ANNEXURE I

Syllabus of General Studies - Online Examinations (GRADE A and B)

- Economic and Social Development
- Indian Economy (including Recent Trends, Fiscal and Monetary Policy, Banking, and Infrastructure Development)
- Data and Digital Economy (including Cyber Security and Digital Literacy)
- Innovation in India pertaining to Startups and Entrepreneurship
- Technology (including advancements in AI, Space Technology, and Biotechnology)
- Sustainable Development Goals (SDGs) and Global Initiatives
- Emerging Global Challenges (Energy Security, Water Scarcity, Urbanization, etc.)
- General Issues on Environment, Bio-diversity, and Climate Change
- Ethical Issues in Governance and Public Administration
- International Relations (India's Foreign Policy, Bilateral and Multilateral Relations)
- Social Justice (Welfare Schemes, Inclusive Development, and Rights Movements)

Syllabus of Specialized subjects for Online Examinations (GRADE A and B)

Human Resources Stream

Sl. No.	Topics
1.	Personnel Management: Functions, Job analysis, Job Description, Job Evaluation, Organization Structure, Manpower Planning, Recruitment & Selection, Placement and Induction, Talent Attraction, Selection & Retention;
2.	Principles and Practices of Management
3.	HRM concepts and functions, Performance Management; Career progression, Succession Planning; Strategic HRM, Organisational Behaviour, Leadership, Team Building, Conflict Resolution,
4.	Job Specification, Competency Development, Communication.
5.	Learning & Development, Management Development
6.	Organizational Behavior: Concepts, Importance, Evolution, Group Dynamics, Motivation, Morale, Leadership, Job satisfaction, Organizational Change, Organizational Development, Organizational Climate
7.	Industrial Relations : concept, scope, IR systems, Industrial disputes, Machinery for settlement of industrial disputes, workers participation in management, code of discipline, ILO, Grievance handling and Disciplinary Action.
8.	Labour Legislation: Principles of labour legislation, Implementation machinery, Labour legislation and Indian constitution. Factories Act, 1948, Industrial Disputes Act, 1947, Trade Union Act, 1926, Payment of Gratuity Act, 1972, Contract Labour (Abolition) / Regulation Act, Workmen's Compensations Act, 1923, Payment of Wages Act, 1936, Minimum Wages Act, 1948, Industrial Employment Standing Orders Act, Maternity Benefit Act, 1961, Employees Provident Fund & Misc. Provisions Act, Employees State Insurance Act, NPS.
9.	Right to Information Act, 2005
10.	Sexual Harassment of Women at Work Place (Prevention, Prohibition of Redresses Act.) 2013
11.	The Rights of Persons with Disabilities Act, 2016

Risk Management Stream

- **Economics**: Demand and Supply, Macro Economics, National Income, Public Finance, Determination of output
  and employment, Investment Function, Multiplier and Accelerator, Demand and Supply for Money, Inflation, Business Cycles, Inflation, Monetary and Fiscal Policy, restrictive v/s accommodating monetary policy, Banking Functions, Tax & Non-Tax Revenue, Direct & Indirect Taxes, Fiscal Balance, Public Debt, Public Budget and Foreign Trade and Balance of Payments, commercial and central banking, process of credit creation,
  role of central bank in economic development.

- **Financial Institutions and Markets**: Market Model, Market Efficiency, Money/ Credit/Capital Markets, Primary Market, Secondary Market, Commodity Markets, Mutual Funds, Derivatives (types, uses
  and pricing of derivatives), Stock Exchanges, banking and non-banking institutions, Credit Rating Agencies,
  Pension and Insurance Markets, Foreign Exchange Markets, Role of International Financial Institutions, IMF & World Bank, Role of regulator in financial markets.

- **Statistics and Econometrics**: Measures of Central tendency & dispersions, Correlation, Sampling methods, Sampling Distribution, Hypothesis testing, Regression Analysis, Operation research models, linear programming models in finance/manufacturing, Probability.

- **Commerce & Accountancy:** Accounting as a financial information system, Revenue Recognition, Investments, Cash Flow Statement, Financial statement analysis, Net Asset Value (NAV).

- **Finance**: Ratio analysis, WACC, Capital structure, NPV, IRR, XIRR, CAPM, DCF, Market models, Investment ratios, valuation ratios, market efficiency, sensitivity analysis, scenario analysis

- **Risk Management**: Source and Evaluation of Risks, Risk Management Techniques, Risk Models (VAR, Stress Testing, Scenario Analysis), Credit Risk Management, Enterprise Risk Management, Operational Risk Management, Non- Investment Risk (Reputation, Regulatory, IT, Cyber security, Compliance Risk etc.).

General Stream

A. Commerce & Accountancy

a) Accounting as a financial information system;
b) Accounting Standards with specific reference to Accounting for Depreciation, Inventories, Revenue Recognition, Fixed Assets, Foreign Exchange Transactions, Investments.
c) Cash Flow Statement, Fund flow statement, Financial statement analysis; Ratio analysis;
d) Accounting for Share Capital Transactions including Bonus Shares, Right Shares.
e) Employees Stock Option and Buy-Back of Securities.
f) Preparation and Presentation of Company Final Accounts.

B. Management

a) Management: its nature and scope; The Management Processes; Planning, Organization, Staffing, Directing and Controlling;
b) The Role of a Manager in an Organization. Leadership: The Tasks of a Leader;
c) Leadership Styles; Leadership Theories; A successful Leader versus an effective Leader.
d) Human Resource Development: Concept of HRD; Goals of HRD;
e) Motivation, Morale and Incentives: Theories of Motivation; How Managers Motivate; Concept of Morale; Factors determining morale; Role of Incentives in Building up Morale.
f) Communication: Steps in the Communication Process; Communication Channels; Oral versus Written Communication; Verbal versus non-verbal Communication; upward, downward and lateral communication; Barriers to Communication, Role of Information Technology.

C. Finance

1) Financial System of India and World.

a) Role and Functions of Regulatory bodies in Financial Sector.

2) Financial Markets of India and World.

a) Primary and Secondary Markets (Forex, Money, Bond, Equity, etc.), functions, instruments, recent developments.

3) General Topics

a) Basics of Derivatives: Forward, Futures and Swap
b) Recent Developments in the Financial Sector of India and World.
c) Financial Inclusion- use of technology
d) Alternate source of finance, private and social cost-benefit, Public-Private Partnership
e) Direct and Indirect taxes; Non-tax sources of Revenue, GST, Finance Commission, Fiscal Policy, Fiscal Responsibility and Budget Management Act (FRBM),
f) Inflation: Definition, trends, estimates, consequences, and remedies (control): WPI, CPI - components and trends.

D. Data Analytics, Statistics

1. Measures of Central tendency & dispersions, Correlation, Sampling methods, Sampling Distribution, Statistical Inferences, Hypothesis testing, Regression Analysis.
2. Data Analytics Overview, Importance of Data Analytics, Types of Data Analytics, Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics, Benefits of Data Analytics, Data Visualization for Decision Making, Data Types, Measure of central tendency, Measures of Dispersion, Graphical Techniques, Skewness & Kurtosis, Box Plot, Descriptive Stats, Sampling Funnel, Sampling Variation, Central Limit Theorem, Confidence interval.

E. Companies Act, Indian Trusts Act,

The Companies Act, 2013 – Specific reference to Chapter III, Chapter IV, Chapter VIII, Chapter X, Chapter XI, Chapter XII and Chapter XXVII.

The Indian Trusts Act.

F. Economics

a) Demand and Supply, Market Structures, National Income: Concepts and Measurement, Classical & Keynesian Approach Determination of output and employment, Consumption Function, Investment Function, Multiplier and Accelerator, Demand and Supply for Money, IS – LM, Inflation and Phillips Curve, Business Cycles

b) Balance of Payments, Foreign Exchange Markets, Inflation, Monetary and Fiscal Policy, Non-banking Financial Institutions.

G. Pension Sector of India and World.

a) Status of pension sector in India

b) Different types of retirement schemes in India and their features

c) National Pension System

d) Atal Pension Yojana

e) Annuity Plans

f) Basics of investment decision making & portfolio management