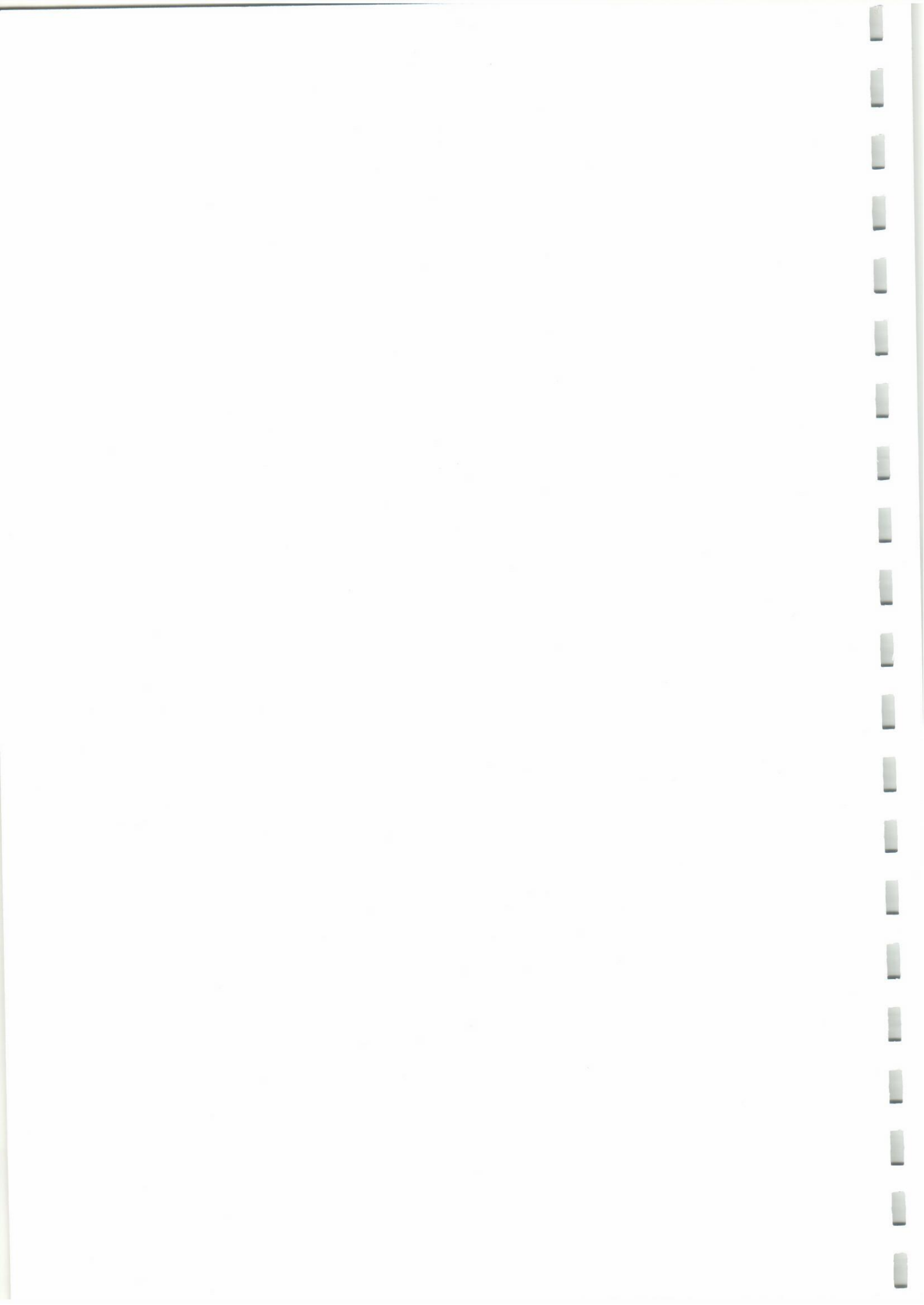


PROFESSIONAL TRAINING COURSE (PTC)
DIPLOMA IN PUBLIC FINANCIAL MANAGEMENT (DPFM)
(AICTE recognized)

SYLLABUS



**NATIONAL INSTITUTE OF FINANCIAL
MANAGEMENT**
(An Autonomous Institution of Ministry of Finance, Government of India)
Sector – 48, Pali Road
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SYLLABUS (2015)

Detailed curriculum for DPFM (PTC)

ATTACHMENT WITH NIFM : 44 WEEKS

ACADEMIC ATTACHMENT AT NIFM: 37 WEEKS

FIELD ATTACHMENTS: 7 WEEKS

First Term

1	Accounting for Managers- I	40
2	ICT for Government managers	40
3	Legal and regulatory framework	40
4	Micro-economics	40
5	Financial Management-I	40
6	Management of Organisation and people	40
7	Public Financial Administration	40
8	Macro-economics	40
9	Public Procurement and Contract Management	30
10	Business mathematics and statistics and Research methodology	40
Total		390 Hours
Attachment with BPST:		1 week
Attachment with NSE/RBI		1 week
Exams:		2 weeks

Second Term

1.	Financial Management -II	40
2	Accounting for Managers-II	30
3	IT for finance	40
4	Introduction to Public Policy and Governance	40

5	Cost and management accounting	40
6	Auditing	40
7	Accounting for Government	40
8	Financial Markets & Institutions	40
Total		310 Hours
Total number of Hours		700 Hours
International Attachment to an overseas institute of repute		2 weeks
Field visit to railway establishments		1 week
Field visit to development programmes (eg, SSA, NRHM, NREGA etc.)		1 week
Field visit to Audit and Accounts Department		1 week
Exams:		2 weeks
PROJECT WORK		8 weeks
TOTAL DURATION OF PTC		52 weeks (1 year)

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).

References/ Suggested Readings:

S.No.	Name of Book	Name of author	Publication Year
1.	Financial Accounting	by R L Gupta , V K Gupta	Publication Year : 2013
2.	Company Accounts	by R.K. Agarwal	Publication Year : 2005
3.	Disclosure in Company Accounts with Disclosure Che	by R.K. Agarwal	Publication Year : 2005
4.	Elements of Auditing	by Aruna Jha	Publication Year : 2005
5.	Students Guide to Accounting Standards CA/CMA Fina...	by D S Rawat	Publication Year : 2013
6.	Accounting Made Easy	by Rajesh Agarwal , R. Srinivasan	Publication Year : 2011
7.	Accounting Standards and Corporate Accounting Prac...	by T P Ghosh	Publication Year : 2011
8.	Corporate Mergers Amalgamations and Takeovers Conc...	by Dr J C Verma	Publication Year : 2008
9.	Corporate Financial Reporting Theory and Practice	by Jawahar Lal	Publication Year : 2009
10.	Cost Accounting Principles and Practice	by S.P. Jain , K.L. Narang	Publication Year : 2013
11.	Indian Accounting Standards and GAAP A Problem and...	by Dolphy D Souza	Publication Year : 2009
12.	Management Accounting and Financial Analysis	S D Bala	Publication Year : 2006
13.	Fundamentals of Accounting	by T P Ghosh	Publication Year : 2004
14.	Finance for Non-Finance Managers	by B K Chatterjee	Publication Year : 2005
15.	Cost and Management Accounting	by S N Maheshwari	Publication Year : 2013
16.	Modern and Accountancy Volume I and II	M. Hanif	Publication Year : 2005
17.	Cost and Management Accounting Text and Cases	by Ravi M Kishore	Publication Year : 2011
18.	Finance For One and All	by G P Jakhotiya , M G Jakhotiya	Publication Year : 2007
19.	Cost Accounting	M Y Khan , P K Khan	Publication Year : 2010
20.	Financial Accounting For Business Managers	Asish K Bhattacharyya	Publication Year : 2007
21.	Analysis of Financial Statements	by Leopold A Berstein , John J Wild	Publication Year : 2008
22.	Introduction to Accountancy	T S Grewal , S C Gupta	Publication Year : 2013

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)

References/ Suggested Readings:

1. Modern System Analysis & Design Hoffer, Pearson Education
2. Management Information System Post & Anderson, Tata McGraw-Hill
3. Management Information System James A O Brien, Galgotia
4. Management Information System Laudon & Laudon, Pretinence Hall India
5. Managing Information System O' Brien Marakas, Tata McGraw Hill
6. Network Design and Management, Steven T. karris, Orchard Publications
7. Digital India: Understanding Information Communication and Social Change, Thomas, Pradip Ninan, Sage
8. Computer Fundamentals: Concepts Systems and Applications, Sinha, Pradeep K and Sinha, Priti, BPB
9. Management Information Systems, Prasad, L M and Prasad, Usha, Sultan Chand
10. Management Information and Control Systems: A Complete Reference by Madan, Dinesh, PLH
11. Information Communication and Information Society, Sharma, Arvind Kumar, Ess Ess
12. Wireless Communications and Network, Stallings, William, Pearson
13. Information Systems Security, Jaiswal, Mahadeo and Mital, Monika, Oxford University
14. Using Information Technology: A Practical Introduction to Computers & Communications, Williams, Brian K. and Sawyer, Stacey C., McGraw Hill
15. Management Information System, Post, Gerald V and Anderson, David, TMH
16. Database Management Systems, Ramakrishnan, Raghu and Gehrke, Johannes McGraw Hill
17. Information and Communication Technologies, A World Bank Group Strategy, World bank
18. Convergence in Information and Communication Technology: Strategic and Regulatory Considerations, Singh, Rajendra and Raja, Sidhhartha, World Bank
19. Unwin, Tim (2009). ICT4D: Information and Communication technology for Development. Cambridge University Press., ISBN 978-0-521-71236-1
20. Wireless Networking in the Developing World: A Practical guide to planning and building low-cost telecommunications infrastructure (PDF) (2nd ed.). Hacker Friendly LLC. 2007. P. 425. Retrieved 2009-06-23
21. Proquest (Business), <http://search.proquest.com/>
22. Print Journals on ICT: MIS Quarterly, MSDN Magazine, PC Quest, Data Quest

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

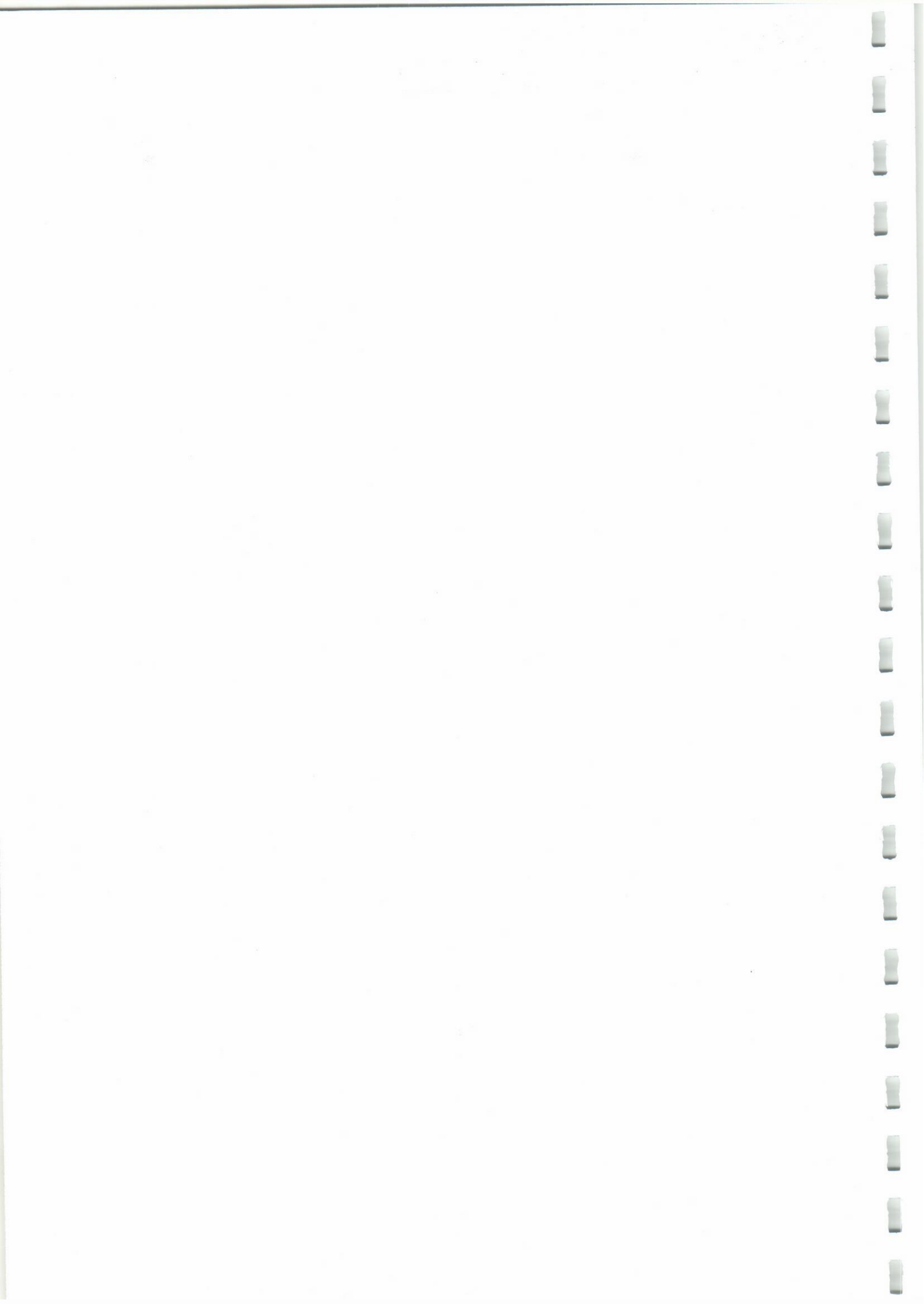
Unit - II

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

References/ Suggested Readings:

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)
5. A Ramaiya's Guide to the Companies Act - Cumulative Supplement (2012) by A Ramaiya (Revised by S. Balasubramanian)
6. Guide to Company Law Procedures (2009) by M C Bhandari
7. Datta on the company Law: Box-2 (2009) by C R Datta
8. Company Meeting - Law, Practice and Procedures (2009) by K R Chandratre
9. Guide to Company Precedents Agreements Deeds and Documentations with Practice Notes (2009) by M C Bhandari
10. Corporate Laws 2013 (2013) - Palm top Edition
11. Grt. Gajria's Law Relating to Building and Engineering contracts in India (2000) by Kishore Gajaria
12. Pollock and Mulla: Mulla The Indian Partnership Act (2011) by Pollock & Sir Dinshaw Fardunji Mulla
13. MLJ: Law of Contract and Specific Relief (2009) by Editorial Team
14. Pollock and Mulla, The Sale of Goods Act (2011) by Pollock and Sir
15. Law Relating to Infrastructure Projects (2003) by Piyush Joshi
16. Limited Liability Partnership Law and Practice (2009) by Dr. Sanjiv Agarwal & Rohini Aggarwal
17. Cyber Laws (2012) by Yatindra Singh Justice
18. Labour Legislation by R.J. Reddy

19. Public Utility Services Under the Consumer Protection Act by M. Rao
20. Law of tort: Including Compensation Under the Consumer Protection Act by S.P. Singh
21. Business Law by D. Chandra Bose
22. Torts: cases and Problems by Frank J. Vandall, Ellen Wertheimer, Mark C. Rahdert
23. Basic Tort Law: Cases, Statutes, and Problems by Arthur Best, David W. Barnes



Paper Code: 104

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:**

References/ Suggested Readings:

Title	Author	Publisher
Microeconomics	Paul A. Samuelson, William D. Nordhaus	McGraw Hill Education (India) Private Limited, New Delhi
Applied Microeconomics For Public Policy Makers	Prajapati Trivedi	International Management Publishers New Delhi
Microeconomics a global text	Judy Whitehead	Routledge Taylor & Francis Group
Microeconomics	Robert S. Pindyck, Daniel L. Rubinfeld, Prem L. Mehta	Dorling Kindersley (India) Pvt. Ltd. of Pearson Education

Microeconomics	David Besanko, Ronald Braeutigam	Wiley India (P.) Ltd. New Delhi
Principles Of Microeconomics	N. Gregory Mankiw	Cengage learning India Private Limited (New Delhi)
Microeconomics	Lipsey, Courant, Ragan	Addison Wesley Publishing Company, Inc.
Advanced Economic Theory	Dr. H.L. Ahuja	S. Chand & Company Ltd.
Modern Microeconomics	Dr. H.L. Ahuja	S. Chand & Company Ltd.
Microeconomics Theory and Applications-1	D.D. Chaturvedi	Galgotia Publishing Company New Delhi
Modern Microeconomics	A.Koutsoyiannis	Macmillan Press Limited.
Development Microeconomics	Pranab Bardhan & Christopher Udry	Oxford University Press.

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.

References/ Suggested Readings:

S.No.	Title	Author	Publication	Edition	Year
1.	Strategic Financial Management	Gupta, J B;	Taxmann	4th	2013
2.	Analysis for Financial Management;	Higgins, Robert C;	McGraw-Hill	10th	2013
3.	Elements of Financial Management;	Rustagi, R P;	Taxman	--	2013
4.	Essentials of financial management	Pandey, I M;	Vikas	3rd	2012
5.	Financial Management	Srivastava, Rajiv and Misra, Anil;	Oxford University Press	2nd	2012
6.	Cases in Financial Management;	Pandey, I M and Bhat, Ramesh;	TMH	3rd	2012
7.	Basic Financial Management;	Khan, M Y and Jain, P K;	TMH	3rd	2012
8.	Financial Management (Vittya Prabandh (Hindi);	Chandra, Prakash;	Rawat	--	2012
9.	Financial Management=Vitiya Prabandh (Hindi);	Mathur, B L;	Arjun	--	2012
10.	Financial Management: Theory and Practice;	Gupta, Shashi K and Sharma, R K;	Kalyani	7th	2012
11.	Fundamentals of Financial Management;	Sharan, Vyuptakesh;	Pearson	3rd	2012
12.	Strategic Financial Management: Comprehensive Text Book with Case Studies;	Kishore, Ravi M;	Taxman	2nd	2011