capital Budgeting:**

Description and Measurement of Risk; and Risk Evaluation Approaches.

- **Project evaluation and management** :- Indian and international experience.

## UNIT – II

- **Concept and Measurement of Cost of Capital:**

Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital; and Cost of Capital Practices in India.

- **Operating, Financial and Combined Leverage:**

Operating Leverage; Financial Leverage; and Combined Leverage.

- **Capital Structure Cost of Capital and Valuation:**

Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach

- **Designing Capital Structure:**

Profitability Aspect; Liquidity Aspect; Control; Leverage Ratios for other Firms in the Industry; Nature of Industry; Consultation and Investment Bankers and Lenders; Maintaining Manoeuvrability for Commercial Strategy; Timing of Issue; Characteristics of Company; Tax Planning; and Capital Structure Practices in India.

- **Dividend and Valuation:**

Irrelevance of Dividends; and Relevance of Dividends.

- **Determinants of Dividends Policy:**

Factors; Dividend Policy in India; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision.

### **Suggested Readings:**

- Khan, M.Y & Jain, P.K.: **Financial Management**; Tata McGraw Hill, New Delhi, 2008.
- Pandey, I. M.: **Financial Management**; Vikas Publishing House, New Delhi, 2005.
- Chandra, Prasanna: **Financial Management**; Tata McGraw Hill, New Delhi, 2008.
- Brealey and Meyers: **Principles of Corporate Finance**; Tata McGraw Hill, New Delhi, 2008.
- Keown, Martin, Petty and Scott (Jr): **Financial Management: Principles and**

**Applications;** Prentice Hall of India, New Delhi, 2002.

- Gitman, L.J: **Principles of Managerial Finance;** Addison Wasley, 2009.
- Vanhorne, James C: **Financial Management and Policy;** Prentice Hall of India, New Delhi, 2002.

**Paper Code: 106**

**Management of Organisation and People**

**Total Marks – 100**

**Unit – I**

**Introduction of management and OB**

Meaning and Definition, Scope, Importance, Principles, Functions of Management, Social Responsibility of Management. Evolution of Management Thought.

Definition, nature and scope of OB, contributing disciplines to OB, OB process, models of OB.

**Individual Perspective**

Personality; Attitudes, Values and Job Satisfaction; Learning; Motivation.

**Unit – II**

**Group Dynamics**

Group Behaviour; Organizational Conflicts; Job Stress; Communication; Leadership; Power and Politics, Theories of Leadership, Manager and Leader, Different aspects of Leadership, Role in Change and Change Management.

**Organizational Perspective**

Organizational Structure; Organizational Culture; Organizational Change and Development; Quality of Working Life (QWL); International Organizational Behaviour.

**Recommended Books**

1. Govindarajan & Natarajan: **Principles of Management**, Prentice Hall of India Private Limited, New Delhi.
2. Stoner, Freeman & Gilbert, Jr.: **Management**, Prentice Hall of India private Limited, New Delhi.
3. Tripathy & Reddy: **Principles of Management**, Tata McGraw-Hill Publications, New Delhi.

4. Fred Luthans: **Organizational Behaviour**, Tata McGraw-Hill Publications, New Delhi.
5. Udai Pareek: **Understanding Organizational Behaviour**, Oxford University Press, New Delhi.
6. Stephen P. Robbins: **Organizational Behaviour**, Prentice Hall of India Private Limited, New Delhi.
7. S. S. Khanka: **Organizational Behaviour: Text and Cases**, S. Chand & Company Limited, New Delhi.
8. Pollitt C. **The Essential Public Manager**. Maidenhead: McGraw Hill, 2003

**Paper Code: 107**

**Public Financial Administration**

**Total Marks – 100**

**OBJECTIVE**

Providing the participants a broad understanding of the current theories and practices in Public Financial Administration. Helping the participants to identify contemporary issues in Public Financial Administration in India and to formulate solutions in the light of theories and practices. Helping the participants to understand taxation policy, management of public expenditure, public debt and budgetary techniques and practices. The coverage of the subject will be with special emphasis on Indian experience.

**UNIT - I**

1. Public Financial Administration
  - Public Finance - Theory & Principles
  - Fiscal functions
  - Public choice - provision for social goods
  - Fiscal policy
  
2. Budgeting
  - Objectives & types of budget
  - Constitutional provisions for preparation and presentation of Budget
  - Finance Act & Appropriation Act.
  - Linkage with multi-dimensional classification
  - Government Finance Statistics 2001
  
3. Revenue
  - Taxation - principles and approach to an efficient tax system
  - Taxation Policy in India
  - Tax structure - Direct and Indirect Taxes in India
  - Overview of Income Tax Act, Customs, Central Excise, Service Tax and GST.
  - Incidence and impact of taxation - Laffer's curve
  - Non-Tax revenue sources, user charges
  - Trends in Tax and Non-Tax Receipts
  
4. Public expenditure
  - Theory and concept
  - Management and control – Contemporary issues
  - Trends in public expenditure
  
5. Public Debt Meaning and types
  - Instruments - Treasury bills, bonds and Ways & Means Advances
  - Borrowing powers of Union and States

- Role of RBI
  - External assistance - monitoring and management
6. Modern Techniques in Budgeting
- Outcome Budgeting
  - Cash budgeting : Cash management and Treasury functions in Government
  - Other budgeting techniques
  - Budgetary reforms and New Public Management

### **UNIT – II**

7. Central Government Budgeting Process
- Plan & Non-Plan expenditure
  - Capital and revenue expenditure
  - Preparation of budget
  - Implementation and monitoring of budget
- Trends in capital and revenue expenditure State Governments' Budgets -  
Some case studies
8. State Government's Budget – Some case studies
9. Public Investment – Programming and Management Concept and purpose
10. Role of Planning Commission
11. Fiscal Responsibility – Financial Responsibility and Budget Management Act (Union and State Governments).
- Parameters of fiscal health
  - Economic indicators of fiscal health and international and national legislation relating to fiscal responsibility
12. Finance Commission's Recommendations
- Principles of Federal Finance
  - 13<sup>th</sup> Finance Commission
  - Centre-State relations
  - Grants-in-Aid
13. Parliamentary Financial Committees
- Estimates Committee
  - Public Accounts Committee
  - Committee on Public Undertakings
  - Standing Committee for scrutiny of demands for grants

### **Suggested Books and References**

1. Richard Musgrave & Peggy Musgrave; Public Finance : Theory and Practice - Mecgraw Hill
2. H.L. Bhatia. Public Finance
3. S.P. Ganguly : Fundamentals of Government Budgeting : Control over Public Finance and India
4. B.P. Tyagi, Public Finance, Jaiprakash, Meerut.

5. K.P.M. Sundharam, Public Finance - Theory and Practice (16<sup>th</sup> Edition), S. Chand & Co., New Delhi.
6. Constitution of India
7. Central Government Budget
8. Economic Survey
9. RBI : Report on Currency and Finance
10. Reports of Finance Commission and Annual Report; Govt. of India
11. Report of the Eleventh Finance Commission - Akalank Publications
12. B.P. Mathur (ed) : Budgetary Reforms and Expenditure Management in government - Mudrit
13. Sudipto Mundle (ed) : Public Finance : Policy Issues for India - Oxford
14. Parthasarathi Shome (ed) : Fiscal Policy & Public Policy & Good Governance (NIPFP, New Delhi).
15. U.S. Pant : Budgeting & Financial Management in India
16. Salvatore Schiavo-Campo and Daniel Tommasi, Managing Government Expenditure, Asian Development Bank Publication.

**Paper Code: 108**

**Financial Markets and Institutions**

**Total marks: 100**

**OBJECTIVE:**

The changes rumbling through the world financial markets are fundamental and have pervasive effects on our local and global economies. In view of these changes this course aims at in-depth understanding of the financial institutions and markets as it exists and the forces governing its future with a focus on Indian Financial Systems viz., Financial Institution, Financial Markets and Financial Instruments.

**UNIT – I**

**1. Financial System and Economic Development**

- Inter-relationship between financial system and economic development
- Interest rate components and dynamics.
- Interest rate structure in India.

**2. Financial Markets**

**Money Market**

- Reserve Bank of India: role as a banker to the Government, credit control and other regulatory aspects, RBI Act, CCIL
- Government securities market, money market
- Money market instruments – call money, treasury bills, commercial papers, CDs, Repos, commercial bills.

**Capital Market**

- SEBI: Role and regulatory aspects, SEBI Act
- Equity market: Primary market, secondary market, debt market

**UNIT – II**

**3. Foreign Exchange market**

Foreign Exchange Management Act (FEMA)

**4. Financial Institutions**

- Banking institutions
- NBFC, Mutual Funds, Structure and functions

- Insurance organizations, IRDA – Role and regulatory aspects
- Development finance institutions
- Pension Funds: PFRDA

### **Suggested readings**

- Khan, M y: Indian Financial System, Tata Mc Graw Hill, New Delhi 2000
- Mishkin, S Fredric and Eakins, SG Financial markets and Institutions, 5<sup>th</sup> edition, Pearsons
- Srivastava, R M : Financial institutions in India, 3<sup>rd</sup> edition, Himalaya publishing house, 1996
- Viz Madhu: Management of Financial Institutions
- Bhole LM: Financial Institutions and Markets: Structure, growth and innovations, 2<sup>nd</sup> edition: New Delhi, Tata Mc Graw Hill. 1992
- Vav Horne, James C and Wachowicz Jr. John M: Fundamentals of financial management, 2002 (11<sup>th</sup> edition), Prentice Hall of India
- Rose and Kolkar: Financial Institutions understanding and managing financial services, Tata Mc Graw Hill, New Delhi 5<sup>th</sup> ed, 2001
- Reserve bank of India annual report (latest)
- Report on development banking : Industrial Development Bank of India (latest)
- Economic Survey (latest).

**Paper Code: 109**

**Introduction to Public Policy and Governance**

**Total Marks – 100**

**Objective:** To gain insights into the basics of policy making and state of civil service vis a vis aspirations of people in a liberal democratic set up. The paper attempts to develop skills in Policy Analysis and professional understanding of evolving governance issues.

**UNIT – I**

**Policy**

1. Definitional aspects: cross country comparisons
2. Policy framework and macro scenario, both domestic and overseas/ international w.r.t existing dynamism.
3. Stakeholders' sensitivities and ethics issues
4. Analytical approach to ascertaining problems/ constraints facing policy formulation and / or implementation.

**Policy typologies**

5. Process of policy formation: agenda setting and negotiation in policy making
6. Policy implementation and evaluation/ impact assessment

**UNIT – II**

**Civil Service Organisation and Challenges**

7. Evolving nature of public administration.
8. Public service – concept, purpose and organisation: Indian and overseas perspective
9. Civil Service reforms in India
10. Role of Civil servants vis-a-vis social empowerment and professionalism and ethical issues

**Governance**

11. Good governance – transparency and accountability in Governance; Right to Information Act; Prevention of Corruption Act

12. New Public Management
13. Decentralisation in federal systems: Indian experience
14. Citizen's charter
15. Social marketing
16. Results Framework document.

**Recommended Books and References**

1. R V Vaidyanatha Ayyar, Public Policymaking in India, Pearson Longman, 2009
2. David Weimer and Aidan Vining, Policy Analysis – Concepts and Practice, Prentice Hall, 1992
3. John W Kingdon, Agendas, Alternatives and Public Policies
4. Anne Mette Kaer, Governance: key Concepts, Polity, 2004
5. R A Rhodes, Understanding Governance, OUP, 1997
6. Philip Kotler, Social Marketing

**TERM II**

**Paper Code: 201**

**Financial Management – II**

**Total Marks – 100**

**Unit – I**

**Working Capital Management – An Overview:**

Nature of Working Capital; Planning of Working Capital; Computation of Working Capital; and Management of Working Capital in India.

**Management of Cash and Marketable Securities:**

Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India.

**Receivable Management:**

Objectives; Credit Policies; Credit Terms; and Collection Policies

**Inventory Management:**

Objectives; and Techniques.

**Working Capital Financing:**

Trade Credit; Bank Credit; Commercial Papers; Certificate of Deposits (CDs); Financing.

**Introduction to Long Term Sources of Finance**

**Equity/Ordinary Shares:**

Fundamentals of Equity Shares; and Issue Procedures.

**Term Loans, Debentures / Bonds and Securitization:**

Terms Loans; Debentures/Bonds/Notes; and Securitization.

**Hybrid Financing Instruments:**

Preference Share Capital; Convertible Debentures/ Bonds; Warrants; and Derivatives

Options

## **Lease Financing**

Lease Financing

### **Business Valuation:**

Conceptual Framework of Valuation; Approaches/Methods of Valuation; and other Approaches to Value Measurement.

### **Option Valuation:**

Concept and Types of Options; Option Payoffs; Call Option Boundaries; Factors Influencing Option Valuation; and The Black-Scholes Option Pricing Model.

## **Behavioural Finance**

### **Financial Management of Public Sector Undertakings (PSUs):**

Peculiarities of PSUs with Focus on Accounting and Finance; Financial Decisions in PSUs; Memorandum of Understanding (MoU) in PSUs; and Disinvestment in Public Sector Enterprises.

### **Suggested Readings:**

- Khan, M.Y & Jain, P.K.: **Financial Management**; Tata McGraw Hill, New Delhi, 2008.
- Pandey, I. M.: **Financial Management**; Vikas Publishing House, New Delhi, 2005.
- Chandra, Prasana: **Financial Management**; Tata McGraw Hill, New Delhi, 2008.
- Brealey and Meyers: **Principles of Corporate Finance**; Tata McGraw Hill, New Delhi, 2008.
- Keown, Martin, Petty and Scott (Jr): **Financial Management**; Principles and Applications; Prentice Hall of India, New Delhi, 2002.
- Gitman, L.J: **Principles of Managerial Finance**; Addison Wasley, 2009.
- Vanhorne, James C: **Financial Management and Policy**; Prentice Hall of India, New Delhi, 2002.
- Kishore Ravi, M: **Financial Management**; Taxman, 2006.
- Case Study of US Housing Market Crisis 2008

**Paper Code: 202**

**Business Mathematics, Statistics & Research Methodology**

**Total Marks – 100**

**Objective:** To enable participants to use basic statistical techniques and get an insight into basic mathematical functions and their use.

1. Measures of central tendency and dispersion
2. Correlation and regression (linear and bivariate only)
3. Probability and expected value
4. Elements of theoretical distribution; binominal, poisson, normal.
5. Concept of standard error, interval estimation, determination of sample size, tests of hypotheses for proportions, means including means of paired data, independence of attributes, one population variance, equality of two variances, analysis of variance
6. Time Series and forecasting

**Unit-II**

1. Linear, quadratic, exponential, and logarithmic functions; concept and determination of break-even point.
2. Arithmetic and geometric progression including series.
3. Permutations and combinations.
4. Mathematics of finance; simple and compound interest, annuity, sinking fund, present value of an annuity/amortisation, present value concept in capital expenditure, leasing and bonds
5. Classification and tabulation of data

**Unit – III**

1. Problem Definition: Nature and purpose of scientific enquiry; Parameters of research; Definition of construct and variables; Introduction to Research; Research Process; Steps in Research Process.
2. Research Design: Concepts and type of research design, Design of research on the basis of application-pure and applied. Design of research on the basis of Techniques/Methodology-Exploratory and Descriptive. Descriptive Research-Qualitative and Quantitative. Quantitative-Field Studies, Field experiments and laboratory experiments. Design of research on the basis of area of research – research in Social sciences and Physical sciences. Sampling and Data collection: Population and samples, techniques of sampling-random, stratified, systematic, multistage sampling, primary and secondary sources of data. Design of questionnaire.

**Unit – IV**

1. Statistical Hypotheses and Test of Significance: Procedure for testing of hypothesis. Determining levels of significance. Type I and Type II errors. ANOVA: One Way, Two Way, Three Way, Four Way, Five Way. Chi square test and its application. Students 't' distribution; Non-parametric statistical technique (Chi-Square Test, Binomial Test, Runs Test, One-Sample Kolmogorov-Smirnov Test) Parametric statistical tests, Correlation and Regression Analysis.
2. Tabulation and Analysis of Data; Selection of appropriate statistical techniques; Interpretation: Statistical data analysis. Advance techniques in analyzing associative data. Case study Approach: Identification, analysis and development of case. Report Writing. Application of Statistical Software in Research Using SPSS.

### **Recommended Books**

1. Business Mathematics for Business and Economics by JK Sharma, Asian Books
2. Business Mathematics and Statistics by AP Verma, Asian Books
3. Statistics for Business and Economics: David Anderson, Denis J Sweeny and Thomas A Williams, Thomson - South-Wester

### **Suggested Readings:**

1. David A. Aaker, (2000), "Marketing Research," John Wiley and Sons, USA.
2. Luck and Rubin, (2001), "Marketing Research, Prentice Hall of India, New Delhi.
3. Tull and Hawkins, (2001), "Marketing Research Management and Method," 6th Ed., Prentice Hall of India, New Delhi.
4. Srivastava, Shenoy and Sharma, (2001), "Quantitative Techniques for Managerial Decision." New Delhi.
5. Hair, (2000), "Marketing Research," Tata McGraw Hill, New Delhi.
6. Cooper, "Business Research Methods", Tata McGraw Hill, New Delhi.
7. Kothari, C. R., "Research Methodology".
8. Paneersalvam, R. "Research Methodology".
9. Marketing Research – text and cases – Boyd, Westfall & Stasch (7<sup>th</sup> edition).
10. Marketing Research – an applied orientation - Naresh K Malhotra (4<sup>th</sup> edition).

### **Additional Inputs:**

The list of cases, specific references, websites, and recent articles will be announced in the class from time to time during the course.

**Paper Code: 203**

**Information Technology for Finance**

**Total Marks – 100**

**Objective:**

To inform the learners the effective use of the various methods and tools as available in the area of ICT for financial planning and analysis. This will help the professionals in planning and decision making. In particular, special emphasis would be provided on solving mathematical problems relating to Financial Management – I module with the assistance of IT.

**UNIT - I**

**Application of Spreadsheet in Finance**

Mathematical, Statistical and Financial Functions in Excel, Spreadsheet usage in Financial Management, IT in Financial Decision Making, MS-Excel Built-in Functions (Range Names, Look-up Functions, The Index Function, Text Functions, Date Functions)

**Pictorial Representation of Financial Data**

Introduction, Basic Concepts, Frequency Tables and Histograms, Analyzing Relationships with Scatter plots, Exploring Data with Pivot Tables, Case Studies

**UNIT-II**

**Capital Budgeting Using Excel**

Estimating the Cash Flows, Making the Decision (The Playback Method, The Discounted Payback Period, Net Present Value, The Internal Rate of Return, Problems with the IRR, The Modified Internal rate of Return), Sensitivity Analysis

**MIS generation using Excel and IDEA**

**UNIT-III**

**Regression Analysis: Estimating Relationships**

Introduction, Scatter plots: Graphing Relationships, Correlations: Indicators of Linear Relationships, Simple Linear Regression, Multiple Regression, Modelling Possibilities, Validation of the Fit etc.

**Optimization using Excel Solver**

An Introduction to Optimization with the Excel Solver, Using Solver to Determine the Optimal Product Mix, Using Solver to Solve Transportation on Distribution Problems,

Using Solver to Schedule Your Workforce, Using Solver for Capital Budgeting, Using Solver for Financial Planning

**Books Suggested:**

- Albright Winston Zappe, data Analysis & Decision Making with Microsoft Excel, Duxbury Press, 1999
- Timothy R. Mayes/ Toss M. Shank, Financial Analysis for Windows, Dryden Press, 1997
- Comdex Tally 9 by Dr. Namrata Agrawal & Sanjay Kumar, Wiley DreamTech Press
- Wayne L. Winston, Microsoft Excel Data Analysis and Business Modelling, Prentice Hall of India, 2004

**Information and Communication Technology (ICT) for Government Managers**

**Total Marks – 100**

**Objective:** To introduce the beginners with the nuances of Information Technology and its applications/utility in the modern day Smart Offices. The course aims to equip the learners with the skills to utilize the best of IT usage in their day to day office work. The probationers must be exposed to the challenges in implementing IT based information systems in large Government organizations.

**Self Study**

**Information & Communication Technology:**

Introduction to computer and its brief architecture, peripheral devices; number systems, Computer Codes, Software, Computer languages, operating systems, Storage media.

Appendix: OS Management, MS Word, MS Power Point

**Unit – I**

1. **Data and Information Organization:**

Database approach to data management, database models (hierarchical, relational and network models), entities, attributes, keys, Database management system, data definition language, relational database management system, Client Server Technology, data warehouses and data mining.

Appendix: RDBMS

**Unit – II**

2. **Computer Networks, Internet, Intranet and Extranet:**

Communication System, network types, network topologies, Transmission Media, Interconnecting Devices (Bridges, Routers, Gateways), DSL, telecommunication software, Internet, Intranet, Extranet, ISDN, Public Vs Private Networks, VPN, Broadband, Wireless Communication, Wireless Fidelity, Wi-Max, spread spectrum, Firewall.

Appendix: Network Software

**Unit – III**

### 3. **Introduction to Business Data Network:**

Data Association, Relationship among entities, Representation of Association and Relationship, E-R Model, Generalization and Aggregation, Relational Operations, Integrity Rules, Data retrieval, Data Definition and Data manipulation Languages, Arithmetic and Aggregate Operators, query & data extraction, Relational Algebra (Basic operations: Union, Intersection, Cartesian product, Projection, Selection, Join and Division), Relational schema and Relation Design, Security and Integrity Threats, Defence Mechanism.

**Major case studies will be emphasised.**

Appendix: MS Access or Oracle

### **Unit – IV**

4. **Management Information System:** Information System Development Approach & SDLC, Office Automation System, Decision Support System, Expert System, System Analysis Tools (CASE Tools, DFDs, Data Analysis etc.), Control documentation & quality Assurance, System Justification/Requirement Analysis, System Control & quality Assurance, H/w & S/w Selection (Acquisition, Bench Marking, Vendor Selection, Performance etc.).

Appendix: MS Excel(Introductory)

### **Recommended Books**

1. Computer Fundamentals by P.K. Sinha, BPB Publication
2. Introduction to Computer by Leon & Leon
3. Modern System Analysis & Design by Hoffer, Perason Education
4. Management Information System by Post & Anderson, Tata McGraw-Hill
5. Management Information System by James A O Brien, Galgotia
6. Management Information System by Laudon & Laudon, Prentience Hall India
7. Managing Information System by O' Brien Marakas, Tata McGraw Hill
8. Networks Design and Management by Steven T. Karris , Orchard Publications
9. Wireless Communications and Networks by William Stallings, Pearson Education
10. Microsoft Office Access 2003 – Prentice Hall of India
11. Oracle: The complete Reference by Ivan Bayross, BPB
12. Computer Networks by Andrew S. Tanenbaum, Prentice Hall

**Paper Code: 205**

**Cost and Management Accounting**

**Total Marks – 100**

**Unit – I (Measurement of Cost Elements)**

1. Cost Concepts, Management Accounting: Cost Information that Creates Value, Management Accounting: Differences from Financial Accounting.
2. Material Cost: Material cost and valuation of material purchases, Pricing of material issues, Pricing of returned materials, Stock valuation.
3. Overhead: Overhead - nature and classification, Procedure of linking overhead to cost units. Classification and collection of overhead, Allocation and apportionment of overhead, Overhead absorption and departmentalization of expenses, Overhead absorption rates and their relative merits.

**Unit – II (Product Costing)**

4. Cost Sheet, Process Costing: Process costing, Impression of process & job costing, Equivalent units, Normal and abnormal losses and gains, Joint products and by products.
5. Activity Based Costing: Activity based costing for service industries, Activity based costing for, manufacturing.

**Unit – III (Profit Planning and Decision Making)**

6. Marginal costing and break-even analysis: Marginal costing - nature and scope, Marginal cost determination, Cost-volume profit relationship, Marginal cost equations and break even analysis, Marginal costing versus absorption costing (income effects of alternative inventory costing method), Uses and applications of Break Even Analysis .
7. Decision Making : Introduction, Pricing techniques and strategies, Own or Lease, Sell or Scrap; Retain or replace and repair or renovate, Sell or further process, Incremental reasoning in pricing; product pricing; new product pricing, Product decisions - product modification decision; product elimination decision, product mix decision; product distribution decision. Relevant costs and irrelevant costs. Incremental analysis / differential costing as a tool of decision making: Pricing, Product Decisions.

**Unit – IV (Cost Control)**

8. Budgetary Control: Budgets as Key to Planning & Control, Budgets, budgetary control, Budget preparation & monitoring procedures, Functional, Cash & Master Budget, Flexible Budgets.

9. Standard costing and analysis of variances: Standard costing & budgetary control, Establishment of standard costs - keeping standards meaningful and relevant, Accounting for standard costs, Analysis of variances: Material, Labour, Overhead, and Profit. (Usage, Price, Volume & Sale Price variances)

10. Divisional Performance Measurement and Transfer Pricing

### **Recommended Books & References**

- Khan, M.Y and P.K. Jain: **Management Accounting: Text, Problems and Cases**", Tata-McGraw Hill, New Delhi, 2007.
- Dearden and Bhattacharya: **Management Accounting**
- M.N. Arora: **Cost Accountancy**: Vikash Publishing, New Delhi, 2004.
- Anthony and Dearden: **Management Accounting : Books and Cases**
- Grewal and Ramanathan: **Management Accounting**

**Paper Code: 206**

**Micro Economics**

**Total Marks – 100**

**Objective:** To improve the understanding of basic concepts and tools of micro-economic analysis and their application to theoretical perspective of policy analysis.

**UNIT – I**

1. **Introduction to the Course:** Understanding the nature of demand and supply , determination of demand and supply, Price elasticity of demand and duopoly and market clearing; externalities.
2. **Economics of Information:** Problems arising from asymmetric information and the concepts of moral hazard and adverse selection, information failures in context of product and factor markets.

**UNIT – II**

3. **Consumer Behavior:** Utility analysis – Cardinal and ordinal approaches to utility measurement, utility indifference curve, consumer equilibrium.
4. **Markets for factors of production:** perfectly competitive labour markets, demand and supply for labour and labour market equilibrium.

**UNIT – III**

5. **Production Decisions:** Firm's behavior in short and long run, cost concepts, cost-output relations, elementary description of production function in short and long run – returns to variable proportions and returns to scale.
6. **Pricing decisions:** Objectives of pricing under different market structures such as perfect competition, monopoly and monopolistic competition. Determinants of price, pricing under different market conditions.

**UNIT – IV**

7. **Strategic approach to pricing:** Pricing strategies of firms, strategic and game theory aspects of firm behavior, cartels and collusion, merger and acquisitions and government regulations.
8. **Duopoly and Oligopoly Markets:**

**Recommended Books**

1. Trivedi Parajapati: Applied Micro economics for Public Policy makers
2. Micro economics, Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, Pearson Education, 2006

**Paper Code: 207**

**Macro Economics**

**Total Marks – 100**

**Objective:** *The objective of this paper is to provide an insight into certain concepts of macroeconomics which are crucial to the various process of management.*

#### **UNIT-I**

1. **Macroeconomic Aggregates:** Introduction, Keynesian Macroeconomic framework, Key Output Indicators, Price Indicators
2. **Aggregate Demand and Aggregate Supply Analysis:** Components of aggregate demand & aggregate supply, Determinants of aggregate demand, Role of shocks and expectations.

#### **UNIT - II**

3. **Monetary and Credit Policy:** Goals of Monetary and Credit policy, Money Supply Process, Implementation of monetary and credit policy, Liquidity Management in Financial System, Interfacing with fiscal policy - Policy trends and current issues.
4. **Macroeconomics of Open Economy:** Balance of Payments, Exchange rates, Global economic events and their impact, Role of IMF, IBRD and Regional Development Banks.

#### **UNIT – III**

5. **Five Year Plans** – special emphasis on Flagship Programmes of the Government.
6. **Role of Government in stabilising macro economy:** Foreign Trade Policy, Foreign Direct Investments.

#### **UNIT – IV**

7. **Public sector in India:** Role of public sector, organisation of public sector, problems and prospects of public sector.
8. **Economic Reforms:** Liberalisation, privatisation and globalisation, assessment of new economic reforms.

## **Recommended Books and References**

1. Shyamal Roy, Macroeconomic Policy Environment, Tata-McGraw Hill, 2005
2. Rudra Datta & Sundharam KPM: **Indian Economy** : Sultan Chand, New Delhi, 2000
3. Paul Samuelson and William D. Nordhaus: **Economics** : McGraw-Hill,
4. R Dornbusch, S Fisher, R Stratz : **Macro Economics** : Tata McGraw Hill Publishing Company Limited, New Delhi, Third Reprint 2000
5. E Shapiro: **Macro Economics** : Galgotia Publishers 5<sup>th</sup> Edition, 1996, New Delhi
6. Mishra & Puri : **Indian Economy** : Himalaya Publishing House,
7. Bo Soderston & Geoffrey Reed: **International Economics**: Macmillan Press
8. Government of India: **Economic Survey**: Ministry of Finance, Government of India,
9. Manur H.G.: **International Economics**: Vikas Publishing House, New Delhi, 1992
10. Mathur B.P. : **Public Enterprise Management**: Macmillan, 2<sup>nd</sup> Edition 1999
11. Rangarajan: **Indian Economy** : Essay on Money & Finance, UBS, PD, 1998
12. Rangarajan: **Perspective of Indian Economy**: UBS, PD, 1998
13. Cherunilam Francic: **Business and Government** 2000 Edn.
14. **Economic Survey**: Government of India 2001.
15. Journals such as **Productivity, Vikalpa, Harward Business Review**.
16. News Papers including **Economic Times** and **Financial Express**.
17. **CMIE** monthly Issues
18. Issues of **Economic & Political Weekly**.

## Paper Code 208

### Public Procurement and Contract Management

Total Marks – 100

Objective: To help understand the basic principles and issues in procurement and contract management.

#### Unit –I

1. Public Procurement: Legal Institutional Framework
  - GFR, DFPR
  - Supply Manual
  - Public Procurement Bill

#### Unit – II

2. Public procurement processes
  - Procurement Process and Operations
  - E-Procurement – importance and issues

#### Unit – III

3. Contract Management
  - Overview of commercial contracts – types and kinds of contracts
  - Basic Concepts – Offer, Acceptance, Consideration, etc
  - Contractual Risk and Drafting of Good Commercial Contracts
  - Arbitration and Dispute Settlement
  - Payment Mechanisms –LC etc.
  - Tax Issues in Contracts
  - Law of Sale of Goods

#### Unit – IV

4. International Procurement Guidelines
  - World Bank and ADB Procurement Guidelines
  - Contract Models

#### **Recommended Readings and Sources:**

2. General Financial Rules
3. Delegation of Financial Powers
4. CPW Accounts Code, Railway Works Account Code, Defence Works Account Code
5. E-Procurement in Emerging Economies: Theory and Cases, Ashis K Pani and Amit Agrahari, 2007
6. R. Ramanathan, Contract Management, Konark Publisher, New Delhi, 2002
7. <http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20060840~pagePK:84269~piPK:60001558~theSitePK:84266,00.html>
8. <http://www.adb.org/documents/guidelines/procurement/Guidelines-Procurement.pdf>

**Accounting for Managers-II**

**Total Marks – 50**

**1. Asset Accounting**

- ◆ Depreciation Accounting;
- ◆ Fixed Assets Accounting (including a brief introduction to Impairment);
- ◆ Accounting Standards on Depreciation Accounting (AS 6);
- ◆ Accounting Standards on Accounting for Fixed Assets (AS 10).

**2. Financial Statements of Limited Companies**

- ◆ Legal Requirement relating to preparation of Financial Statements of Companies (including Schedule VI of the Companies Act);
- ◆ Note to the Accounts and Significant Accounting Policies
- ◆ Financial Reports and the contents of Annual Report.

**3. Analysis of Financial Statements**

- ◆ Introduction
- ◆ Accounting Policy and Quality of Earning;
- ◆ Earnings Management;
- ◆ Potential Red Flags;
- ◆ Common-size Financial Statement;
- ◆ Ratio Analysis; An Introduction;
- ◆ Measurement of Overall Performance of a Firm;
- ◆ Decomposing ROIC and ROCE; Turnover of Assets and Profitability;
- ◆ Decomposing ROE Gross Gearing; Effect of Financial Leverage and Spread;
- ◆ Assessing the Operating Management;
- ◆ Assessing the Solvency and Liquidity;
- ◆ Uses of Ratios for Internal Management; and
- ◆ Capital Market-Based Ratios.