



हर काम देश के नाम

कार्यालय, रक्षा लेखा नियंत्रक, नं 1, स्टाफ रोड, सिकंदराबाद - 500 009  
**OFFICE OF THE CONTROLLER OF DEFENCE ACCOUNTS**  
**NO.1 STAFF ROAD, SECUNDERABAD-500 009**  
**TELEPHONE No. 040-27843385, FAX No. 040-27810499**



No. AN/I/1144/Misc

Date : 12.02.2024

**CIRCULAR**  
**(Through Website)**

To

1. The Officer I/c, O/o the CDA, IT&SDC, Secunderabad.
2. The Addl. CDA I/c, PAO (ORs)EME, Sec'bad.
3. The DCDA I/c, AAO (Army) Vizag.
4. The Sr. Dy. IFA, IFA (Army) Sec'bad.
5. The DCDA I/c, PAO (ORs) AOC, Sec'bad.
6. The Dy. IFA, IFA 43/44 ED (AF) Hakimpet, Sec'bad.
7. IDAS Officers in Main Office.

**Subject :** Inviting application for One-year PGDM on Defence Financial Management from AJNIFM, Faridabad – Reg.

**Reference :** HQrs Office Circular No. AN-I/1320/Trg./Misc., dt. 06.02.2024.

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HQrs office vide its circular cited under reference has intimated that Arun Jaitley National Institute of Financial Management (AJNIFM) has invited nominations for one-year finance management program for Officers under Ministry of Defence.

Accordingly, Hqrs. Office has invited applications from interested IDAS Officers (upto level-12), who are interested for the above course.

Therefore, it is requested to forward applications from willing IDAS Officers (upto level-12) to this Office latest by **16.02.2024** for onward transmission to HQrs. Office.

*sd/-*  
( Nikhil Dubey )  
ACDA (AN)

**Copy to:**

The SAO, IT Section, Local - for uploading in website.

*K Ramakrishna*  
( K Ramakrishna )  
SAO (AN)





कार्यालय, रक्षा लेखा नियंत्रक, नं. 1, स्टाफ रोड, सिकंदराबाद - 009

OFFICE OF THE CONTROLLER OF DEFENCE ACCOUNTS

No.1, STAFF ROAD, SECUNDERABAD-500009



सं. AN/I/1144/Misc

दिनांक: 12.02.2024

परिपत्र  
(वेबसाइट के माध्यम से)

सेवा में,

1. प्रभारी अधिकारी, कार्यालय र.ले.नि., आई.टी.&एस.डी.सी., सिकंदराबाद।
2. प्रभारी रक्षा लेखा अपर नियंत्रक, वे.ले.का(अ.श्रे) ई.एम.ई, सिकंदराबाद।
3. प्रभारी रक्षा लेखा उप नियंत्रक, क्षेत्रीय लेखा कार्यालय (थलसेना), वैजाग।
4. वरिष्ठ उप एकीकृत वित्तीय सलाहकार, एकीकृत वित्तीय सलाहकार (थलसेना) सिकंदराबाद।
5. प्रभारी रक्षा लेखा उप नियंत्रक, वे.ले.का(अ.श्रे) सेना आयुध कोर, सिकंदराबाद।
6. उप एकीकृत वित्तीय सलाहकार, आई.एफ.ए.43/44 ई.डी. (व.से) हकीमपेट, सिकंदराबाद।
7. भा.र.ले.से. अधिकारीगण, मुख्य कार्यालय।

विषय : ए.जे.एन.आई.एफ.एम. (AJNIFM), फरीदाबाद से रक्षा वित्तीय प्रबंधन पर एक वर्षीय पी.जी.डी.एम.(PGDM) के लिए आवेदन के आमंत्रण के संबंध में।

संदर्भ : मुख्यालय कार्यालय का दिनांक 06.02.2024 की परिपत्र सं. AN-I/1320/Trg./Misc.

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मुख्यालय कार्यालय ने संदर्भ के तहत उदघृत अपने परिपत्र के माध्यम से सूचित किया है कि अरुण जेटली राष्ट्रीय वित्तीय प्रबंधन संस्थान ने रक्षा मंत्रालय के अधीन कार्यरत अधिकारियों के लिए एक वर्ष के वित्तीय प्रबंधन कार्यक्रम के लिए नामांकन आमंत्रित किया है।

तदनुसार, मुख्यालय कार्यालय ने इच्छुक भा.र.ले.से. अधिकारियों (स्तर-12 तक) से आवेदन आमंत्रित किए हैं जो उपरोक्त पाठ्यक्रम के लिए इच्छुक हैं।

अतः, इच्छुक भा.र.ले.से. अधिकारियों से अनुरोध किया जाता है कि अपने आवेदनों को मुख्यालय कार्यालय में भेजने के लिए दिनांक 16.02.2024 तक इस कार्यालय को अग्रेषित करें।

हस्ता/-  
निखिल दुबे  
सहायक नियंत्रक (प्रशा)

प्रतिलिपि :

1. प्रभारी व.ले.अ., आई.टी. अनुभाग, स्थानीय – वेबसाइट पर अपलोड करने के लिए

  
(के. रामकृष्णा)  
वरिष्ठ लेखा अधिकारी





कायालय, रक्षा लखा महानयत्रक  
Office of the Controller General of Defence Accounts  
उलान बटार रोड , पालम , दिल्ली छावनी - 110010  
Ulan Batar Road, Palam, Delhi Cantt.-110010  
Tele No. 011-25665636 Fax No. 011-25674781

No. AN-1/1320/Trg./Misc

Circular

Date: 06.02.2024

To,

All PCsDA/PCA (Fys)/PIFAs/  
CsDA/ IFAs

Subject: Inviting application for One-year PGDM on Defence Financial Management from AJNIFM, Faridabad - regarding.

Arun Jaitley National Institute of Financial Management (AJNIFM) has invited nominations for one-year finance management program for officers under Ministry of Defence. The syllabus of the course is enclosed herewith.

2. The one year course will be beneficial for the officers and the course content will empower the officers for the finance related appointments.
3. Accordingly, IDAS officers (upto level-12), who are interested for the above course may apply through proper channel latest by 20 Feb 2024.
4. The course is likely to commence in 1<sup>st</sup> week of April, 2024.

Enc: As above

  
(Mugdha Kaur Jaggi)  
Sr. Dy. CGDA (Admin)

Copy to:

1. AN-IV Section (Local) - For information & necessary action.
2. IT & S Wing (local) - For uploading the circular on the CGDA WAN.

  
(Mugdha Kaur Jaggi)  
Sr. Dy. CGDA (Admin)

## SYLLABUS

S No	Subjects	Marks	Credits	Syllabus
01	Financial Management in Defence-I	100	03	<p>(a) Revenue Procurement (DPM/CORs/ Government manuals) - Study of Fin related AO &amp; AI, GFR, DPM, Manuals of Proc (Latest updated in Jun 2022), Audit Code, IFA Code &amp; Income Tax Manual</p> <p>(b) Capital Procurement (DAP-2020)</p> <p>(c) Delegation of Financial Powers to Defence Service (DFPDS)</p> <p>(d) Defence and Land Mgt &amp; Work Procedure, GEM, Defence Procurement Portal (DPP)</p> <p>(e) Central Public Procurement Portal (CPPP), Public Financial Management System (PFMS)</p> <p>(f) Defence Financial Regulations</p>
02	Financial Management in Defence-II	100	03	<p>(a) Defence Budget Management</p> <p>(b) MES Budget Planning</p> <p>(c) Oversight Mechanism</p> <p>(d) Department of Defence Production - Org, Role &amp; Functions</p> <p>(e) Inventory Mgt in Defence and industry best practices</p> <p>(f) Mgt of Depreciation &amp; Stock Taking Boards</p>
03	Financial Management in Defence-III	50	01	<p>(a) Pay and Allowances</p> <p>(b) Pension and retirement benefits</p> <p>(c) CCS rules on Pay and Pension</p> <p>(d) Travel Regulation</p> <p>(e) Conclusion of various types of contracts</p>
04	Financial Management in Defence-IV			<p>(a) Management of Audit Objections, LTARs, Draft Audit Paras, MF, AIs.</p> <p>(b) Fund flow from MoF → MoD → Budget Holders (Specific to FP Directorate).</p> <p>(c) Management of Reappropriations - (Specific to FP Directorate at IHQ of MoD).</p> <p>(d) Management of Regimental Accts, Ledger Entries, Reconciliation Statements, Reading of Balance Sheets Policies (Specific to funds issued to IA).</p> <p>(e) Execution of Outsourcing projs.</p>

S No	Subjects	Marks	Credits	Syllabus
05	Applied Quantitative Techniques	100	03	(a) Introduction (b) Data management and presentation (primary & secondary) (c) Central tendency and dispersion (d) Consolidation Exercise on Descriptive Statistics (e) Probability Concept (f) Determination of posterior probability (g) Probability distribution (h) Sampling (i) Statistical estimation & Hypothesis (j) Chi Sq Test (k) Analysis of Variance (l) Time Series (m) LRCA Model (n) Markov Analysis (o) Introduction to SPSS (p) Six Sigma (q) Advance data Analysis Techniques (r) Revision - Consolidation and Debrief
06	Public Finance Management	100	03	(a) Introduction to PFM (b) Public Choice (c) Public Expenditure (d) Public Financial Architecture (e) Fiscal and Financial Reporting (f) Principles of Federal Finance (g) Fiscal Roadmap for India (h) Public Debt Management (i) Principles of Budgeting (j) Budgeting Practices

S No	Subjects	Marks	Credits	Syllabus
				(k) Budget and Accountability (l) PFM at the Centre (m) PFM in the States (n) Management of Financial Assets by Government (o) PFM at the Centre (p) PFM in the States (q) Management of Financial Assets by Governments (r) Public Private Partnerships (s) Central Public Sector Undertakings (t) State Public Sector Undertakings
07	<b>Financial Management-I</b>	100	03	(a) Financial Management (b) Time Value of Money (c) Risk and Return (d) Valuation of Bonds and Shares (including Excel Application) (e) Capital Budgeting (f) Capital Budgeting (g) Analysis of Risk and Uncertainty in Capital Budgeting (h) Concept and Measurement of Cost of Capital (i) Leverage : Meaning (j) Capital Structure Cost of Capital and Valuation (k) Designing Capital Structure (l) Dividend and Valuation (m) Determinants of Dividends Policy
08	<b>Financial Management-II</b>	100	03	(a) Working Capital Management (b) Management of Cash and Marketable Securities (c) Receivable Management (d) Inventory Management



S No	Subjects	Marks	Credits	Syllabus
				(e) Working Capital Financing (f) Sources of Long - Term Finance Equity/ Ordinary Shares (g) Hybrid Financing Instruments (h) Venture Capital Financing (i) Lease Financing and Hire-Purchase Finance (j) Business Valuation (k) Option Valuation (including Excel Applications) (l) Corporate Restructuring (m) Sustainability and Finance (n) Financial Management of Public Sector Undertakings (PSUs)
09	<b>Supply Chain Management</b>	100	03	(a) Introduction to supply chain management (b) Analytics in Supply chain management (c) Building a Strategic Framework to Analyze Supply Chain (b) Designing the Supply Chain Network (c) Planning and Coordinating Demand and Supply in a Supply Chain (d) Planning and Managing Inventories in a Supply Chain (e) Designing and Planning Transportation Networks (f) Managing Cross Functional Drivers in a Supply Chain (g) Bullwhip effect and time series analysis (h) Exponential smoothing method of analysis (i) Multi echelon inventory management (j) Network optimization model (k) Time value of money in supply chain (l) Decision tree
10	<b>Operation Research &amp;</b>	100	03	(a) Overview by HFDS

	<b>Analysis</b>			(c) Goal Programming (d) Transportation Model (e) Transshipment Model (f) Assignment Model (g) Travelling Salesman (h) MCDM
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5

S No	Subjects	Marks	Credits	Syllabus
				(i) Application Software Expert Choice (j) Network (k) Queuing Theory (l) Simulation (m) Game Theory (n) Decision Theory (o) Decision Tree (p) Decision Rules (q) Combat Modeling (r) System Intro and Definitions (s) System - Concepts and Theories (t) Intro to Hard Sys Thinking (HST) (u) HST Case Studies (v) Laws of Systems Dynamics (w) System Dynamics : CLDs & SFDs (x) System Archetypes 1,2 (y) System Dynamics Case Studies (z) Introduction to Soft System Methodology (aa) SSM Case Studies (ab) ORSA Exercise
11	<b>Project</b>	100	03	(a) Intro to PM

				(b) Formulation & Plg
				(c) AOA Network
				(d) AON & Network Analysis
				(e) Time Estimation
				(f) MSP 2003
				(g) Leveling & Scheduling
				(h) Crashing

6

S No	Subjects	Marks	Credits	Syllabus
				(i) Project Fin-1
				(j) Risk Mgt
				(k) Monitoring & Control
				(l) CCPM
				(m) Selection of Org Structure
				(n) Project Team Mgt & Ldrship
				(o) Legal & Contract Mgt
				(p) Project Fin-2
				(q) Pgme / Portfolio Mgt
				(r) Emerging Concepts
				(s) PM in Mil Ops
				(t) Case Studies
				(u) PM Exercise
				(v) PM Certification
				(w) Project Mil Ops
12	<b>Information Comn Technologies</b>	100	03	(a) Hands on working experience on GeM, DPP & FPMIS
				(b) Hands on working experience on PRABAL & Tulip
				(c) IT overview
				(d) Computer basics
				(e) MS excel

				(g) Virus mgt
				(h) Network mgt
				(i) E-security
				(j) Info sys & development strategies
				(k) Tools & techniques
				(l) Enterprise mgt sys

7

S No	Subjects	Marks	Credits	Syllabus
				(m) Information warfare
				(n) Network centric warfare
				(o) E Governance
				(p) Contemporary technologies
				(q) Emerging technologies AI/ BC/ ML etc
13	Minor Projs & Case Studies			(a) On Revenue Procurement
				(b) On Capital Procurement
				(c) On Conclusion of Service Contract
				(d) Resolution of MFAI/LTAR/ Draft Audit Para/ Audit Objection
				(e) Conduct of Depreciation, Stock Taking Board&Disposal of Unserviceable items
14	Total Quality Management	100	03	(a) Introduction
				(b) Quality and its dimensions
				(c) Quality And Variability
				(d) Management aspects of Quality
				(e) Acceptance sampling and introduction to R
				(f) Control Charts for variables and attributes
				(g) Process capability analysis and ISO 9000 basics

8

S No	Subjects	Marks	Credits	Syllabus
15	Domestic visit-Defence PSU/RBI/NSE Army/IN/AF Depots		03	
16	Project Work		09	
	Total Credits			

