



29th Probationers' Training Course (PTC), 2022

Syllabus

Arun Jaitley National Institute of
Financial Management
Faridabad (Haryana) India 121001

<http://www.ajnifm.ac.in>

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SYLLABUS MODULE – I

Paper Code	Paper	Credits/ Sessions
101	Public Financial Management	3/40
102	Government Accounting System	3/30
103	Financial Accounting	3/40
104	Financial Management	3/40
105	Data Analysis and Decision Tools	3/40
106	Organisational & Individual Behaviour	Non Credit

SYLLABUS MODULE – II

Paper Code	Paper	Credits/ Sessions
201	Economics, Business and Policy	3/40
202	Cost and Management Accounting	3/40
203	Data Analytics & Use of ICT in Government	3/40
204	Public Policy and Good Governance and Sustainable Development	3/40
205	Public Procurement and Contract Management, including introduction to GeM	3/43
206	Business Communications	Non Credit

TOTAL CREDITS

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

PAPER CODE-101: PUBLIC FINANCIAL MANAGEMENT

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	<ul style="list-style-type: none">• 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: (8 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.

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 (10 Sessions)

5. Public Financial Architecture (02 Sessions)

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

6. Fiscal and Financial Reporting (02 Sessions)

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

7. Fiscal roadmap for India (02 Sessions)

Concept and Types of Deficit; Deficit Management; Fiscal Responsibility and Budget Management Act (FRBMA); State FRBM Acts and their impact on state finances; Off Budget borrowings and their effect on fiscal deficits.

8. 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;

9. 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 (Sessions 19-24)

10. 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.

11. 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.

12. 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;

13. Public Financial Accountability (02 Sessions)

CAG and Parliamentary Oversight; PAC and COPU.

Unit IV: Application of Concepts (04 Sessions)

14. 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.

15. PFM in the States (02 Sessions)

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

Unit V: Public Investment Management (04 Sessions)

16. Management of Financial Assets by Governments (2 Sessions)

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

17. Public Private Partnerships (02 Sessions)

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

Unit VI: Management of Public Sector Enterprises 0(4 Sessions)

18. Central Public Sector Undertakings (02 Sessions)

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

19. State Public Sector Undertakings (02 Sessions)

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

Unit VII: Group Presentation and Evaluation (04 Sessions)

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

SUGGESTED READINGS:

Books:

1. Richard Musgrave & Peggy Musgrave, *Public Finance in Theory and Practice*, McGraw Hill, 2017.
2. H L Bhatia, *Public Finance*, Vikas Publishing House, 29th Ed., 2018.
3. Bhattacharjee, Govind, *Special Category States of India*, Oxford University Press, 2016
(Pages: 1-54, 147-165, 260-285, 366-455)
4. Bhattacharjee, Govind, *Public Sector Enterprises in India: Evolution, Privatisation and Reforms*, Sage Publications, 2020
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, 2020-21*, Vol 2, Chapter on “Fiscal Developments”
3. Report of the 15th Finance Commission
4. *RBI Report: State Finances – A Study of Budgets, 2020-21*

Websites:

www.cbgaindia.org
<https://cag.gov.in>
www.cga.nic.in

PAPER CODE-102: GOVERNMENT ACCOUNTING SYSTEM

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	At the end of the course, the participants will be able to: <ul style="list-style-type: none">• 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 & Structure of Government Accounting (10 Sessions)

1. Accounting in Government: History, Constitutional, Regulatory, and Organisational Framework of Government Accounting. Overview of the Principles & Structure of Government Accounts. The concept of Form of Accounts.
2. Accounting Classification System (Chart of Accounts), International Standards in Chart of Accounts – Classification of Functions of Government (COFOG)
3. Government Accounting Rules
4. Accounting Processes
5. 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

Unit – II

Principles & Structure of Government Accounting (10 Sessions)

1. Fiscal Reporting:
 - i. Monthly Accounts
 - ii. Annual Accounts
 - Appropriation Accounts
 - Finance Accounts
2. Treasury Single Account, Government Banking and Cash Management through TSA in GOI and States
3. Accounting of Centrally Sponsored Schemes: Issues and challenges

4. Public Financial management System (PFMS)
5. IFA System and Monitoring of PFM in GOI
6. Compilation of Accounts & Monthly Civil Accounts of the State Governments
7. Reconciliation of Cash balance between RBI & State AGs
8. Data Gap Initiative (G20)
9. Accounting in Local Governments (ULBs & RLBs)
10. Combined Finance & Revenue Account of Union & States

Unit – III

Government Accounting Standards (20 Sessions)

1. Accounting Standards, Role of GASAB,
2. International Public Sector Accounting Standards (IPSAS): An introduction and due process followed.
3. Accounting standards issued by IPSAS (a very brief introduction) with specific references to:
 - Cash basis of accounting
 - First time adoption of accrual based accounting
 - Financial statements presentation and accounting policy
 - Financial performance
 - Accounting for assets and liabilities
 - Consolidation
 - Current proposals issued by IPSAS
4. 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)
5. 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. Premchand, A.: **Effective Government Accounting**; Publisher: Washington IMF, Latest Edition.
2. Pant, U.S. and Srivastava, R.S.: **Payment and Accounting System in Government of India**; Publisher: New Delhi Good book Co, Latest Edition.
3. Ramanathan, R: **Government Accounting: Principles and Practices**; Publisher: New Delhi Allahabad Law Agency, Latest Edition.
4. Relevant IPSAS Publications
5. Kamal Gupta and Ashok Arora, **Fundamentals of Auditing**, Tada McGraw Hill, New Delhi.
6. Relevant ICAI Publications.

PAPER CODE-103: FINANCIAL ACCOUNTING

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	<ul style="list-style-type: none">• To understand the role of accounting in making economic decision• Types of Accounting: Cash vs Accrual Accounting• Explain different accounting terms• Describe the contents and the purpose of different financial statements• Purpose of Accounting Standards	

Unit – I

1. Conceptual Framework of Accounting: (03 Sessions)

- Cash and Accrual Accounting; Users of Financial Statements;
- Capital of a Firm; Structure of Business Firms;
- Objectives of Corporate Financial Reporting; Components of Financial Statements;
- Accounting Principles; Accounting Concepts; Accounting Conventions;
- Qualitative Characteristics of Financial Statements; True and Fair View;
- Accounting Policy and Accounting Standards; and Accounting Standard on Disclosure of Accounting Policies.

2. Accounting Records and Systems: (05 Sessions)

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

Unit – II

3. Balance Sheet: (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 relating to Contingencies and Events Occurring after the Balance Sheet Date.

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

- Nature of the Statement of Profit and Loss; Expenditure and Expenses; Income; Accrual Basis of Accounting;
- Structure of Profit and Loss Account; Extraordinary Items; Prior-Period Items;

- Accounting Standards relating to Net Profit or Loss for the period; prior period items; and Changes in Accounting Policies.

Unit – III

5. Cash Flow Statements: (04 Sessions)

- Preparation of Cash Flow Statement; Presentation of Cash Flow Statement;
- Operating Activities; Investing Activities; Financing Activities; Foreign Currency Cash Flows; and Analysis;
- Accounting Standards relating to Cash Flow Statement.

6. Inventory Valuation: (03 Sessions)

- Nature of inventories;
- Measurement of Inventory Costs;
- Method of record keeping of Inventories;
- Inventory Valuation;
- Net Realizable Value (NRV); and
- Accounting Standards relating to Valuation of Inventories.

7. Accounting for Foreign Exchange Transactions (01 Session)

Unit – IV

8. Revenue Recognition: (03 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
- Indian Accounting Standards relating to Revenue Recognition.

9. Asset Accounting (Property, Plant, and Equipment Accounting): (04 Sessions)

- Depreciation Accounting;
- Fixed Assets Accounting including Impairment; and
- Accounting Standards relating to Fixed Assets.

10. Accounting for Hire Purchase (02 Sessions)

Accounting for Joint Ventures

Unit – V

11. Financial Statements of Limited Companies: (03 Sessions)

- Legal Requirement relating to preparation of Financial Statements of Companies (including Schedule III of the Companies Act, 2013);
- Note to the Accounts; Significant Account Policies; and
- Other Financial Reports and the contents of Annual Report.

12. 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;
- Earnings Management;
- Potential Red Flags; and
- Limitations of Analysis of Financial Statements.
- Use of MS Excel in Analysis of Financial Statements.

Suggested Books and Reference:

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

PAPER CODE-104: FINANCIAL MANAGEMENT

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	At the end of the course, the participants will: <ul style="list-style-type: none">• 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 (only up to two assets) including MS Excel Application; and
- Valuation of Bonds and Shares including MS Excel Application

Unit – II

Investment Decisions: (08 Sessions)

- Capital Budgeting Decisions; Estimation of Cash flows.
- Appraisal Methods (Payback period, Net Present Value (NPV), Financial Internal Rate of Return (FIRR), Profitability Index, NPV v/s IRR; and Capital Rationing including MS Excel Application.
- Risk analysis in Capital Budgeting (Sensitivity Analysis, and Certainty Equivalent Approach); Real Options in Capital Budgeting; International Dimensions in Capital Budgeting; and Project Monitoring Tools including MS Excel Application
- 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; International Dimensions in Capital Budgeting and Cost of Capital including MS Excel Application.
- Lease Financing - Evaluation of Lease vs Buy options including MS Excel Application.
- Project Finance And PPP
- Financial Evaluation of PPP Projects

Unit –III

Financing Decisions: (08 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

- 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: (08 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.
- Financial Management of Public Sector Companies: Accounting; Finance and Disinvestment related issues.

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

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	This is an integrative capstone course that draws on your entire education: statistics, finance, marketing, operations, communications, economics and accounting. Our goal is to stress not only that data-driven decision-making can be useful in all of these disciplines, but to help you begin to think laterally across these disciplines to solve problems.	

Unit I

Statistics: (10 Sessions)

- Introduction to Statistics;
- Application of Statistics for Policy Makers;
- Data Visualization: Scatter Plots, Histogram, Heatmap, Bar Diagram, Box Plot
- Exploratory Data Analysis: Frequency Tables, Cross Tables, Measures of Central Tendency, Dispersion, Skewness, Kurtosis
- Index Numbers and Time Series

Unit II

Probability and Probability Distributions: (05 Sessions)

- Concept of Probability: Probability Rules; Bayes's Theorem;
- Probability Distribution and Mathematical Expectation and Variance

Unit III

Sampling and Estimation: (08 Sessions)

- Introduction to Sampling – Methods of Sampling and Types of Sampling
- Population Parameter, Sample Statistics and their properties;
- Sampling Distribution, Standard Error; Sampling Error; Finite Population Multiplier for Standard Error;
- Sampling Distribution of the Sample Mean and Proportion;
- Central Limit Theorem;
- Point Estimates and Confidence Interval - Confidence Interval for a Population Mean for known and unknown Variance and for Proportion;
- Determination of Sample Size;
- Biases in Sampling

Unit IV

Hypothesis Testing: (09 Sessions)

- Hypothesis; Steps of Hypothesis Testing;

- Null and Alternative Hypotheses;
- Significance Level and its relevance in Hypothesis Testing; Power of a Test, and Probability Value
- Parametric and Nonparametric Tests; Appropriateness of Parametric and Nonparametric Tests;
- Hypothesis Testing concerning Mean (large and small samples) with known and unknown Variance;
- Hypothesis Tests concerning Mean Differences;
- Hypothesis Tests concerning Variance – One Sample and Two Samples;
- Analysis of Variance (ANOVA);
- Nonparametric Tests; Chi-square test; Sign Test; Mann-Whitney U Test; Kruskal Wallis Test; and Kolmogorov-Smirnov Test

Unit V

Correlation and Regression: (08 Sessions)

- Correlation and Causation;
- Significance and Types of Correlation;
- Methods of calculating Correlation Coefficient;
- Coefficient of Determination;
- Regression Analysis (OLS) and its uses;
- Simple Linear and Multiple Regression
- Fitting Regression Lines and Regression Equation;
- Standard Error of Estimate; and
- Relevance of p-value in interpreting the results of Correlation and Regression.

SUGGESTED READINGS:

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

PAPER CODE-106: ORGANIZATION AND INDIVIDUAL BEHAVIOUR

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
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.
- **International Organisational 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

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
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 (12 Sessions)

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

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

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

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

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

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

Section B: Perspectives on Indian Economy

Unit IV: Indian Economy (10 Sessions)

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

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

SUGGESTED READINGS:

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

PAPER CODE-202: COST AND MANAGEMENT ACCOUNTING

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	<ul style="list-style-type: none">• Understand the relationship between cost accounting, financial accounting and management accounting• To be in position to prepare cost sheet and understand its managerial use• To be in position to apply cost-volume-profit analysis• To be able to understand both the operating and financial budgets• Implement standard variation analysis through standard cost• Develop the ability to reconcile financial and cost accounting results• 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: (07 Sessions)

- Definition, scope, objectives and significance of Cost Accounting
- Relationship of Cost Accounting with Financial and Management Accounting
- Generally Accepted Cost Accounting Principles (GACAP).

Legal Framework of Cost Accounting

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

Unit – II

Cost Ascertainment and Allocation (11 Sessions)

- Cost Classification (CAS-1);
- Material Cost (CAS-6)
- Employee Costs (CAS-7)
- Cost of Utilities (CAS-8)
- Direct Expenses (CAS-10)
- Production and Operation Overheads (CAS-3)
- Administrative Overheads (CAS-11)
- Repairs And Maintenance Cost (CAS-12)
- Cost of Service Cost Centre (CAS-13)
- Selling and Distribution Overheads (CAS-15)
- Depreciation and Amortisation(CAS-15)

Unit – III

Introduction to Methods of costing (05 Sessions)

- Job Costing
- Batch Costing
- Contract Costing
- Process Costing (including allocation of Joint Cost - CAS-19)

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, Optimum Utilization of Resources (Make or Buy, Evaluation of Orders, Multiple scarce resource problems, and Product sales pricing)
- Standard Costing & Variance Analysis – concept of standard cost, importance of variance analysis
- Budget and Budgetary Control – Process of budgeting, principal budget factor, flexible budget, zero base budgeting
- Costing of Services
- Cost Concepts in Decision Making: Relevant Cost; Differential Cost; Incremental Cost; and Opportunity Cost.

Unit –V

New Developments in Cost and Management Accounting: (07 Sessions)

- Life Cycle costing;
- Target Costing
- Benefit-Cost Ratio;
- Socio Economic Costing
- Activity Based Cost Accounting;
- Transfer Pricing;
- New Emerging Concepts in Costing
- Activity Based Cost Accounting
- Balance Score Card

Responsibility Accounting

Reconciliation of Cost and Financial Accounting

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

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
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 (07 Sessions)

1. Digital Government

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

UNIT-II (08 Sessions)

2. Data Science, RDBMS & Analytics

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

UNIT-III (09 Sessions)

3. Pictorial Representation of Data

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

UNIT – IV (08 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
- Data Window, Data Types and Aggregation

5. Visual Analytics

- 6-V Data characteristics,
- Building Visualizations with Row and Column Shelves
- Measure Values and Measure names
- Understanding color in Icons and Pills
- Trends and Outliers

UNIT – V (08 Sessions)

6. Data Mining

- Information Drill Down through Hierarchies & Filters
- Creating and Using Filters, Filter Shell
- Group Dimensions
- Creating Customized Data Fields
- Taming Data with Measure Names and Values

7. Predictive Analysis and Dashboards

- Developing an Ad Hoc Analysis Environment
- 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

8. Cyber Security Issues & PKI

- Cryptography
- Public key Infrastructure
- Case study on Cyber Frauds

SUGGESTED READINGS:

- 1) Albright Winston Zappe, Data Analysis & Decision Making with Microsoft Excel, Duxbury Press
- 2) Apte D P, Statistical Tools for Managers
- 3) Evans James R, Business Analytics: Methods, Models and Decisions, Pearson
- 4) Joseph Steinber, Cybersecurity for Dummies, Wiley
- 5) Murray G. Daniel, Tableau, Wiley (Big Data Series)
- 6) Muttoo, Gupta, Pal, E-Governance in India- The progress Status, Palgrave Macmillan
- 7) Nippani K S, Murthy B K , Digital India: Governance Transformation, Wiley
- 8) Sekhar, Sahu, Gollamudi, Digital Empowerment (Selected eGovernance Initiatives)
- 9) Data Resource (Indicative):
 - (i) www.data.gov.in,

- (ii) www.indiabudget.gov.in and data from website of various Ministries
- (iii) <https://www.indiastat.com/> (AJNIFM Library subscription)
- (iv) statista.com
- (v) <https://www.kaggle.com/>
- (vi) <https://data.world/>
- (vii) worldstatistics.com

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

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
Teaching Sessions	40 Hours	
Objective of the Paper	<ul style="list-style-type: none"> • 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 (12 Sessions)

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

Unit II

Public Policy: Monitoring & Evaluation (06 Sessions)

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

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

Unit III

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

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

(Any Five Sectors / Programmes may be selected)

Unit IV

Good Governance (04 Sessions)

1. Institutional Framework of Good Governance: Right to Information Act, 2005.
2. Preventive Vigilance, Role of CVC and CBI, Prevention of Corruption Act, 2018.

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. Green Procurement & Sustainable Public Procurement
2. Disaster Risk Management & Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030; and 2030 Agenda for Sustainable Development
3. Insolvency & Bankruptcy Code & IBBI
4. Labour Code

SUGGESTED READINGS:

1. Oxford India short introductions: Public Policy in India by Rajesh Chakrabarti and Kaushiki Sanyal, Oxford University Press
2. Shaping Policy in India: Alliance, Advocacy, Activism by Rajesh Chakrabarti and Kaushika Sanyal, Oxford University Press
3. Health <https://pmjay.gov.in/>
4. Drinking water and sanitation <https://swachhbharatmission.gov.in/sbmcms/index.htm>
<https://swachhbharat.mygov.in/>
5. Skill Development <http://pmkvyofficial.org/>
<https://msde.gov.in/en/schemes-initiatives/short-term-training/pmkvy-3.0>
6. Rural Development <https://nrega.nic.in/netnrega/home.aspx>
7. Housing and Urban Affairs <http://swachhbharaturban.gov.in/> <https://pmaymis.gov.in/>
8. Governance for Growth in India by APJ Abdul Kalam

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

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
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: Introduction to Public Procurement (01 Session)

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

Unit II: GFR 2017 on Procurement of Goods (06 Sessions)

- Analysis of GFR 2017 on Procurement of Goods including procurement from MSE and Start-ups.

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

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

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

Unit V: Introduction to procurement of Goods by e-procurement and Electronic Reverse Auction (Non-Credit Session)

Unit VI: 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
- Role of Finance in contract management
- Payment of bills of Suppliers/Contractors
- Payment of Price Escalation Claims of suppliers/contractors

Unit VII: Contract Management (04 Sessions)

- Letter of Acceptance and Performance Guarantee
- Integrity Pact
- Contract Agreement
- Pre-inspection, Third Party inspection
- Inward Logistics and Transit Insurance
- Delivery date/completion period
- Liquidated Damage Clause and Denial Clause
- Re-fixation of Delivery date
- Payment terms
- Contract Quantity Variations
- Contract Price Variation; Exchange Rate Variation
- Warranty
- Termination and Default; Blacklisting and Debarment
- Annual Maintenance Contracts

Unit VIII: Procurement of Works (04 Sessions)

- GFR 2017 on procurement of Works

- Types of Tenders and Contracts
- Structure of Standard Bidding Document
- Pre- Qualification and Post Qualification
- Bid Evaluation and Award of Contract
- Payment Terms and Contract Price Adjustments
- CPWD Manual and procurement of works by CPWD

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

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

Unit X: Procurement of Consultancy & non- Consulting Services (4+2 Sessions)

- GFR 2017 on procurement of consulting services
- Salient features of Manual of procedure on procurement of consulting services
- Model RFP document for procurement of consulting services
- GFR 2017 on procurement of non-Consulting services
- Salient features of Manual of procedure on procurement of non - Consulting services

Unit XI: Guidelines of Central Vigilance Commission on Public Procurement (02 Session)

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. 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
6. Manual of the CPWD
7. Defence Procurement Manual
8. Central Vigilance Commission
 - CVC Manual Chapter IX – Para 9.9 to 9.15
 - Guidelines on Procurement
www.cvc.nic.in/guidelines/tender-guidelines
9. UNCITRAL Model Law on Public Procurement
10. Indian Contracts Act Bare Act – priced publication
11. Sale of Goods Act Bare Act – priced publication
12. Indian Competition Act Bare Act – priced publication
13. Law of Contracts and Specific Reliefs by Avtar Singh - priced Publication.
14. The Competition Act, 2002 By Dr. V.K. Agarwal
15. 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

Scheme of Evaluation	Continuous Evaluation (Quiz/ Case studies/ assignments/ presentations) and Attendance	50%
	End term Examination	50%
Total Marks :		100
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 (08 Sessions)

- 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 (07 Sessions)

- 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 (07 Sessions)

- 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
- Preparation of Notes for SFC/EFC/CCEA/CCI

Unit IV: Report writing (02 Sessions)

- Report Writing
- Structure of Reports
- Negative Persuasive and Special Reporting
- Formal Reports- Literature Review, Citation, Bibliography
- 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