



Arun Jaitley National Institute of Financial Management

Introduces you for the 3rd Cohort of
24 Weeks Certificate Course in Executive Business
Management for Defence officers

Directorate General Resettlement Course

Starting from 2nd June
2025

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About the AJNIFM

The Arun Jaitley National Institute of Financial Management (AJNIFM), a Central Training Institute under the Ministry of Finance, specializes in capacity-building for professionals in Public Policy, Finance, and related fields. Established in 1993, it initially trained Civil Services officers managing government finance and has since evolved into a premier resource center for Central and State Governments, Defence, and Financial Institutions. AJNIFM is accredited by CBC-NABET under Mission karmayogi, with a prestigious अति उत्कृष्ट 4-star rating under NSCSTI for excellence in civil services training.

AJNIFM fosters governance reforms through training, research, and consultancy in financial markets, audit, public finance, and procurement. It publishes research and undertakes evaluations, policy drafting, and advisory projects. Governed by the Union Finance Minister as President and the Secretary (Expenditure) as Chairman, AJNIFM integrates expertise from academia, industry, and government.

OBJECTIVES

- i) To organize and provide training and continuing professional education to Group 'A' officers of the Participating Services including organization of refresher courses at senior and middle levels.
- ii) To establish the Institute as a *Centre of Excellence* in financial management for promoting the highest standards of professional competence and practice.
- iii) To undertake and promote research/ consultancy studies in the fields of accounting, audit, financial and fiscal management and related subjects\.
- iv) To promote education in financial and fiscal management for officers of the associate Services of Centre/State Governments and officers of public sector enterprises/ institutions.



MESSAGE FROM THE DIRECTOR AJNIFM

- ❖ It is my privilege to invite you to the **24-week Certificate Course in Executive Business Management** at AJNIFM. As Director, I have witnessed the remarkable growth and dedication of participants in this transformative program.
- ❖ This course is uniquely tailored for tri-services officers who bring with them unparalleled experience, leadership qualities, and a commitment to excellence. At AJNIFM, they acquire a robust foundation in business management while developing versatile skills that are indispensable in today's dynamic professional landscape.
- ❖ Building on the tremendous success of the previous DGR batches, our upcoming session features an enhanced curriculum enriched with practical learning opportunities. This program is designed to equip you with cutting-edge business insights and expand your career horizons. Additionally, it offers a chance to join an influential network of professionals who share your aspirations for growth and achievement.
- ❖ I wholeheartedly encourage you to enroll in the **3rd DGR Executive Business Management Course** and take a significant step forward in your professional journey. We look forward to your participation and the valuable perspectives you will bring to this enriching experience.



Shri Praveen Kumar

MESSAGE FROM PROGRAM DIRECTOR

- It is with great enthusiasm that I invite you to join the **3rd DGR Executive Business Management Course** at AJNIFM, scheduled to take place from **June 2025 to November 2025**. Building on the tremendous success of our previous DGR courses, we are delighted to continue offering this transformative program.
- This six-month course has been meticulously designed to equip tri-services officers with cutting-edge business management skills, blending rigorous academic learning with practical, real-world applications. The curriculum is tailored to harness your extensive military experience, enabling you to transition your leadership and strategic thinking capabilities seamlessly into the business domain.
- At AJNIFM, we are committed to providing a holistic and enriching educational experience. This program aims not only to enhance your knowledge but also to expand your career horizons and professional network. Participants of our previous DGR courses have achieved remarkable personal and professional growth, and we have further improved upon the program structure based on experience and feedback from previous batches.
- I encourage you to seize this opportunity to invest in your future, broaden your professional toolkit, and excel in the field of business management. We are dedicated to supporting you at every step of this journey and look forward to welcoming you to AJNIFM.



**Shri Varun Nayyar,
IDAS**

LONG TERM PROGRAMMES AT AJNIFM

1. Professional Training Course (PTC) for Probationers

The **Professional Training Course (PTC)** is designed for probationers of the participating Finance and Accounts Services of the Union Government. This program equips newly recruited Group 'A' officers with the necessary expertise to assume higher responsibilities in the domain of Public Financial Management.

2. Master of Business Administration (Finance)

The **MBA (Finance)** is a two-year, full-time residential program recognized and accredited by Jawaharlal Nehru University (JNU), New Delhi. Participants are enrolled as JNU students and receive an MBA degree upon successful completion.

Open to government officers, recent graduates, and experienced professionals, this program is designed to develop skilled financial sector professionals capable of assuming leadership roles in regulatory bodies, banks, stock exchanges, mutual funds, and other financial institutions in both private and government sectors.

Key highlights of the program include:

- i. A curriculum focused on financial expertise, regulatory frameworks, and market operations.
- ii. Study visits to **Mumbai** and **Singapore**, offering participants opportunities to engage with top professionals at institutions like RBI, SEBI, NCDEX, MCX, and FIMMDA.

1. Post Graduate Diploma in Government Accounting & Internal Audit

The **Post Graduate Diploma in Government Accounting & Internal Audit** is a one-year program designed to enhance the technical skills of officers from the Controller General of Accounts and organized accounting services. The program focuses on key areas such as accounting, internal auditing, information technology, and general management, enabling participants to excel in their professional roles.

CAPACITY BUILDING PROGRAMMES / MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs) FOR CIVIL SERVANTS, OFFICERS FROM THE ARMED FORCES AND OTHER OFFICERS VARIOUS MINISTRIES/DEPARTMENTS AND STATE GOVERNMENTS.

- Arun Jaitley National Institute of Financial Management (AJNIFM) conducts a wide array of capacity-building programmes, including short-duration Management Development Programmes (MDPs) and Executive Development Programmes (EDPs). These programmes cover diverse areas such as public expenditure management, budgeting, public financial administration, financial management, accounting, internal audit, procurement, GST, information technology, human resources, and more. Participants include officers from the Indian Economic Service (IES), Indian Statistical Service (ISS), Indian Telecom Service (ITS), other central and state government services, public sector undertakings (PSUs), municipal corporations, autonomous institutes, and other bodies.
- AJNIFM's mandate extends to enhancing the professional capabilities of officials across various government and public sector organizations. It provides specialized training in public financial management, public procurement rules and procedures, and related domains. For civil services officers from IDAS, IRAS, ICAS, and IPTAFS, the institute serves as a hub for professional development.
- The institute also delivers sector-specific capacity-building programmes, including Defence Procurement, Public-Private Partnerships (PPP), Project Evaluation and Management, among others. These programmes are tailored for prestigious organizations such as the Indian Army, ARTRAC, CGDA, Indian Navy, ISRO, PSUs, Directorate General of Resettlement, and other ministries.
- AJNIFM continues to innovate by providing customized training solutions that address sector-specific needs while ensuring practical applications and compliance with policies. The institute's emphasis on practical learning and policy alignment makes it a leader in capacity-building initiatives.
- A detailed list of ongoing programmes and learning resources can be accessed through AJNIFM's Learning Management Systems:
 - <https://ajnifm-mdp.online/>
 - <https://ajnifm-dgr.online/>

AJNIFM COLLABORATIONS

AJNIFM has forged strategic partnerships through Memoranda of Understanding (MoUs) with key organizations under the Ministry of Defence, including the Indian Army, the Controller General of Defence Accounts (CGDA). These collaborations aim to design and deliver specialized training programs tailored to the unique requirements of public procurement and financial regulations in the defence sector.

MOU WITH INDIAN SCHOOL OF BUSINESS

- AJNIFM has signed MOU with ISB for Mid-Career Training Program of IDAS officers. The MOU also enables further collaboration in providing customized training programs for officers of the Armed Forces and other Civil Services. MoU signed by AJNIFM with ISB has been pivotal in leveraging the expertise and world-class infrastructure of ISB to offer a premier learning experience.
- The collaborative expertise brought in by AJNIFM and ISB ensures that the officers gain a deeper understanding of cutting-edge concepts in public financial management, management, leadership, and decision-making, aligning their skills with the dynamic challenges of public governance.

DGR PROGRAM OVERVIEW

A vast majority of armed forces officers leave their service with at least two decades of productive careers still ahead of them. The officers leaving service range from short- service officers, with about eight to ten years of experience, to those who have completed their pensionable service of around 20 years and are in their 40s. The vast and unmatched experience of armed forces make them fit for five basic role profiles. The first is general management & administration. During a typical career, an officer performs the role of managing resources and equipment worth several hundred crores. He is responsible for the well-being and training of his men, planning logistics, controlling deployment and coordinating exercises with other units and services. The second role flows from these experiences into HR and man management. During service, an officer is held accountable for the well-being of his men and their families. Operations is another role where officers take like duck to water. Security is a natural extension, ranging from physical and electronic security to high-end specialized roles such as counter-intelligence, fraud investigation, and close protection of high value assets, disaster and crisis management. The last role where many officers have proved their mettle is the holy grail of wealth creation. They have successfully founded and led companies in sectors ranging from consulting to retail. The Armed Forces officers have headed business units, other assessment. They have been leading correspondents, authors, entrepreneurs, social activists, administrators and thought leaders.

Another important area which remains not much developed is the finance. In the services, officers learn to optimize the resources for output but seldom have the need to understand and apply basic rules of finance and worry about rates of return on investment, a skill that is essential to handling finance responsibilities. With almost every Government policy aiming to develop a culture of self-reliance it becomes important for officers to understand the nuances of how the businesses operate, not just for future roles but for the present too. A modern day officer is expected to operate in a highly competitive environment and aspiring to assume a more effective role in decision making process would therefore, do well to possess sufficient insight into the intricacies of financial issues. A proactive role in decision-making requires each functional manager to equip herself/himself with a working knowledge of finance and various related concepts so that s/he can objectively, and in a professional manner, evaluate alternative courses of action.

With this as the background AJNIFM has designed a 24 week program to tap the potential of the highly experienced and talented officers of the Armed Forces with the objective to facilitate their smooth transition into senior and midlevel management positions after their retirement in the world outside the Armed Forces.

Our Mission

Military to corporate Transition



Mission

In this twenty-four week, full-time programme, the idea is to familiarize the officers with the requisite analytical tools and techniques; and develop a holistic perspective and global mind-set to understand issues of an enterprise. The objectives of the programme are:

To develop attitude to enable participants to transit into a second career and be effectively absorbed outside the defence forces.

To enhance the professional competence of participants in different areas of Management.

To develop a general management perspective from the standpoint of a total enterprise;

To develop a global mind-set to foster a comprehensive understanding of corporate sector working, besides other.

Who is this program for

The program is designed for the officers who have been approved for voluntary retirement or have retired & short service commissioned officers, shortly quitting the service at the end of their engagement with the Service.

Course Structure (Module 01)

Seven Papers

Mock Interview	:	15 hours
Seminars/ Talks	:	30 hours
Placement efforts/visits	:	30 hours
Curriculum	:	175 hours (25 hours Each)
Total	:	<u>250 hours</u>

End Module Evaluation System:

Continuous Evaluation: 60%

End Module: 40%

(MCQ Computer based Examination to be conducted in computer lab).

Program Design

The 3rd DGR course at AJNIFM, spanning 24 weeks from June 02nd 2025, will be divided into two modules of 12 weeks each, covering the following papers:

Module: I (28 Credit = 175 hours)

- 101 Financial Accounting
- 102 Managerial Economics
- 103 Management of Information Systems, Data Analytics and Business Intelligence
- 104 Organizational Behaviour & Business Communication
- 105 Research Methodology
- 106 Financial Management & Analysis
- 107 Resource Management & Analytics

Course Structure (Module 02)

Six Papers along with an additional project work component.

Industrial Visit	:	15 hours
Project work	:	30 hours
Mock Interviews	:	15 hours
Seminars/ Talks	:	10 hours
Placement efforts/visits	:	30 hours
Curriculum	:	150 hours (25 hours Each)
Total	:	250 hours

End Module Evaluation System:

Continuous Evaluation	:	60%
End Module	:	40%

(MCQ Computer based Examination to be conducted in computer lab).

Module: II (24 Credit = 150 hours)

201	Data Analysis & Design Tools	
202	Production and Operation Management	
203	Design thinking, Innovation & Entrepreneurship	
204	Project Planning, Evaluation, Financing & Management.	
205	Elective Paper- I	
206	Elective Paper- II	

Program Design

Elective Papers- I

- Supply Chain Management
- International management
- Security Analysis & Portfolio Management

Elective Paper- II

- Financial Derivatives
- Fixed Income Securities
- Managing E-Business/ six sigma & Lean thinking.

Project work (15 Credit)

Note: An independent project has to be submitted within the course duration by every participants.

Mode of Delivery: Hybrid

A combination of various contemporary teaching methods such as case studies, projects, Computer aided instructions, group discussions, lectures, seminars, simulations, presentations by participants, and lectures by guest speakers from industry and government shall be used. The lecture and case method is the predominant pedagogical tool as this sharpens the analytical skills of participants. Instructors shall mainly guide the officer participants in and group, encourage them to develop and defend arguments, and take decisions. Visit to different industries will also be conducted in order to understand the organization working in real environment.

The course instructor will provide a course outline detailing the course objectives, contents, evaluation pattern and the appropriate references. Reading material or a book will also be provided to participants.

Performance of participants will be monitored on a continuous basis through quizzes, assignments, tests and examinations. To qualify an examination, the participants are required to fulfill all academic requirements.

On successful completion of the programme participants will be awarded with a "24 Week Certificate Course in Executive Business Management

Pedagogy/Methodology

Admission Procedure

Armed Forces Officers of ranks from Captain to Brigadier (equivalent) are eligible for this course. The officers will have to apply to respective Service Directorates for their nomination for resettlement course at AJNIFM, Faridabad. Final selection will be made by the Director General of Resettlement (DGR), Delhi based on the applications received by them and intimated to AJNIFM for admission process. Only those officers whose names have been approved by DGR will be eligible to participate in the course.

Placement Assistance

Dedicated efforts shall be made to ensure placements for the participants. The institute will leverage its competencies, social media handles, alumini base and other corporate engagements/contacts to work with the placement committee (DGR participants).

Admission details

DURATION: 24 Weeks

PROGRAMME FEE: INR 2,20,000 (40% to be paid by the participants after the nomination from DGR).

PROGRAMME DATE: 02nd June, 2025 – 14th November, 2025

Associated Speakers



**Shri Havish
Madhvapathy**

Founder-
Havish M
Consulting



**Dr. Alok
Yadav**

Director- YBI
Foundation



Shri N K Grover



**Dr. Rohit Arora
Financial Analyst**



**Shri Rajesh Saxena
Retd. JS Ministry of
Defence**

Guest Speakers

S. No.	Name	Designation	Topic
1	Rajesh Isser	Air vice Marshal Retd.	Atmanirbhar Bharat, Leadership during Crisis
2	Brig Arun Pandey	Veteran	Military to corporate transition.
3	Cmde B K Munjal	Advisor(Defence) GeM	Defence Procurements
4	Mr. Vinayak Godse	CEO, DSCI	Data privacy and compliance
5	Ms Jyotsna Minocha Navneet samaiyar Abhishek G.	Nasscom Prog. Head futureskills	<ul style="list-style-type: none"> • Mapping skill gaps • Collaboration and partnership
7	Shri R K Anand	Director, Climate Risk & Finance Council, USA	Mock interview panelist
8	Ms Aparajita	Director KPMG	Mock Interview Panelist
9	Col Sandeep Mahalwar (Retd)	CEO, Finvision financial services	<ul style="list-style-type: none"> • Personal financial management and investment opportunities for defence officers
10	Cdr Nanda Kumar Das	VP at Genpact	<ul style="list-style-type: none"> • Personal branding • Transition from military to service sector
11	Cdr Navneet Bali	CEO,ClearMedi Healthcare	<ul style="list-style-type: none"> • Transformation from military to corporate • Inclusion of defence officers in medical industry
12	Lt col taposh Munjal	Associate Director at KPMG India	Transformation journey onwards and forwards
13	Ms Achint Kaur	Counsel corporate and commercial in practice group of Khaitan co.	Session on overview of corporate law

Guest Speakers

S. No.	Name	Designation	Topic
14	Dr. Anjula Naib	Senior Consultant with AJNIFM	DPM, public policy
15	Ms Meenakshi Gupta	IAAS, Retd	GFR, performance audit
16	Dr. Kishore Nuthalapati	Economist & Corporate Finance Professional	Corporate Finance
17	Shri K J Chaudhary	Former Chief Commissioner (GST & Customs)	GST & its implication
18	Shri Rakesh Ranjan	Advisor Nitiayog	Public private Partnerships
19	Shri Amitabh Dutta, (IRSS Retd)	Visiting Faculty, AJNIFM	Public Procurement
20	Sanjay Kumar Suri	Former head, Digital Technology, Bharat Petroleum	Cybersecurity

Our Traction

Alumni (DGR Batch 2023-24)

S. No.	Name	Designation	Company
1.	Lt Col Arun Pushkar (Retd.)	Director IT & Cloud Ops	Axtria, Gurgaon
2.	Cdr Manas Mohrana (Retd.)	GM Information Security	Greenko, Hyderabad.
3.	Lt Cdr Suraj KS (Retd.)	Vice President	JP Morgan, Mumbai
4.	Lt Cdr P Prajeesh Nair (Retd.)	Project Manager	Ohmium Operations Pvt. Ltd. , Bangalore
5.	Lt Cdr Ayush Sharma (Retd.)	Site Lead Operations	Amazon, Vijayawada (AP)
6.	Col Bipin Bahadur Singh (Retd.)	DGM Security & Loss prevention	Greenline Mobility Solutions, Mumbai
7.	Lt Cdr Nidhi Bhardwaj (Retd)	TMC Project Co-ordinator	Tata Memorial Centre (TMC) Parel, Mumbai.
8.	Col Parvinder Singh (Retd)	Vice President	Wells Fargo
9.	Lt Col Pankaj Mishra	Program Manager	Infosec NISG/ITD

Our Market Connects



Our Management Team



Mr. R K Karna

Program Advisor



Mr. Varun Nayyar

Program Director

Contact No: 9888885074



Ankit Kumar Pandey

Program Coordinator

Contact No.: 7526037231

Email: defencemp@nifm.edu.in

Glimpses from Previous Batches



Pioneer Batch 2023-2024



2nd Ongoing Batch 2024-25



Exclusive Industry expert Sessions



Mock Interview & Industry expert session

Connect with us.



Email

defencemdp@nifm.edu.in



Social Media

<https://www.linkedin.com/school/ajnifm-arun-jaitley-national-institute-of-financial-management/>



Call us

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