Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
RE IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

Facilitator Guide



Sector
BFSI

Sub-Sector
BFSI Processing, Broking, Fund Investment & Services, Lending, Payments

Occupation
Operations

Reference ID: BSC/Q4101, Version 2.0
NSQF level: 4

Junior Data Analyst-Financial Services

Published by

Banking, Financial Services & Insurance (BFSI) Sector Skill Council of India

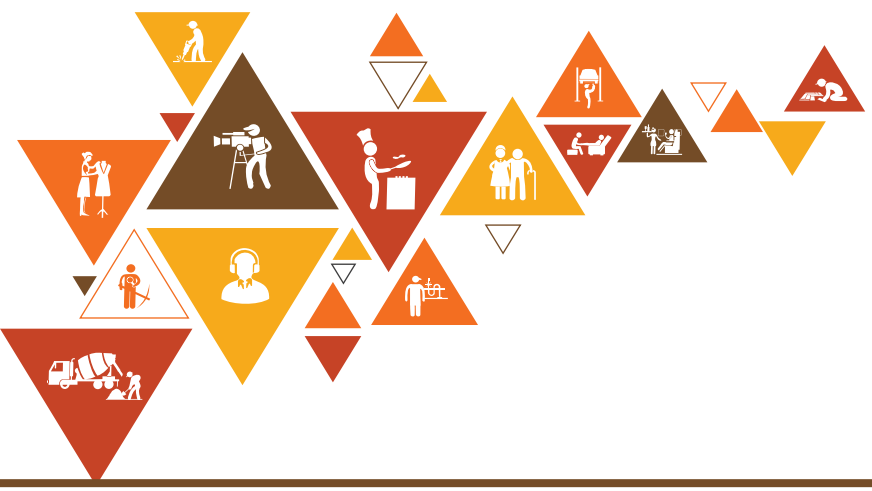
1407, Lodha Supremus Powai, Opp Saki Vihar Telephone Exchange,
Saki Vihar Road, Powai Mumbai – 400072

Phone: +91 82912 78155, 98921 62042

Email: ranjan.soumya@bfsissc.com | neha.dave@bfsissc.com

Website: www.bfsissc.com

This book is sponsored by **Banking, Financial Services & Insurance (BFSI) Sector Skill Council of India**



> Skill development of the new generation is a national need and is the foundation of Aatmnirbhar Bharat

Shri Narendra Modi
Prime Minister of India

Acknowledgements

The Banking, Financial Services & Insurance (BFSI) Sector Skill Council of India would like to thank all the individuals and organisations, who contributed, in various ways, to the preparation of this facilitator guide. The guide could not have been completed without their active contribution. Special gratitude is extended to those who collaborated during the preparation of the different modules in the facilitator guide. Wholehearted appreciation is also extended to all who provided peer review for these modules.

The preparation of this guide would not have been possible without the banking sector's support. Industry feedback has been extremely beneficial since inception to conclusion, and it is with their guidance that we have tried to bridge the existing skill gaps in the industry. This facilitator guide is dedicated to the aspiring youth, who desire to achieve special skills that will be a long-term asset for their future pursuits.

About this Guide

The Facilitator Guide for Junior Data Analyst-Financial Services has been developed to guide the trainers on how to impart training on banking related skills. The goal is to prepare industry-ready Junior Data Analyst-Financial Services by making them undergo Practical/Lab activity sessions. The Facilitator Guide is aligned to the Qualification Pack (QP) and the National Occupational Standards (NOS) drafted by the 'The Banking, Financial Services & Insurance (BFSI) Sector Skill Council of India' and ratified by National Skill Development Corporation.

It includes the following National Occupational Standards (NOS):

1. BSC/N4107: Collect and manage financial data
2. BSC/N4108: Analyze financial data and generate reports
3. BSC/N4109: Monitor financial performance and risk
4. DGT/VSQ/N0102: Employability Skills (60 Hours)

Post this training, the participant will be able to perform tasks as an Junior Data Analyst-Financial Services. We hope that this Facilitator guide provides sound learning support to the aspiring trainers and the trainees.

Symbols Used

Ask


Explain


Elaborate


Notes


Objectives


Do


Demonstrate


Activity


Team Activity


Facilitation Notes


Practical


Say


Resources

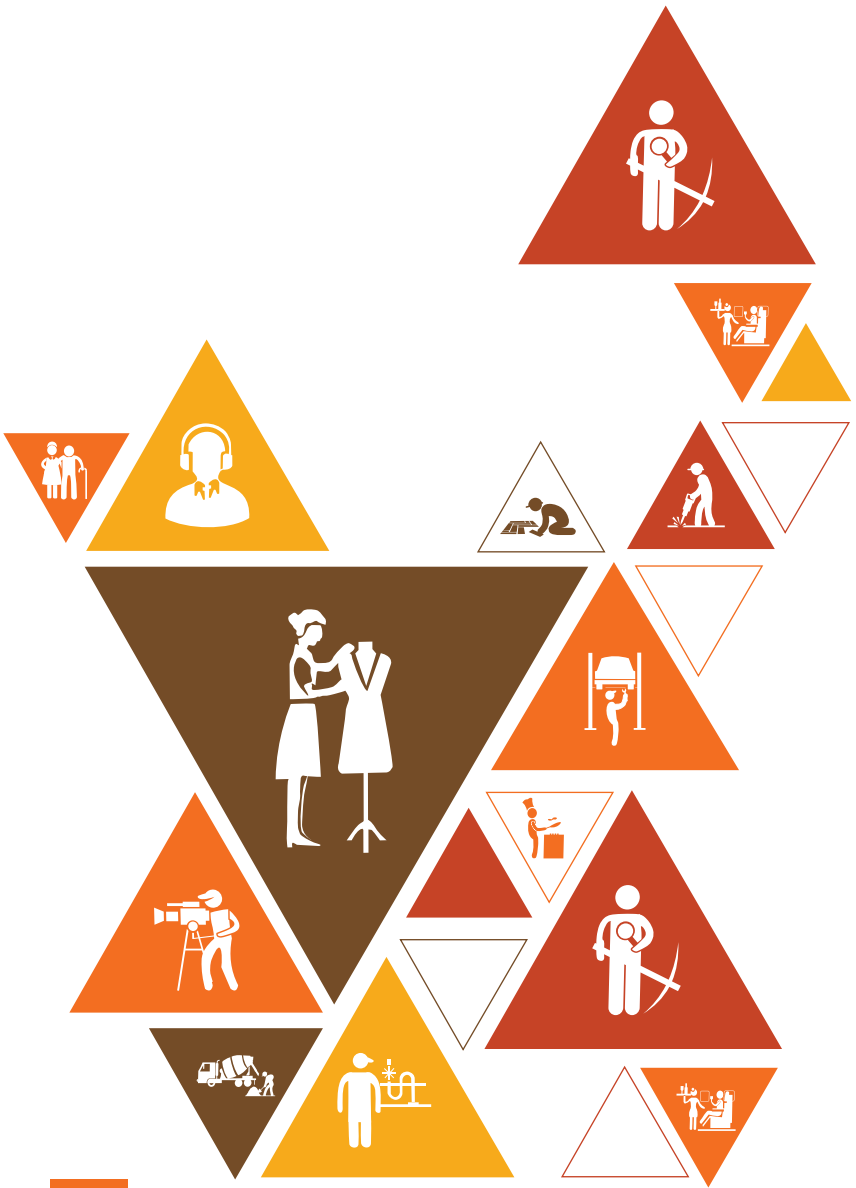
Example


Summary


Role Play


Learning Outcomes

Table of Contents



Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

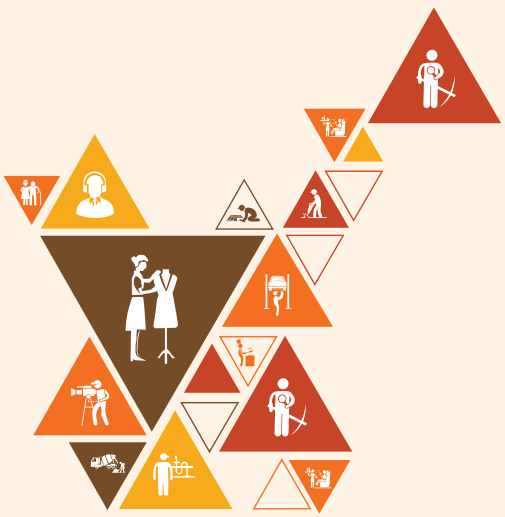
N·S·D·C
RE IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

1. Introduction to the Banking Sector and the Job Role Junior Data Analyst Financial Services

Unit 1.1 - Introduction to Skill India Mission and BFSI Sector

Unit 1.2 - Role, Terminology and Career Path of a Junior Data Analyst – Financial Services



Bridge Module

Key Learning Outcomes 

By the end of this module, the participants will be able to:

1. Explain the objectives and benefits of the Skill India Mission in relation to BFSI sector development.
2. Describe the structure and scope of the Banking Industry and its major sub-sectors.
3. Identify and explain the job role, key terminologies, and career opportunities associated with a Junior Data Analyst – Financial Services.
4. Analyse the career progression pathway for a Junior Data Analyst within the BFSI ecosystem.

Unit 1.1: Introduction to Skill India Mission and BFSI Sector

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the objectives of the Skill India Mission.
2. Describe the benefits of the Skill India Mission for workforce development.
3. Explain the structure of the Banking Industry.
4. Describe the major sub-sectors within the BFSI domain.
5. Identify the relevance of Skill India Mission to the BFSI sector.

Resources to be Used

Participant handbook, notepad and pen, whiteboard and markers, presentation slides, an overhead projector or large screen, a computer or laptop with an internet connection, and optionally, short videos or infographics on Skill India Mission, charts showing the structure of the BFSI sector, and newspaper clippings or brochures from government skill development initiatives.

Do

- Greet participants warmly and introduce yourself by sharing your background in skill development or the BFSI (Banking, Financial Services, and Insurance) sector.
- Clearly state the unit objectives and explain what participants will learn in this session.
- Ensure everyone has their participant handbook, notepad, and pen ready.
- Check that the whiteboard, laptop, and projector are working properly.
- Arrange seating for clear visibility of slides and active group discussions.
- Invite participants to introduce themselves and share what they know about “Skill India Mission” or the banking industry.
- Inform participants that the session will include videos, discussions, and small group activities.
- Maintain an interactive pace by relating Skill India Mission to real-life job opportunities.
- Encourage sharing of local examples where skill training has helped people find jobs in banks or financial institutions.
- Conclude by summarising how the Skill India Mission connects to careers in the BFSI sector.

Say

- Welcome to today’s session on Introduction to Skill India Mission and the BFSI Sector.
- By the end of this session, you will understand the goals of the Skill India Mission and its importance for workforce development.
- You will also learn about the structure of the banking industry and the main sub-sectors within BFSI.

- The BFSI sector includes Banking, Financial Services, and Insurance — three pillars of India's economy.
- This session will help you understand how Skill India creates opportunities for young people to enter and grow within the BFSI sector.

Ask

- Have you heard of the Skill India Mission? What do you think it means?
- Why do you think India needs a program like Skill India?
- Can anyone name a few jobs in the banking or finance sector?
- How do you think training helps people get jobs in banks or insurance companies?
- What kind of skills do you think are important to work in the BFSI sector?

Activity

1. **Name of the Activity:** My Skill, My Career
2. **Objective:** To help participants connect their personal skills or learning experiences with the goals of the Skill India Mission.
3. **Type of activity:** Individual sharing followed by group discussion
4. **Resources:** Participant handbook, notepad, pen, whiteboard, markers.
5. **Duration of the activity:** 15 minutes
6. **Instructions:**
    - Ask each participant to introduce themselves and share one skill they have learned formally or informally (for example, computer basics, customer handling, or money management).
    - Encourage participants to share how they learned that skill (training program, family business, online course, etc.).
    - Write a few responses on the whiteboard under headings like "Technical Skills," "Soft Skills," and "Financial Skills."
    - Connect their examples to the purpose of Skill India — to provide practical skills that lead to employment.
    - Conclude by explaining how such skills can be applied in BFSI jobs like banking assistants, data entry operators, or insurance advisors.
7. **Outcome:** Participants become comfortable, recognise their existing skills, and understand how Skill India helps people turn skills into employment opportunities.

Elaborate

- The Skill India Mission was launched by the Government of India in 2015 to train youth in industry-relevant skills and make them employable.
- Its main aim is to bridge the gap between education and job requirements through short-term training and certification programs.

- Skill India includes major initiatives like PMKVY (Pradhan Mantri Kaushal Vikas Yojana), Apprenticeship Training, and Sector Skill Councils.
- The BFSI Sector is one of the fastest-growing industries in India, offering career opportunities in banking, finance, and insurance.
- The Banking Industry includes public sector banks, private banks, regional rural banks, cooperative banks, and foreign banks.
- Financial Services include non-banking financial companies (NBFCs), mutual funds, investment services, and credit companies.
- Insurance covers life and non-life insurance services provided by both government and private companies.
- The Skill India Mission supports the BFSI sector by developing skilled manpower in roles like data entry, customer service, and back-office operations.
- It helps youth gain confidence, earn a livelihood, and contribute to national economic growth.
- The mission's motto, "Kaushal Bharat, Kushal Bharat," means a skilled India is a capable India.

Explain

- The objectives of Skill India include providing job-ready training, promoting entrepreneurship, and increasing productivity across sectors.
- Through NSDC and Sector Skill Councils like BFSI SSC, training programs are aligned with industry needs.
- The benefits of Skill India include improved employability, access to certification, and recognition of prior learning.
- The BFSI sector's structure ensures smooth functioning of financial activities — saving, lending, insurance, and investments.
- Key sub-sectors include retail banking, corporate banking, NBFCs, microfinance, and insurance.
- Skill India creates awareness and accessibility for rural youth to enter financial job roles.
- It ensures that people are trained not only in technical skills but also in communication and customer handling.
- Skill India-trained individuals can work in banks, microfinance institutions, insurance offices, and customer support centres.
- The collaboration between Skill India and BFSI ensures the workforce is both skilled and employable.
- Overall, Skill India builds a bridge between learning and earning in India's financial ecosystem.

Demonstrate

Participants will watch a short video or slide presentation showing the journey of Skill India — its objectives, schemes, and success stories. They will also see visuals or diagrams explaining the structure of the BFSI sector and its sub-sectors. The facilitator will explain how Skill India training aligns with job roles in banking, finance, and insurance. Participants will note key takeaways in their handbooks.

Role Play

1. **Name of the Roleplay:** Skill for Success in BFSI
2. **Objective of the Roleplay:** To help participants understand how Skill India training supports entry into the BFSI sector.
3. **Resources:** Participant handbook, pen, role cards (Trainer, Trainee, Bank Manager, Customer).
4. **Time Duration:** 20 minutes
5. **Instructions:**
    - Create a scenario where a young person completes Skill India training in customer service and applies for a job in a bank.
    - Assign roles: Trainer (explaining training), Trainee (job seeker), Bank Manager (interviewer), Customer (client).
    - Let participants act out how training improves employability and confidence during job interviews.
    - Discuss how Skill India courses prepare individuals for real BFSI roles.
    - Summarise by connecting the roleplay to the importance of skill-based learning.
6. **Outcome:** Participants understand the relevance of Skill India in preparing for BFSI careers and gain confidence in discussing their skills during job interactions.

Notes for Facilitation

- Use visuals, charts, and short videos to explain Skill India schemes and BFSI structure.
- Encourage participants to share stories of people in their area who benefited from skill training.
- Keep examples relatable — focus on local banks, customer service roles, or microfinance institutions.
- Maintain a friendly pace, ensuring everyone understands before moving to the next topic.
- End with a short recap linking Skill India's objectives to opportunities in the BFSI sector.

Unit 1.2: Role, Terminology and Career Path of a Junior Data Analyst – Financial Services

Unit Objectives

By the end of this unit, the participants will be able to:

1. Describe the responsibilities of a Junior Data Analyst in Financial Services.
2. Identify key terminologies used in banking and financial data operations.
3. Explain the employment opportunities available for a Junior Data Analyst in the BFSI sector.
4. Interpret the scope of work performed by a Junior Data Analyst.
5. Analyse the career progression pathway for a Junior Data Analyst in the BFSI industry.

Resources to be Used

Participant handbook, notepad and pen, whiteboard and markers, presentation slides, an overhead projector or large screen, a computer or laptop with an internet connection, and optionally, sample data sheets, Excel templates, charts showing financial data flow, visual aids of the BFSI hierarchy, and short videos demonstrating data analysis tasks in banks or financial offices.

Do

- Greet participants warmly and introduce yourself by sharing your background in data analysis, finance, or banking operations.
- Clearly state the unit objectives and explain what participants will learn in this session.
- Ensure everyone has their participant handbook, notepad, and pen ready.
- Check that the whiteboard, laptop, and projector are working properly.
- Arrange seating for clear visibility of slides and interactive participation.
- Invite participants to introduce themselves and share if they have ever worked with data or used Excel for any financial or record-keeping tasks.
- Inform participants that the session will include discussions, demonstrations, and group activities on data handling and career roles.
- Maintain an interactive pace, encouraging participants to link data tasks with real-life financial services.
- Encourage sharing of examples where data plays a role in customer transactions, reports, or banking records.
- Conclude by summarising the key points and motivating participants to explore data-related roles in the BFSI sector.

Say

- Welcome to today's session on Role, Terminology and Career Path of a Junior Data Analyst – Financial Services.
- By the end of this session, you will understand who a Junior Data Analyst is, their main duties, and how they contribute to the financial services industry.
- We will also learn key terms used in data operations and understand how this role fits into the BFSI sector.
- A Junior Data Analyst helps collect, clean, and analyse financial data to support decision-making in banks and financial organisations.
- This job provides a strong foundation for a career in data analytics, finance, and banking technology.

Ask

- What comes to your mind when you hear the word "data"?
- Why do you think data is important in banks or financial institutions?
- What do you think a Junior Data Analyst does every day?
- Can you name any software tools used for handling or analysing data?
- How can data analysis help improve financial decision-making in the BFSI sector?

Elaborate

- A Junior Data Analyst works under the guidance of senior analysts or managers and helps in collecting, cleaning, and organising data.
- In the BFSI sector, they work with banking transactions, customer data, or financial reports to ensure data accuracy.
- Their role involves using software tools like Excel, SQL, or dashboards to analyse trends and prepare summaries.
- Key responsibilities include identifying errors in data, maintaining databases, and assisting in report generation.
- Common terminologies in financial data operations include dataset, data validation, analytics, trends, dashboards, KPIs, and financial metrics.
- Junior Data Analysts ensure that all reports are accurate, reliable, and aligned with business goals.
- Their work helps banks improve efficiency, detect fraud, and understand customer needs.
- Career growth can lead from Junior Data Analyst → Data Analyst → Senior Analyst → Data Scientist → Analytics Manager.
- Essential skills include analytical thinking, attention to detail, MS Excel proficiency, and basic understanding of finance.
- This role offers exciting opportunities in banks, NBFCs, insurance companies, and fintech start-ups.

Explain

- The role of a Junior Data Analyst is to convert raw financial data into meaningful insights for management.
- They often work on data from spreadsheets, databases, or transaction records to identify patterns.
- Responsibilities include validating, cleaning, and standardising datasets to ensure accuracy and usability.
- They also assist in preparing dashboards and visual reports for decision-making.
- Key terminologies include data mining, data governance, data cleansing, and visualisation — all essential for accurate reporting.
- In the BFSI sector, data analysts work with customer profiles, risk models, and performance indicators.
- They help managers understand trends such as customer defaults, loan performance, or investment outcomes.
- Career opportunities exist in departments like credit analysis, operations, risk management, and customer analytics.
- With experience and additional certifications, Junior Data Analysts can move to advanced roles in business intelligence or financial planning.
- The role ensures long-term career stability and exposure to cutting-edge tools in data and finance.

Demonstrate

Participants will view a demonstration (through slides or video) of how a Junior Data Analyst works with sample financial data in Excel or a database. The facilitator will show examples of data cleaning, sorting, and simple visualisation like charts or pivot tables. Participants will learn how data analysis helps in preparing financial summaries and identifying patterns in transactions.

Role Play

1. **Name of the Roleplay:** A Day in the Life of a Junior Data Analyst
2. **Objective of the Roleplay:** To help participants understand data collection, validation, and reporting processes in a financial institution.
3. **Resources:** Participant handbook, sample data sheets, calculator, pen, and printed task sheets.
4. **Time Duration:** 20 minutes
5. **Instructions:**
    - Create a simple scenario where participants act as Junior Data Analysts working on monthly transaction data.
    - Assign roles such as Junior Analyst, Manager, and Data Entry Operator.
    - The Junior Analyst validates entries, corrects errors, and prepares a short report to present to the Manager.
    - Discuss the importance of data accuracy, communication, and teamwork.
    - Summarise by explaining how these tasks contribute to smooth financial operations.
6. **Outcome:** Participants understand how to handle financial data, perform validation, and appreciate the importance of precision and teamwork in data-related roles.

Notes for Facilitation

- Use practical examples and visuals showing data flow and banking operations.
- Explain technical terms like data validation, dashboards, and KPIs using simple examples.
- Encourage participants to share experiences of using data in their everyday lives.
- Maintain an interactive pace and pause after complex terms for clarification.
- Summarise each section — including the ice-breaker, demonstration, and roleplay — to reinforce key learning outcomes.

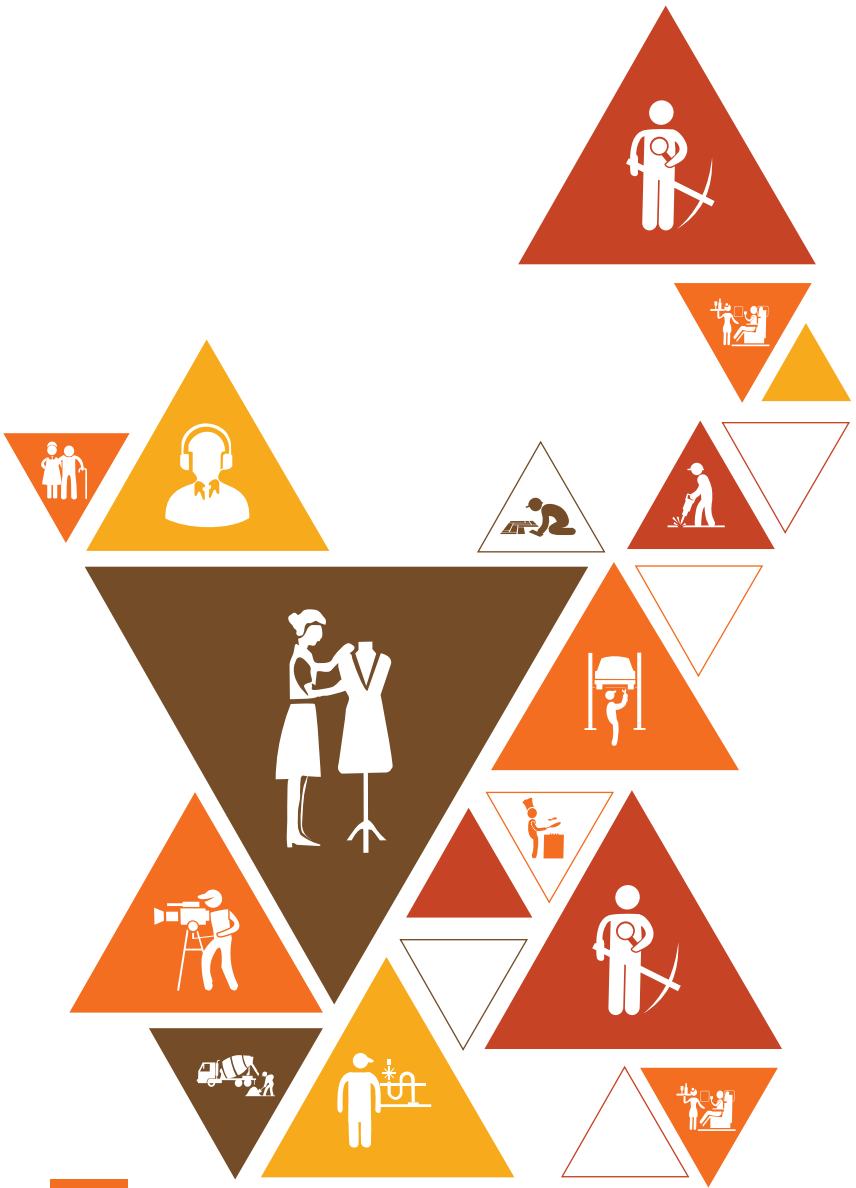
Answers to Exercises for PHB

Multiple Choice Questions:

1. b. Banking
2. c. Cleaning and validating financial datasets
3. b. Customer transaction records
4. b. SQL
5. c. Data security

Descriptive Questions:

1. Refer to Unit 1.1: Introduction to Accounts Assistant
   Topic 1.1.4 Key Sub-sectors of the BFSI Domain
2. Refer to Unit 1.1: Introduction to Accounts Assistant
   Topic 1.2.1 Responsibilities of a Junior Data Analyst
3. Refer to Unit 1.2: Role, Terminology and Career Path of a Junior Data Analyst – Financial Services
   Topic 1.2.4 Scope of Work in Financial Data Operations
4. Refer to Unit 1.2: Role, Terminology and Career Path of a Junior Data Analyst – Financial Services
   Topic 1.2.4 Scope of Work in Financial Data Operations
5. Refer to Unit 1.2: Role, Terminology and Career Path of a Junior Data Analyst – Financial Services
   Topic 1.2.5 Career Progression Pathway for a Junior Data Analyst



Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

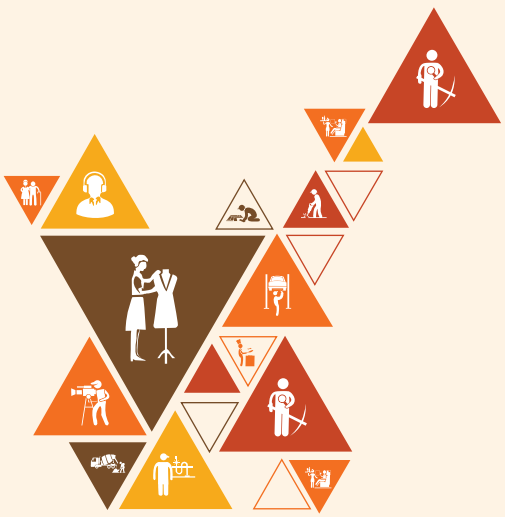
N·S·D·C
RE IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

2. Collect and Manage Financial Data

Unit 2.1 - Financial Data Sources and Governance

Unit 2.2 - Financial Data Validation, Storage and Reporting



BSC/N4107

Key Learning Outcomes 

By the end of this module, the participants will be able to:

1. Identify diverse financial data sources, including internal databases, ERP systems, market platforms, and case-based datasets.
2. Recognise the importance of data integrity, consistency, and sensitivity levels for accurate financial data management and access control.
3. Describe key financial metrics such as transactional data, revenue reports, and cost records used for analytical tasks.
4. Explain core data governance principles, confidentiality protocols, and regulatory requirements like GDPR.
5. Interpret audit findings and data discrepancies to determine corrective actions and compliance gaps.
6. Validate financial entries by cross-checking datasets, identifying errors, and ensuring accuracy through structured verification procedures.
7. Standardise raw financial datasets using formatting, structuring rules, and Excel-based tools, including formulas, lookups, and basic SQL extraction.
8. Store validated and formatted data securely using structured file systems, logs, access controls, and documentation protocols.
9. Evaluate risks associated with inaccurate, inconsistent, or non-compliant financial data in reporting and decision-making.
10. Design a basic financial data collection and management framework covering validation, storage, retrieval, auditing, and compliance documentation.

Unit 2.1: Financial Data Sources and Governance

Unit Objectives

By the end of this unit, the participants will be able to:

1. Identify primary financial data sources, including internal systems, ERP platforms and market-based databases.
2. Describe key financial metrics such as transactional data, revenue and cost reports used for analysis.
3. Explain the importance of data integrity, consistency and confidentiality in financial data handling.
4. Differentiate financial data types based on sensitivity and access control requirements.
5. Interpret data governance principles and regulatory guidelines such as GDPR.
6. Evaluate risks associated with inaccurate, inconsistent or non-compliant financial data.

Resources to be Used

Participant handbook, notepad, pen, whiteboard, markers, presentation slides, overhead projector or large screen, computer or laptop with internet connection, sample financial datasets (Excel sheets, ERP screenshots), visual charts showing data flow in financial systems, examples of data governance policies or compliance checklists, and short videos or infographics explaining data protection and GDPR concepts.

Do

- Greet participants and introduce the unit by connecting data handling to everyday financial operations in banks and financial institutions.
- Clearly state the unit objectives so participants understand the importance of financial data sources, governance, and compliance.
- Ensure all participants have their handbook, notepad, and pen ready for note-taking and discussions.
- Check that the laptop, projector, and internet connection are working properly.
- Arrange seating for clear visibility of visuals and active participation during demonstrations.
- Explain that the session will include discussions, short videos, and group exercises related to data management and protection.
- Use examples of familiar data platforms (like bank systems, Excel, or UPI transaction reports) to simplify understanding.
- Encourage participants to share how they have seen data being used or recorded in any organisation or service.
- Keep participants engaged by explaining terms like data integrity, confidentiality, and data governance with real examples.
- End the session with a summary linking data accuracy and compliance to trust, decision-making, and job accountability in financial services.

Say

- Welcome to this session on Financial Data Sources and Governance.
- In this unit, we will learn about where financial data comes from and how it is managed safely and accurately.
- You will understand key financial metrics like transactions, revenue, and cost data, and how they are used for decision-making.
- We will also discuss the importance of maintaining data integrity, confidentiality, and compliance with laws like GDPR.
- By the end of this session, you will know how proper data governance helps organisations reduce risk and improve reliability in financial operations.

Ask

- What types of financial data do you think are collected in a bank or financial company?
- Have you ever worked with or seen data in Excel sheets, reports, or computer systems?
- Why do you think it is important to keep financial data accurate and confidential?
- What do you think could happen if financial data is entered incorrectly or shared without permission?
- Can you name any examples of systems or tools used to store or analyse financial data?
- What do you understand by the term “data governance”?
- Why do organisations need rules like GDPR or RBI data protection guidelines?
- How can good data management help in building customer trust in financial services?

Elaborate

- Financial data sources include internal systems like accounting software, ERP (Enterprise Resource Planning) platforms, and market-based databases.
- Internal data may come from transactions, customer records, and expense reports, while external data can come from market feeds or government databases.
- Key financial metrics include transactional data, revenue, expenses, profit margins, and cost reports — all used for financial analysis.
- Data integrity means ensuring information is accurate, complete, and unaltered during its lifecycle.
- Consistency ensures that data remains uniform across systems and reports.
- Confidentiality protects sensitive information from unauthorised access, such as customer bank details or salary data.
- Financial data is classified as public, internal, confidential, or restricted, depending on its sensitivity and access level.
- Data governance defines the policies and responsibilities for managing data quality, security, and compliance.
- Regulatory frameworks like GDPR (General Data Protection Regulation) and RBI guidelines ensure safe handling of personal and financial information.
- Poor data management can lead to risks such as fraud, data leaks, financial loss, or reputational damage to an organisation.

Explain

- Primary financial data sources are ERP systems, accounting platforms, transaction databases, and market data systems like Bloomberg or Reuters.
- Data collected includes sales, purchases, payments, deposits, and interest transactions.
- Financial metrics such as revenue, costs, and profit help analyse performance and make business decisions.
- Maintaining data integrity ensures that decisions are based on correct and complete information.
- Data consistency avoids confusion when multiple systems are used for reporting.
- Confidentiality prevents misuse of private information and protects organisational trust.
- Financial data types are classified to ensure proper access — for example, HR salary data is confidential, while interest rates are public.
- Data governance principles include accountability, transparency, compliance, and continuous monitoring.
- Regulations like GDPR ensure that data is collected lawfully and used responsibly, especially when it involves personal information.
- Non-compliance can result in penalties, loss of credibility, and customer dissatisfaction — making data governance essential in financial services.

Demonstrate

The facilitator will present examples of internal and external financial data sources through slides or an Excel-based dataset. Participants will observe how revenue, cost, and transaction data are stored and used in analysis. A short video or presentation will demonstrate how ERP systems maintain data consistency and integrity. The facilitator will also show a sample data governance policy or checklist to explain compliance standards such as GDPR and RBI data privacy rules.

Activity

1. **Name of the Activity:** Data Detective
2. **Objective of the activity:** To help participants identify types of financial data, their sources, and understand which require higher security or governance.
3. **Resources:** Participant handbook, printed data examples (invoices, bank statements, reports), coloured cards for data categories (public, internal, confidential, restricted).
4. **Time Duration:** 25 minutes
5. **Instructions:**
   - Divide participants into small groups.
   - Provide each group with a mix of sample data documents or screenshots.
   - Ask them to identify the data source (internal/external), type of data (financial, personal, market), and sensitivity level.
   - Let groups discuss what governance rules should apply to each type.
   - Review responses on the whiteboard, explaining which items need high confidentiality and why.
6. **Outcome:** Participants learn to categorise financial data correctly, understand risk levels, and apply governance principles in handling sensitive information.

Notes for Facilitation

- Use relatable examples from banks, insurance offices, and NBFCs to explain data flow and governance.
- Display visual diagrams showing data classification and control levels.
- Reinforce technical terms like integrity, consistency, and governance with simple language and case-based examples.
- Encourage participants to discuss data protection experiences, such as OTP security or KYC compliance.
- Conclude with a recap connecting financial data handling to trust, compliance, and professional responsibility in the BFSI sector.

Unit 2.2: Financial Data Validation, Storage and Reporting

Unit Objectives

By the end of this unit, the participants will be able to:

1. Extract financial data using basic tools, including Excel functions and simple SQL queries.
2. Validate financial entries by cross-checking statements, identifying errors and correcting inconsistencies.
3. Standardise raw datasets through formatting, structuring and the use of spreadsheet-based transformation tools.
4. Store financial data securely using categorised folders, access controls and structured documentation.
5. Audit sample financial datasets to detect discrepancies and determine rectification actions.
6. Design a basic data collection and management framework, including validation, storage, retrieval and reporting procedures.

Resources to be Used

Participant handbook, notepad, pen, whiteboard, markers, presentation slides, overhead projector or large screen, computer or laptop with internet connection, sample financial datasets (Excel sheets or CSV files), short videos or screenshots showing data validation and reporting in Excel, examples of SQL queries, and templates for financial reports or dashboards.

Do

- Greet participants and introduce the unit by connecting data validation and reporting with the need for accuracy in financial decision-making.
- Clearly state the unit objectives so participants understand what skills they will develop in validating, storing, and reporting financial data.
- Ensure all participants have their handbook, notepad, and pen ready for taking notes and practice activities.
- Check the laptop, projector, and Excel setup before beginning demonstrations.
- Arrange seating to allow everyone to view the screen and participate actively in exercises.
- Explain that the session will include demonstrations, practice tasks, and group discussions on data management and reporting.
- Use simple examples like checking personal expenses or bank statements to explain validation and accuracy.
- Encourage participants to share any experience they have with using Excel, Google Sheets, or data entry systems.
- Maintain an interactive pace by summarising each concept and asking quick reflective questions.
- End the session with a recap linking data validation, storage, and reporting to professional efficiency and accountability in financial roles.

Say

- Welcome to this session on Financial Data Validation, Storage and Reporting.
- In this unit, we will learn how to extract, check, and organise financial data for accuracy and secure reporting.
- You will understand how to identify and correct data errors, standardise datasets, and prepare structured reports.
- We will also explore how data can be stored safely using folders, access controls, and documentation.
- By the end of this session, you will be able to design a simple system for validating, storing, and reporting financial information efficiently.

Ask

- What do you think "data validation" means in a financial context?
- Why do you think it is important to check and correct financial data before reporting it?
- Have you ever used Excel formulas or filters to find errors in data?
- What could happen if wrong data is used in financial reports?
- How do organisations ensure their data is safe and not accessed by unauthorised people?
- Can you name any Excel functions or tools you know that help in data checking or formatting?
- Why do you think standardising data formats is important before analysis?
- What kinds of financial reports do you think are commonly prepared in companies or banks?

Elaborate

- Data extraction involves collecting information from various sources like Excel files, ERP systems, or databases using simple tools such as filters or SQL queries.
- Financial analysts often extract transactional data, statements, and summaries for analysis and reporting.
- Validation ensures that data entered or extracted is accurate, consistent, and error-free.
- This includes cross-checking entries, identifying mismatches, and correcting mistakes in statements.
- Standardisation means converting raw data into a uniform format using spreadsheet tools like sorting, filtering, and conditional formatting.
- Storage of financial data must be organised using labelled folders, structured file naming, and access control permissions.
- Secure storage prevents data loss and protects confidential financial information from misuse.
- Auditing sample data helps identify discrepancies, missing records, or incorrect totals before preparing reports.
- Reporting involves summarising validated data in charts, tables, or dashboards for management decisions.
- Together, validation, storage, and reporting ensure transparency, accuracy, and reliability in financial operations.

Explain

- Data extraction tools like Excel and SQL help pull financial information from internal systems and databases.
- Common Excel functions used include VLOOKUP, SUMIF, IFERROR, and COUNTBLANK for identifying errors and totals.
- Validation checks include verifying totals, comparing records, and checking that debit-credit balances match.
- Inconsistencies such as duplicate entries, missing values, or wrong formats must be corrected before finalising reports.
- Standardisation helps merge multiple datasets into one structure, ensuring all records follow the same pattern.
- Storage procedures involve saving validated data in well-organised folders, naming files properly, and using password protection.
- Access control ensures that only authorised persons can view or edit sensitive data files.
- Auditing datasets means rechecking sample entries to find and rectify irregularities before reporting.
- Financial reports like income summaries, expense reports, and balance statements are created from validated data.
- A proper data management framework integrates all these processes — extraction, validation, storage, retrieval, and reporting — ensuring data accuracy and security.

Demonstrate

The facilitator will demonstrate how to extract and validate financial data using Excel. Participants will observe how formulas such as VLOOKUP and IFERROR identify mismatched or missing entries. The facilitator will also show how to standardise and store data in properly labelled folders and how to summarise validated data into a simple report or dashboard. Short videos or slides may be used to demonstrate SQL query examples and secure storage practices.

Activity

1. **Name of the Activity:** Data Cleanup Challenge
2. **Objective of the activity:** To help participants practice validating, standardising, and reporting financial data using Excel.
3. **Resources:** Participant handbook, sample financial dataset (Excel file with intentional errors), calculators, and computers or laptops with Excel.
4. **Time Duration:** 25 minutes
5. **Instructions:**
   - Divide participants into small groups.
   - Provide each group with a dataset containing missing values, duplicates, and formatting issues.
   - Ask them to validate the data by identifying and correcting errors using Excel tools like filters, sorting, and formulas.

- Instruct them to standardise the data by formatting columns and creating a summary report.
- Review their work as a group, discuss errors found, and explain the importance of accuracy before reporting.

6. **Outcome:** Participants gain hands-on experience in detecting data errors, applying validation techniques, organising files securely, and generating basic financial reports.

Notes for Facilitation

- Use real or realistic sample datasets for demonstration and activities.
- Show step-by-step visuals of data validation using Excel and simple SQL examples.
- Encourage participants to share challenges they face when working with financial data or reports.
- Maintain a practical approach — demonstrate, discuss, then allow participants to practice.
- Reinforce learning by summarising after each topic and linking accuracy in data handling with professional credibility and compliance.

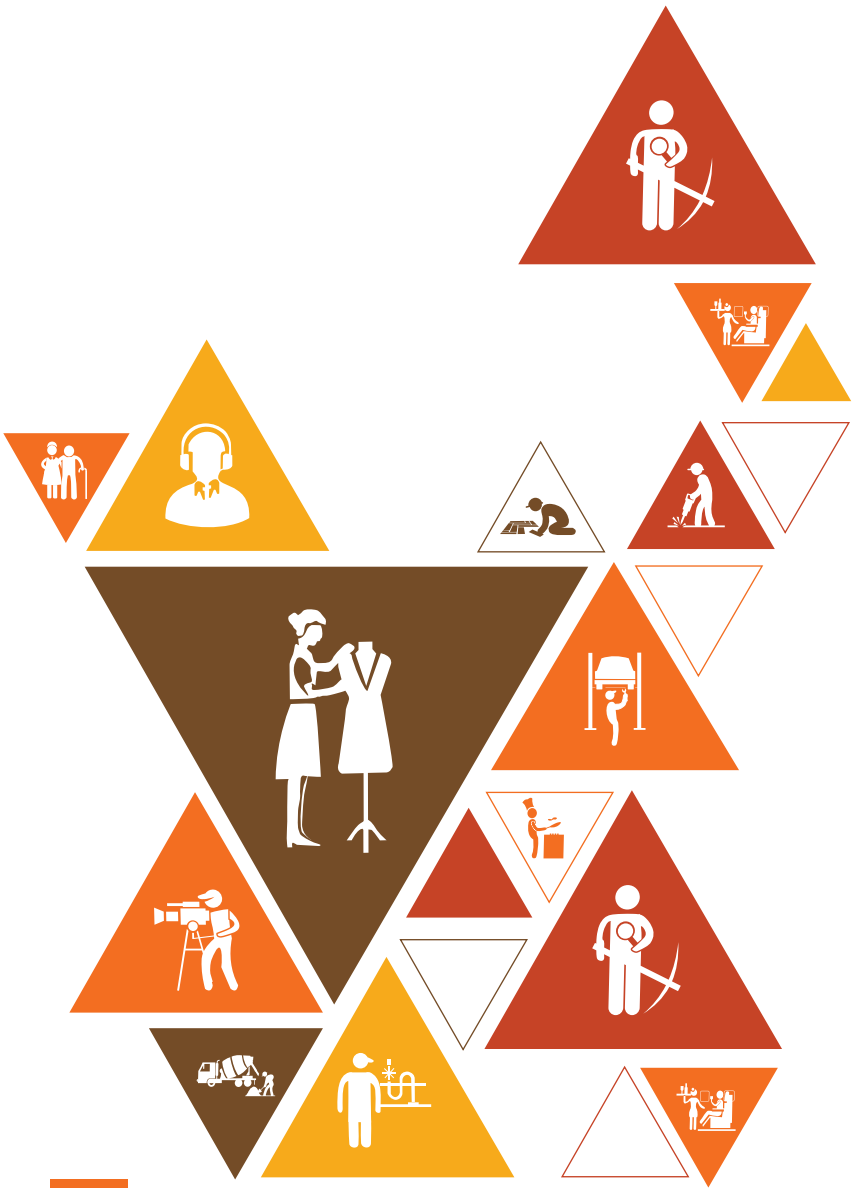
Answers to Exercises for PHB

Multiple Choice Questions:

1. c. Core banking system
2. b. Financial analysis and reporting
3. c. Implementing appropriate access controls
4. b. Data validation
5. c. Validation, storage, retrieval and reporting

Descriptive Questions:

1. Refer to Unit 2.1: Financial Data Sources and Governance
   Topic 2.1.1 Primary Sources of Financial Data
2. Refer to Unit 2.1: Financial Data Sources and Governance
   Topic 2.1.3 Importance of Data Integrity and Consistency
3. Refer to Unit 2.2: Financial Data Validation, Storage and Reporting
   Topic 2.2.2 Methods for Validating Financial Records
4. Refer to Unit 2.2: Financial Data Validation, Storage and Reporting
   Topic 2.2.3 Standardisation of Raw Financial Datasets
5. Refer to Unit 2.2: Financial Data Validation, Storage and Reporting
   Topic 2.2.6 Framework for Financial Data Management and Reporting



Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

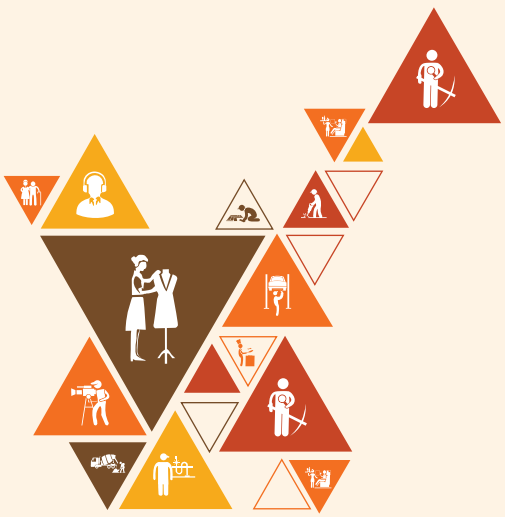
N·S·D·C
RE IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

3. Analyse Financial Data and Generate Reports

Unit 3.1 - Fundamentals of Financial Modelling and Analysis

Unit 3.2 - Practical Techniques for Financial Modelling, Visualisation and Reporting



BSC/N4108

Key Learning Outcomes

By the end of this module, the participants will be able to:

1. Explain the structure, components, and purpose of financial models used for forecasting revenues, expenses, and risk.
2. Describe financial analysis techniques, including sensitivity analysis, scenario modelling, and trend evaluation.
3. Apply valuation methodologies such as DCF, multiples, and NAV to assess assets and business units.
4. Calculate and interpret key financial KPIs, including ROI, debt-equity ratio, current ratio, and cash flow indicators.
5. Develop basic financial models and valuation templates using spreadsheets, ERP systems, and sample databases.
6. Analyse historical and market data to identify patterns, anomalies, irregularities, and deviations in financial transactions.
7. Perform sensitivity and scenario analyses by adjusting variables and evaluating profitability outcomes.
8. Create dashboards and visualisations using Excel, Power BI, or Tableau to communicate financial performance effectively.
9. Document financial modelling assumptions, methods, and data sources to ensure transparency and audit readiness.
10. Generate consolidated financial reports summarising trends, patterns, risks, and insights derived from financial datasets.

Unit 3.1: Fundamentals of Financial Modelling and Analysis

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the structure and components of financial models used for forecasting.
2. Describe financial analysis techniques, including sensitivity and scenario analysis.
3. Apply valuation methodologies such as DCF, multiples and NAV for financial assessment.
4. Interpret key financial KPIs, including ROI, debt-equity ratio and cash flow indicators.
5. Analyse historical and market data to identify trends, anomalies and transaction irregularities.
6. Evaluate the impact of variable changes on profitability using sensitivity analysis.

Resources to be Used

Participant handbook, notepad, pen, whiteboard, markers, presentation slides, overhead projector or large screen, computer or laptop with internet connection, sample Excel-based financial models, historical and market data sheets, short videos demonstrating financial forecasting and valuation techniques, and printed examples of KPIs such as ROI, cash flow, and debt-equity ratio.

Do

- Greet participants and introduce the unit by linking financial modelling to real-world business forecasting and decision-making.
- Clearly state the unit objectives so participants understand the skills they will gain in building and analysing financial models.
- Ensure all participants have their handbook, notepad, and pen ready for note-taking and exercises.
- Check the laptop, projector, and Excel setup before starting demonstrations.
- Arrange seating for clear visibility of slides and for group work during analysis activities.
- Explain that the session will include demonstrations, discussions, and practical exercises in Excel-based modelling and financial assessment.
- Relate modelling examples to familiar scenarios like business budgeting, investment evaluation, or profit forecasting.
- Encourage participants to share any prior experience with Excel or financial calculations.
- Maintain an interactive pace, asking reflective questions after each concept.
- End the session with a recap linking financial modelling and analysis to decision-making, profitability, and business growth.

Say

- Welcome to this session on Fundamentals of Financial Modelling and Analysis.
- In this unit, we will learn how financial models are built and used to forecast performance, value businesses, and assess financial health.
- You will understand techniques such as sensitivity and scenario analysis, and valuation methods like DCF and multiples.
- We will also interpret key performance indicators (KPIs) such as ROI, cash flow, and debt-equity ratio.
- By the end of this session, you will be able to use historical and market data to analyse trends and make informed financial decisions.

Ask

- What do you think a financial model is, and where is it used?
- Have you ever prepared a budget or profit forecast in Excel?
- Why do you think companies use financial models for planning and decision-making?
- Can anyone explain what KPIs like ROI or cash flow represent?
- What could happen if a financial forecast is based on wrong assumptions?
- Why do you think analysing historical data is important in business planning?
- What is the difference between sensitivity analysis and scenario analysis?
- How can financial models help investors or managers make better choices?

Elaborate

- Financial modelling is the process of building a structured representation of a company's financial performance using tools like Excel.
- Models typically include inputs (assumptions), calculations (formulas), and outputs (reports or forecasts).
- Forecasting models help estimate revenue, expenses, and profits for future periods based on historical and market data.
- Financial analysis involves evaluating data to assess performance, profitability, and risk.
- Sensitivity analysis measures how changes in one variable (like price or cost) affect outcomes such as profit or ROI.
- Scenario analysis examines how different combinations of variables (e.g., best case, worst case, base case) impact business performance.
- Valuation methods include Discounted Cash Flow (DCF), Multiples (like P/E ratio), and Net Asset Value (NAV) — used to estimate a company's worth.
- Key financial KPIs include Return on Investment (ROI), debt-equity ratio, and cash flow indicators, which show efficiency and financial stability.
- Analysing historical and market data helps identify patterns, anomalies, and opportunities.
- Financial models guide decision-making in budgeting, investments, pricing, and cost management.

Explain

- A financial model is a spreadsheet-based tool that simulates financial performance using formulas and assumptions.
- It helps forecast revenues, expenses, and profits for future periods based on historical data.
- Sensitivity analysis allows testing how small changes in variables (e.g., sales growth or cost rate) impact profits or ROI.
- Scenario analysis compares multiple business situations, helping identify the most likely outcomes.
- Valuation methodologies such as DCF use future cash flows discounted to the present value to assess a company's value.
- Multiples-based valuation compares company metrics like earnings or revenue with industry benchmarks.
- NAV (Net Asset Value) calculates total assets minus total liabilities to find the organisation's worth.
- Financial KPIs like ROI, cash flow, and debt-equity ratio are used to measure profitability, liquidity, and leverage.
- By analysing historical trends, companies can detect irregularities, assess risks, and plan improvements.
- Financial modelling and analysis together enable data-driven decision-making, accuracy in forecasting, and improved profitability management.

Demonstrate

The facilitator will demonstrate a basic financial model in Excel showing revenue, expenses, and profit forecasting. Participants will observe how changing key assumptions (e.g., sales growth or cost percentage) affects final profitability using sensitivity analysis. A short video or slide presentation will illustrate how valuation models like DCF or multiples are applied. Participants will also review sample KPIs such as ROI and cash flow ratios to interpret financial performance.

Activity

1. **Name of the Activity:** Build and Test a Simple Financial Model
2. **Objective of the Activity:** To help participants apply financial modelling techniques and understand the effect of variable changes on profitability.
3. **Resources:** Participant handbook, sample Excel template with assumptions and financial data, calculators, and computers or laptops with Excel.
4. **Time Duration:** 25 minutes
5. **Instructions:**
   - Divide participants into small groups.
   - Provide each group with an Excel model containing sample data on sales, costs, and profits.
   - Ask them to perform sensitivity analysis by changing one or two assumptions (like price increase or expense reduction) and note the impact on profit.
   - Guide them to calculate ROI, cash flow, and debt-equity ratio using provided formulas.
   - Discuss findings as a group and connect results to real-world financial decision-making.
6. **Outcome:** Participants gain hands-on experience in building, testing, and interpreting financial models. They understand how variable changes influence business outcomes and profitability.

Notes for Facilitation

- Use real or relatable financial examples such as small business forecasts or investment returns.
- Demonstrate each concept step-by-step using Excel formulas and clear visuals.
- Encourage questions during sensitivity and scenario analysis demonstrations.
- Keep examples simple at first, then gradually move to more detailed calculations.
- Reinforce learning with a summary connecting financial modelling to strategic decision-making, forecasting accuracy, and business performance.

Unit 3.2: Practical Techniques for Financial Modelling, Visualisation and Reporting

Unit Objectives

By the end of this unit, the participants will be able to:

1. Develop basic financial models using spreadsheets, ERP systems and sample datasets.
2. Perform valuation calculations and generate outputs such as NPV and IRR using Excel.
3. Create dashboards and visualisations using tools like Excel, Power BI or Tableau.
4. Document modelling assumptions, methods and data sources for audit transparency.
5. Generate consolidated financial reports summarising trends, patterns and risks.
6. Simulate financial monitoring by identifying and logging fluctuations in financial metrics.

Resources to be Used

Participant handbook, notepad, pen, whiteboard, markers, presentation slides, overhead projector or large screen, computer or laptop with internet connection, sample Excel-based financial models, ERP system screenshots, Power BI or Tableau dashboards, sample datasets for analysis, and short demonstration videos on NPV, IRR, and financial report generation.

Do

- Greet participants and introduce the unit by linking financial modelling tools to real-world financial reporting and analysis practices.
- Clearly state the unit objectives so participants understand the practical skills they will gain in developing models, visualising data, and creating reports.
- Ensure all participants have their handbook, notepad, and pen ready for note-taking and practice exercises.
- Check that the laptop, projector, Excel, and visualisation tools (Power BI or Tableau) are working properly.
- Arrange seating for clear screen visibility and smooth participation in hands-on demonstrations.
- Explain that the session will include demonstrations, individual practice, and group activities on building models and dashboards.
- Relate examples to real business scenarios such as budgeting, investment analysis, or performance monitoring.
- Encourage participants to share prior experiences with Excel or any data visualisation tool.
- Maintain an interactive pace by explaining concepts step-by-step and pausing for participant inputs.
- End the session with a recap on how modelling, visualisation, and reporting together improve financial analysis and decision-making.

Say

- Welcome to this session on Practical Techniques for Financial Modelling, Visualisation and Reporting.
- In this unit, we will apply hands-on techniques to create financial models and visual dashboards using Excel and BI tools.
- You will learn how to calculate valuation metrics like Net Present Value (NPV) and Internal Rate of Return (IRR).
- We will also explore how to document assumptions, summarise data visually, and prepare comprehensive financial reports.
- By the end of this session, you will be able to build, interpret, and present financial models that highlight trends, risks, and performance metrics.

Ask

- Have you ever worked on creating a financial model or chart in Excel?
- Why do you think data visualisation is important in financial analysis?
- What do you understand by NPV and IRR — how do they help in decision-making?
- Can anyone name tools used to create dashboards or visual reports?
- Why should assumptions and data sources be documented in financial models?
- How can visual dashboards make financial reports easier to understand?
- What kind of fluctuations or trends do you think financial analysts monitor regularly?
- How do clear and accurate reports help management or investors?

Elaborate

- Financial modelling involves building structured spreadsheet-based representations of a company's financial performance.
- Participants use Excel or ERP systems to enter assumptions, calculations, and generate outputs.
- Valuation metrics such as NPV (Net Present Value) and IRR (Internal Rate of Return) are used to assess investment profitability and financial feasibility.
- Data visualisation tools like Power BI and Tableau convert numerical data into interactive charts, dashboards, and visual insights.
- These tools help identify patterns, trends, and risks quickly.
- Documentation of assumptions, methods, and data sources ensures transparency and audit readiness.
- A consolidated financial report summarises revenue, cost, and profit trends, highlighting opportunities or issues.
- Financial monitoring simulates real-time tracking of KPIs such as ROI, cash flow, and expense ratios.
- Analysts record and analyse fluctuations in these metrics to understand performance variations.
- Combining modelling, visualisation, and reporting enhances accuracy, clarity, and decision-making capability.

Explain

- Model development starts with defining assumptions, inputs, and formulas using Excel or ERP-based templates.
- Common Excel functions used include NPV, IRR, PMT, and GOAL SEEK for evaluating profitability and cash flow.
- Valuation models calculate the worth of an investment based on projected returns and time value of money.
- Visualisation tools like Power BI and Tableau convert tabular data into dynamic dashboards that display KPIs, charts, and risk patterns.
- Excel charts and pivot tables can also be used to visualise data in simple, easy-to-read formats.
- Documentation involves noting all key assumptions, data sources, and calculation methods used in the model for transparency.
- A consolidated report summarises trends such as revenue growth, cost control, and ROI changes over time.
- Financial monitoring uses model outputs to track daily or monthly variations in performance metrics.
- Regular review of these metrics helps detect anomalies or risks early.
- Together, these techniques improve accuracy, reporting quality, and confidence in financial decision-making.

Demonstrate

The facilitator will demonstrate building a basic financial model in Excel using given assumptions and datasets. Participants will observe how to calculate NPV and IRR using Excel functions. A short video or slide presentation will show how to create a visual dashboard using Power BI or Tableau. The facilitator will also display how to document assumptions and prepare a summary financial report highlighting key trends and risks.

Activity

1. **Name of the Activity:** Model, Visualise, and Report
2. **Objective of the Activity:** To enable participants to create a simple financial model, visualise data, and prepare a summary report.
3. **Resources:** Participant handbook, sample dataset (Excel file), calculators, and computers or laptops with Excel or Power BI installed.
4. **Time Duration:** 25 minutes
5. **Instructions:**
    - Divide participants into small groups.
    - Provide each group with a sample financial dataset containing assumptions for revenue, cost, and profit.
    - Ask participants to build a simple financial model in Excel and calculate NPV and IRR.

- Instruct them to create a visual summary using charts or a dashboard to display trends.
- Ask each group to document their key assumptions and prepare a one-page summary report.

6. **Outcome:** Participants learn how to develop financial models, perform valuation calculations, create visual reports, and interpret key financial insights effectively.

Notes for Facilitation

- Use real or relatable examples such as business investments or project cost evaluations.
- Demonstrate each step in Excel and Power BI clearly before allowing participants to practice.
- Encourage collaboration and discussion on different modelling approaches.
- Keep technical explanations simple, focusing on logic and clarity rather than complexity.
- Reinforce learning by summarising key takeaways connecting modelling, visualisation, and reporting to decision-making accuracy and organisational success.

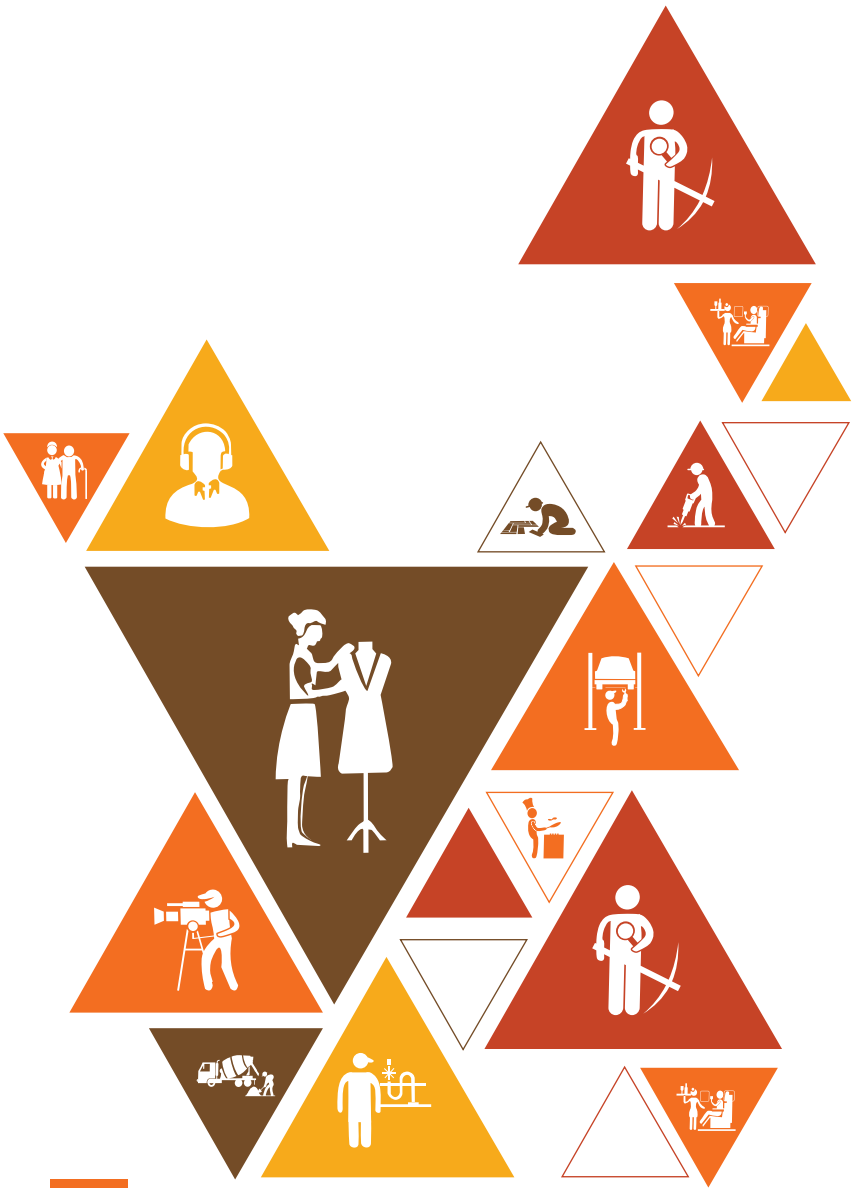
Answers to Exercises for PHB

Multiple Choice Questions:

1. b. NPV
2. c. Scenario Manager
3. b. Line Chart
4. c. Audit transparency
5. b. Financial metric monitoring

Descriptive Questions:

1. Refer to Unit 3.2: Practical Techniques for Financial Modelling, Visualisation and Reporting
   Topic 3.2.4 Documenting Assumptions and Methodology
2. Refer to Unit 3.2: Practical Techniques for Financial Modelling, Visualisation and Reporting
   Topic 3.2.2 Performing Valuation Calculations in Excel
3. Refer to Unit 3.2: Practical Techniques for Financial Modelling, Visualisation and Reporting
   Topic 3.2.3 Creating Dashboards and Visual Reports
4. Refer to Unit 3.1: Fundamentals of Financial Modelling and Analysis
   Topic 3.1.1 Structure and Components of Financial Models
5. Refer to Unit 3.1: Fundamentals of Financial Modelling and Analysis
   Topic 3.1.4 Key Financial KPIs and Indicators



Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

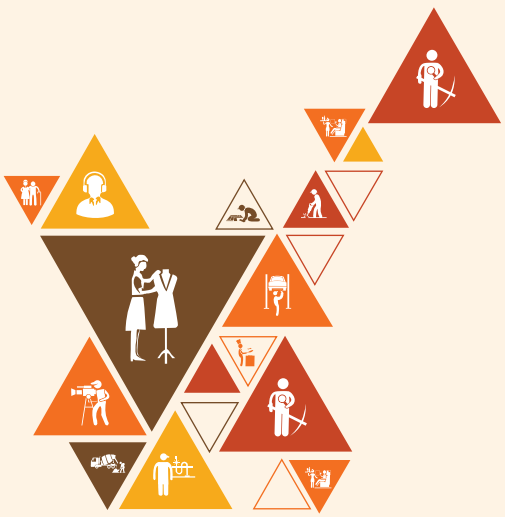
N·S·D·C
RE IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

4. Monitor Financial Performance and Risk

Unit 4.1 - Financial Performance Indicators and Data Interpretation

Unit 4.2 - KPI Analysis, Variance Assessment, and Financial Improvement Strategies



BSC/N4109

Key Learning Outcomes 

By the end of this module, the participants will be able to:

1. Explain core financial KPIs and classify them into profitability, liquidity, and efficiency categories.
2. Describe major financial data sources, including ERP systems, financial statements, and transactional databases.
3. Interpret KPI trends and evaluate their alignment with organisational objectives.
4. Differentiate key financial risks such as credit, market, liquidity, and operational.
5. Evaluate financial health using ROI, EBITDA, net profit margin, and other performance indicators.
6. Analyse external market trends, competitor movements, and regulatory changes to assess financial impact.
7. Calculate essential KPIs from financial statements and compile them into a structured tracking sheet.
8. Prepare KPI dashboards and conduct variance analysis using budgeted and actual data.
9. Analyse financial statements to detect inefficiencies and identify underperforming units or cost centres.
10. Develop and justify financial improvement strategies using scenario modelling, and present findings through visual reports.

Unit 4.1: Financial Performance Indicators and Data Interpretation

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain key financial KPIs across profitability, liquidity, and efficiency categories
2. Describe major financial data sources, including ERP systems and financial statements.
3. Interpret trends in KPIs and evaluate their alignment with business goals.
4. Differentiate types of financial risks and their implications on performance.
5. Evaluate organisational financial health using ROI, EBITDA, and margin metrics.
6. Analyse external market trends and regulatory developments to assess financial impact.

Resources to be Used

Participant handbook, notepad, pen, whiteboard, markers, presentation slides, overhead projector or large screen, computer or laptop with internet connection, sample company financial statements, Excel sheets showing KPI calculations, ERP screenshots, short videos explaining ROI, EBITDA, and margin analysis, and sample reports highlighting financial performance trends.

Do

- Greet participants and introduce the unit by linking financial performance measurement to decision-making and business success.
- Clearly state the unit objectives so participants understand how to analyse and interpret key financial indicators.
- Ensure all participants have their handbook, notepad, and pen ready for note-taking and calculations.
- Check that the laptop, projector, and Excel setup are working properly.
- Arrange seating for clear visibility of slides and easy group interaction.
- Explain that the session will include presentations, demonstrations, and group exercises on performance analysis and KPI interpretation.
- Use relatable business examples to explain profitability, liquidity, and efficiency indicators.
- Encourage participants to share any experience they have with reading financial reports or business data.
- Maintain an interactive pace by revisiting each KPI category and asking reflective questions.
- End the session with a summary connecting KPI interpretation to organisational goals and long-term financial health.

Say

- Welcome to this session on Financial Performance Indicators and Data Interpretation.
- In this unit, we will learn about key financial performance metrics that help assess an organisation's profitability, liquidity, and efficiency.
- You will understand how data from ERP systems and financial statements is used to calculate KPIs like ROI, EBITDA, and profit margins.
- We will also explore how to interpret trends and risks that affect financial performance.
- By the end of this session, you will be able to evaluate a company's financial health and link performance indicators to business goals.

Ask

- What do you think "financial performance" means in a business context?
- Can you name some indicators that show whether a company is performing well financially?
- Why do you think profitability, liquidity, and efficiency are important categories of KPIs?
- Have you ever seen a company's financial report or ERP dashboard?
- How do you think metrics like ROI or EBITDA help in business decision-making?
- What kind of financial risks can affect a company's performance?
- How can analysing market trends help a business stay competitive?
- Why is it important to align financial data interpretation with business objectives?

Elaborate

- Financial Performance Indicators (KPIs) are measurable values that show how effectively a company is achieving its financial objectives.
- KPIs are classified into three main categories — profitability, liquidity, and efficiency.
- Profitability KPIs such as ROI (Return on Investment), EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortisation), and Net Profit Margin indicate how well a company generates profit.
- Liquidity KPIs like Current Ratio and Quick Ratio show the company's ability to meet short-term obligations.
- Efficiency KPIs such as Inventory Turnover and Receivables Turnover measure how effectively resources are managed.
- Financial data sources include ERP systems, balance sheets, income statements, and cash flow statements.
- Interpreting trends in KPIs helps assess whether the business is moving towards or away from its goals.
- Financial risks include market risk, credit risk, and operational risk — all of which can impact performance and profitability.
- Evaluating financial health using ROI, EBITDA, and margins helps in identifying strengths and weaknesses.
- External factors such as market trends, policy changes, and regulations also influence financial outcomes and must be monitored regularly.

Explain

- Profitability indicators measure a company's ability to earn profits from its operations — examples include Gross Margin, Net Margin, ROI, and EBITDA.
- Liquidity indicators assess whether the company can pay its short-term debts — typically using Current and Quick Ratios.
- Efficiency indicators evaluate how effectively resources are utilised to generate revenue — such as Inventory and Asset Turnover Ratios.
- Financial data sources from ERP and accounting systems provide accurate figures for KPI calculations.
- Regular trend analysis of KPIs helps compare performance across different time periods or against competitors.
- Financial risks such as interest rate changes, market volatility, or non-performing loans affect profitability and stability.
- ROI measures profitability relative to investment, while EBITDA shows operating performance before non-cash expenses.
- Profit margins reveal how much profit is retained from sales after covering all costs.
- Interpreting external market trends and regulations like taxation or RBI policies helps forecast potential impacts on performance.
- Together, these indicators give a complete picture of organisational financial health and guide strategic planning.

Demonstrate

The facilitator will demonstrate how to calculate key KPIs such as ROI, EBITDA, and profit margin using sample financial statements in Excel. Participants will observe how changes in revenue or costs impact these ratios. A short video or slide presentation will show examples of financial dashboards and ERP-based KPI reports. The facilitator will also demonstrate how to interpret upward or downward trends and link them with business performance.

Activity

1. **Name of the Activity:** Decode the Financial Dashboard
2. **Objective of the activity:** To help participants calculate and interpret key financial KPIs using real or sample data.
3. **Resources:** Participant handbook, sample company financial statements or Excel datasets, calculators, and computers or laptops with Excel.
4. **Time Duration:** 25 minutes
5. **Instructions:**
   - Divide participants into small groups.
   - Provide each group with a financial dataset containing income, expenses, and asset information.
   - Ask them to calculate key KPIs — ROI, EBITDA, and profit margin — using given formulas.

- Instruct groups to identify trends or changes in these KPIs across two years and interpret what they mean.
- Discuss as a group how external risks or market changes might influence these results.

6. **Outcome:** Participants learn to calculate, analyse, and interpret financial KPIs while connecting their findings to real-world business performance and decision-making.

Notes for Facilitation

- Use real or realistic company data for KPI calculations and interpretation exercises.
- Demonstrate formula-based calculations step-by-step using Excel and clearly explain the logic behind each KPI.
- Encourage participants to discuss performance trends and compare interpretations.
- Keep examples relatable to small businesses, banks, or financial institutions for better understanding.
- Summarise by linking KPI interpretation to business strategy, financial planning, and performance improvement.
- Summarise each section clearly — from heads of income to final tax computation — and end with a short recap of compliance essentials.

Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies

Unit Objectives

By the end of this unit, the participants will be able to:

1. Calculate essential KPIs using the given financial statements.
2. Compile extracted financial data into structured KPI tracking sheets.
3. Prepare dashboards and reports to present KPI trends and variances.
4. Conduct variance analysis using budgeted and actual figures.
5. Analyse financial statements to detect inefficiencies and underperforming units.
6. Develop financial models to simulate business scenarios for decision support.
7. Recommend corrective actions based on analytical findings and scenario results.
8. Present financial improvement strategies using charts, dashboards, or visual tools.

Resources to be Used

Participant handbook, notepad, pen, whiteboard, markers, presentation slides, overhead projector or large screen, computer or laptop with internet connection, sample financial statements, Excel sheets for KPI tracking and variance analysis, dashboards in Power BI or Tableau, short videos demonstrating financial scenario modelling, and sample reports showing corrective action plans.

Do

- Greet participants and introduce the unit by linking KPI analysis and variance assessment to business decision-making and performance improvement.
- Clearly state the unit objectives so participants understand how to calculate KPIs, analyse variances, and recommend improvement strategies.
- Ensure all participants have their handbook, notepad, and pen ready for note-taking and practical exercises.
- Check that the laptop, projector, Excel, and visualisation tools (Power BI or Tableau) are ready.
- Arrange seating to allow all participants clear visibility of slides and smooth interaction during exercises.
- Explain that the session will include demonstrations, hands-on exercises, and group discussions on KPI analysis and financial improvement.
- Use relatable examples from business units, banking operations, or small organisations to explain variance and performance gaps.
- Encourage participants to share prior experience in reviewing performance or financial reports.
- Maintain engagement by summarising each KPI, variance, and scenario modelling step, and asking reflective questions.
- End the session with a summary connecting KPI monitoring, variance analysis, and improvement strategies to organisational growth and profitability.

Say

- Welcome to this session on KPI Analysis, Variance Assessment, and Financial Improvement Strategies.
- In this unit, we will focus on calculating KPIs, tracking performance, and analysing variances between budgeted and actual figures.
- You will learn how to prepare dashboards and reports to present KPI trends and financial performance clearly.
- We will also explore methods to identify underperforming areas, simulate business scenarios, and recommend corrective actions.
- By the end of this session, you will be able to analyse financial statements, assess performance gaps, and suggest improvement strategies using visual tools.

Ask

- Have you ever seen a KPI dashboard or financial report in a business?
- Why is it important to compare actual performance with budgeted figures?
- How do you think variance analysis helps in identifying inefficiencies?
- Can KPIs alone determine a business's health, or are other metrics needed?
- What types of corrective actions might a manager take if a unit underperforms?
- How do visual dashboards help in presenting financial improvement plans?
- Why is scenario modelling important before making strategic decisions?
- Can you think of an example where analysing performance data led to a better business decision?

Elaborate

- KPI calculation involves deriving metrics from financial statements such as ROI, EBITDA, and margin ratios.
- Extracted financial data is compiled into structured KPI tracking sheets to monitor trends over time.
- Dashboards and visual reports summarise KPI trends and highlight areas of concern using charts or tables.
- Variance analysis compares budgeted and actual performance to identify deviations and their causes.
- Analysing financial statements helps detect inefficiencies, underperforming units, or cost overruns.
- Financial modelling can simulate different business scenarios to forecast outcomes of decisions or actions.
- Corrective actions are recommended based on analytical findings to improve profitability, efficiency, and operational performance.
- Presenting results visually using dashboards, charts, and reports ensures clarity and effective communication with stakeholders.
- Regular KPI monitoring and variance assessment help businesses align performance with strategic goals.
- Implementing improvement strategies strengthens financial control, supports decision-making, and enhances overall business growth.

Explain

- KPI tracking sheets provide a structured format to calculate and monitor financial metrics over time.
- Variance assessment highlights differences between expected and actual results, enabling early detection of issues.
- Dashboards summarise complex data visually, showing trends, anomalies, and performance gaps.
- Financial scenario modelling uses assumptions to simulate the effect of changes in revenue, costs, or investment.
- Corrective actions could include cost reduction, process optimisation, or reallocating resources.
- Visual tools like charts, tables, and dashboards make it easier for managers and teams to understand findings.
- Linking KPIs to strategic goals ensures alignment between performance measurement and organisational objectives.
- Continuous monitoring helps in detecting anomalies, forecasting risks, and planning improvement measures.
- Scenario simulations allow testing multiple strategies before implementation, reducing financial risk.
- Effective analysis and reporting support data-driven decisions, ensuring better profitability and sustainable growth.

Demonstrate

The facilitator will demonstrate how to extract KPIs from a sample financial statement and compile them into a structured tracking sheet. Participants will observe variance calculations between budgeted and actual figures. A short video or presentation will show how to create a dashboard in Excel, Power BI, or Tableau to display KPI trends, deviations, and underperforming units. The facilitator will also show a simple financial model simulating changes in revenue or costs and how it informs corrective actions.

Activity

1. **Name of the Activity:** Track, Analyse, and Improve
2. **Objective of the activity:** To enable participants to calculate KPIs, perform variance analysis, and propose improvement strategies.
3. **Resources:** Participant handbook, sample financial statements or Excel datasets, calculators, laptops with Excel or Power BI installed.
4. **Time Duration:** 30 minutes
5. **Instructions:**
   - Divide participants into small groups.
   - Provide each group with sample financial data containing budgeted and actual figures.
   - Ask participants to calculate key KPIs and identify variances.
   - Prepare a simple dashboard to display trends and deviations.
   - Analyse data to detect underperforming units and propose corrective actions.
   - Each group presents their findings and improvement strategies using charts or dashboards.
6. **Outcome:** Participants gain hands-on experience in KPI analysis, variance assessment, scenario modelling, and presenting financial improvement strategies clearly and effectively.

Notes for Facilitation

- Use realistic or relatable business examples for KPI calculation and variance analysis.
- Demonstrate dashboard creation and scenario modelling step-by-step before participants practice.
- Encourage discussion on possible causes of variances and corrective measures.
- Keep explanations simple and visual, using charts, tables, and examples from real or simulated businesses.
- Summarise at the end by linking KPI analysis, variance assessment, and improvement strategies to better financial decision-making and organisational growth.

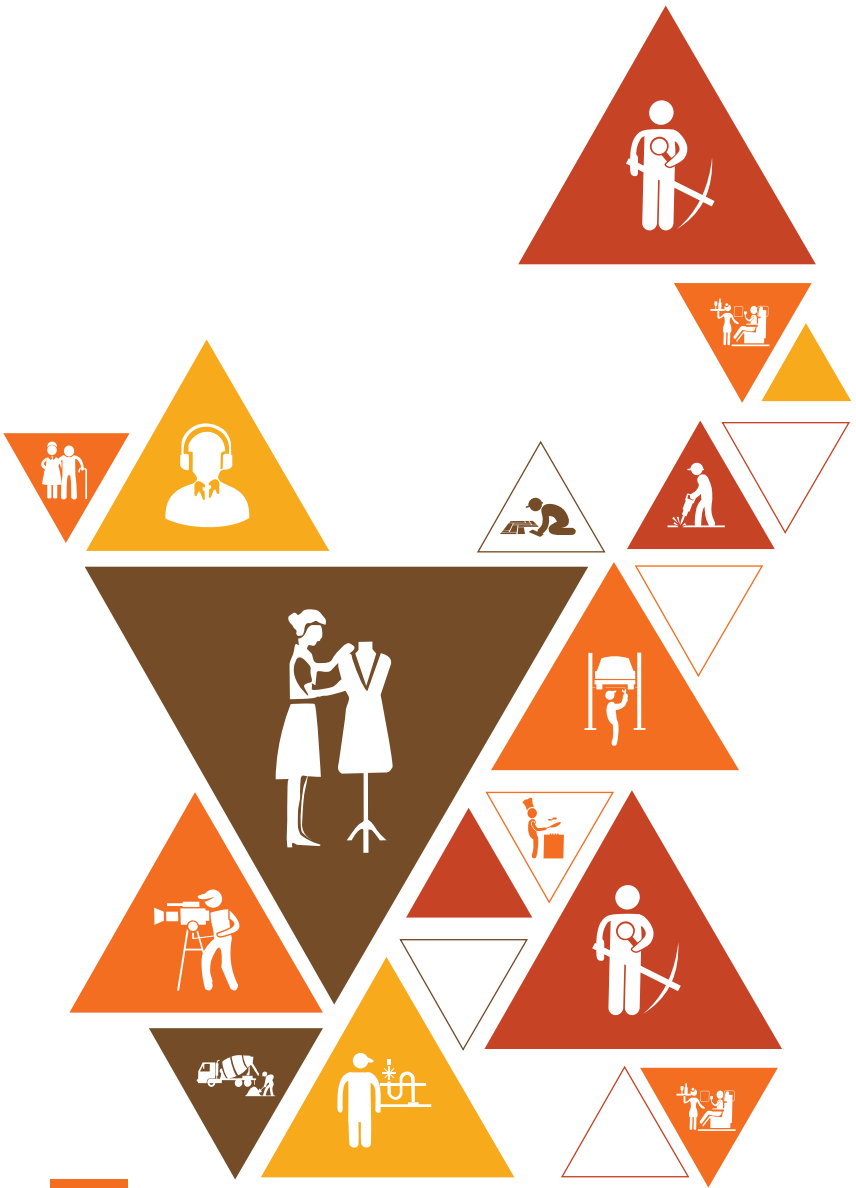
Answers to Exercises for PHB

Multiple Choice Questions:

1. b. Net Profit Margin
2. b. ERP systems
3. c. Short-term obligations management
4. b. Differences between estimated and actual financial performance
5. b. Measure the profitability of an investment

Descriptive Questions:

1. Refer to Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies Topic 4.2.1 Computing Essential Financial KPIs
2. Refer to Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies Topic 4.2.2 Structuring KPI Tracking Sheets
3. Refer to Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies Topic 4.2.3 Designing KPI Dashboards and Reports
4. Refer to Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies Topic 4.2.4 Conducting Variance Analysis
5. Refer to Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies Topic 4.2.6 Building Basic Financial Scenario Models



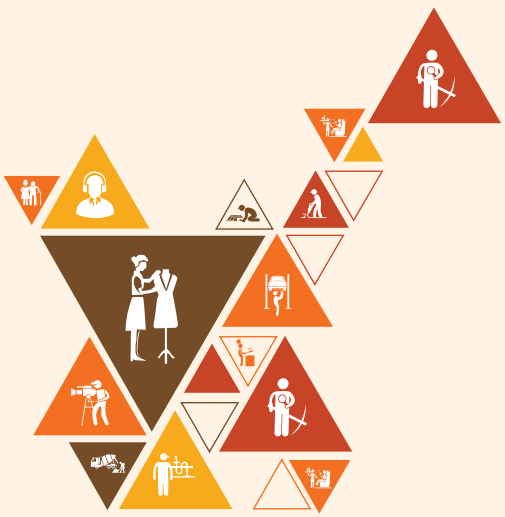
Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
RE IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

5. Employability Skills



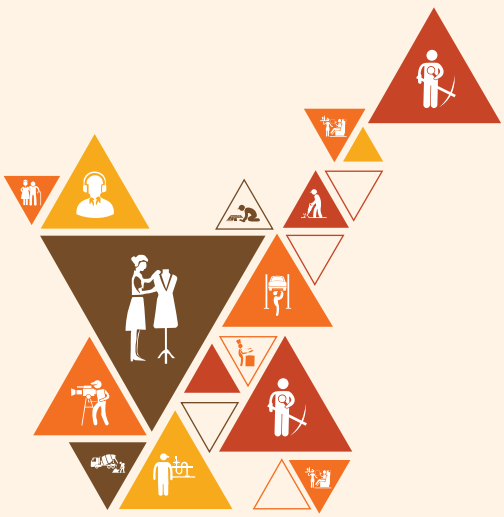
DGT/VSQ/N0102

Scan the QR codes or click on the link for the e-books

https://www.skillindiadigital.gov.in/content/list

Employability Skills

6. Annexures



Annexure I

Training Delivery Plan

Training Delivery Plan			
Program Name:	Junior Data Analyst-Financial Services		
Qualification Pack Name & Ref. ID	Junior Data Analyst-Financial Services & BSC/Q4101		
Version No.	2.0	**Version Update Date**	07/10/2028
Pre-requisites to Training (if any)	Not Applicable		
Training Outcomes	**By the end of this program, the participants will be able to:** 1. Explain the procedure for locating and extracting financial data from different internal and external sources such as spreadsheets, ERP systems, and transactional records. 2. Describe the process of validating, cleaning, and standardising financial datasets to maintain accuracy, consistency, and usability in reports. 3. Elaborate on the implementation of structured data storage methods and the application of basic access controls, such as password protection, in line with data governance protocols. 4. Discuss the method of auditing sample financial data to identify discrepancies and correcting mismatches by comparing entries from multiple data sources. 5. Explain the process of developing and documenting simple financial models, such as revenue forecasting and valuation models, using Excel with real-world assumptions and sensitivity analysis. 6. Describe how to calculate and interpret financial metrics like ROI, profit margins, and liquidity ratios to assess performance and identify problem areas. 7. Elaborate on the process of conducting variance analysis to detect performance gaps and generate actionable insights from financial deviations. 8. Explain how to identify underperforming areas and recommend strategic improvements supported by data-driven justifications and forecasts. 9. Discuss the importance of understanding financial data classifications, maintaining regulatory compliance, and documenting procedures followed during financial data handling exercises.		

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
1.	**Introduction to the Banking Sector and the Job Role Junior Data Analyst-Financial Services**	**Mission and Industry Fundamentals**	• Outline the objectives and benefits of the Skill India Mission to understand national skill development goals. • Describe the scope of the Banking Industry and its various sub-sectors to identify the structural landscape of the economy. • Elucidate the basic terminologies used in banking services to ensure effective communication within the financial environment.	Bridge Module	Classroom lecture/ PowerPoint Presentation/Question & Answer and Group Discussion	Whiteboard and markers, Chart paper and sketch pens, an LCD Projector and Laptop for presentations, PCs/ Laptops, and Internet with Wi-Fi (at Least 2 Mbps Dedicated).	5 Theory (05:00) Practical (00:00)
		Role and Career Trajectory	• Illustrate the roles and responsibilities of a Junior Data Analyst in Financial Services to define daily operational expectations. • Elucidate the diverse job opportunities available for a Junior Data Analyst within the BFSI sector. • Elaborate on the career progression pathways for a Junior Data Analyst to plan long-term professional growth within the industry.	Bridge Module			5 Theory (05:00) Practical (00:00)
2	**Collect and manage financial data**	**Financial Data Extraction Protocols**	• Outline the identification of relevant financial data sources including internal databases, ERP systems, and external market platforms. • Illustrate the extraction of financial data using SQL queries, API integrations, or manual downloads in accordance with organisational policies.	BSC/N4107 PC 1, PC 2, PC 3	Classroom lecture/ PowerPoint Presentation/Question & Answer and Group Discussion	Whiteboard and markers, Chart paper and sketch pens, an LCD Projector and Laptop for presentations, PCs/ Laptops, and Internet with Wi-Fi (at Least 2 Mbps Dedicated).	8 Theory (03:00) Practical (05:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
			• Describe the process for ensuring timely collection of transactional data and key financial metrics for accurate analysis.				
		Data Validation and Security	• Elucidate the validation of data accuracy by cross-checking with financial statements, system logs, and historical records. • Elaborate on the standardisation of collected data by formatting and structuring it according to predefined templates and reporting standards. • Outline the secure storage of extracted financial data in designated data warehouses while ensuring adherence to security protocols.	BSC/N4107 PC 4, PC 5, PC 6			8 Theory (03:00) Practical (05:00)
		Quality Control and Verification	• Illustrate the maintenance of logs for data collection activities to note discrepancies and missing records for resolution. • Describe the collaboration with finance, accounting, and IT teams to resolve inconsistencies and optimise collection workflows. • Elucidate the verification of accuracy and completeness of financial data before it is stored or processed.	BSC/N4107 PC 7, PC 8, PC 9			8 Theory (03:00) Practical (05:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Integrity and Regulatory Adherence	• Outline the cross-checking of financial records from multiple sources to identify and rectify discrepancies. • Illustrate the implementation of data validation techniques to ensure consistency in financial reporting. • Describe the adherence to standard data governance policies and regulatory guidelines for handling financial data.	BSC/N4107 PC 10, PC 11, PC 12			8 Theory (03:00) Practical (05:00)
		Storage Systems and Synchronisation	• Elucidate the maintenance of structured and well-documented data storage systems to facilitate easy access and retrieval. • Elaborate on the regular auditing of financial databases and systems to detect and correct inconsistencies. • Outline the collaboration with relevant departments to ensure synchronised data entry and updates across all systems.	BSC/N4107 PC 13, PC 14, PC 15			8 Theory (03:00) Practical (05:00)
		Automated Monitoring and Documentation	• Describe the monitoring of automated data imports and exports to prevent errors and duplication. • Illustrate the establishment of quality control measures to minimise errors in financial data management. • Elucidate the documentation of data integrity issues and the execution of corrective actions to maintain accurate records.	BSC/N4107 PC 16, PC 17, PC 18			8 Theory (03:00) Practical (05:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Policy Compliance and Classification	• Outline the adherence of all financial data collection, storage, and processing to internal governance policies and regulatory standards. • Describe the maintenance of data accuracy and integrity by following standardised procedures for data entry and validation. • Elucidate the classification of financial data based on confidentiality levels and the implementation of access controls.	BSC/N4107 PC 19, PC 20, PC 21			8 Theory (03:00) Practical (05:00)
		Data Privacy and Security Implementation	• Illustrate the establishment of data quality checks to identify and correct discrepancies, missing values, and formatting errors. • Elaborate on the monitoring of compliance with data privacy laws, including GDPR, to prevent unauthorised access or breaches. • Describe the collaboration with IT and compliance teams to implement secure data management practices and encryption measures.	BSC/N4107 PC 22, PC 23, PC 24			8 Theory (05:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Audit and Policy Evolution	• Outline the regular auditing of financial data records to ensure compliance with industry best practices and regulatory requirements. • Elucidate the documentation of data governance procedures and the updating of policies as per changes in financial regulations. • Illustrate the systematic review of data governance workflows to maintain alignment with business requirements.	BSC/N4107 PC 25, PC 26, PC 26			8 Theory (05:00) Practical (03:00)
		Financial Data Extraction Protocols	• Outline the identification of relevant financial data sources including internal databases, ERP systems, and external market platforms. • Illustrate the extraction of financial data using SQL queries, API integrations, or manual downloads in accordance with organisational policies. • Describe the process for ensuring timely collection of transactional data and key financial metrics for accurate analysis.	BSC/N4107 PC 1, PC 2, PC 3			6 Theory (03:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Data Validation and Security	• Elucidate the validation of data accuracy by cross-checking with financial statements, system logs, and historical records. • Elaborate on the standardisation of collected data by formatting and structuring it according to predefined templates and reporting standards. • Outline the secure storage of extracted financial data in designated data warehouses while ensuring adherence to security protocols.	BSC/N4107 PC 4, PC 5, PC 6			6 Theory (03:00) Practical (03:00)
		Quality Control and Verification	• Illustrate the maintenance of logs for data collection activities to note discrepancies and missing records for resolution. • Describe the collaboration with finance, accounting, and IT teams to resolve inconsistencies and optimise collection workflows. • Elucidate the verification of accuracy and completeness of financial data before it is stored or processed.	BSC/N4107 PC 7, PC 8, PC 9			6 Theory (03:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
3	**Analyse financial data and generate reports**	**Financial Modeling and Extraction**	• Outline the extraction of relevant financial data from databases, spreadsheets, and reporting tools to facilitate in-depth analysis. • Illustrate the performance of financial modeling using historical data to project future revenue, expenses, profitability, and potential risk factors. • Elaborate on the development of sensitivity analysis to assess how market fluctuations and economic trends impact business performance.	BSC/N4108 PC 1, PC 2, PC 3	Classroom lecture/ PowerPoint Presentation/Question & Answer and Group Discussion	Whiteboard and markers, Chart paper and sketch pens, an LCD Projector and Laptop for presentations, PCs/ Laptops, and Internet with Wi-Fi (at Least 2 Mbps Dedicated).	8 Theory (03:00) Practical (05:00)
		Asset Valuation and KPI Analysis	• Describe the creation of valuation models for assets, investment portfolios, and business units using standardised financial methodologies. • Elucidate the analysis of key performance indicators such as ROI, debt-to-equity ratios, and cash flow projections to evaluate financial health. • Illustrate the utilisation of data visualisation tools like Power BI, Tableau, or Excel to represent financial insights through interactive charts and dashboards.	BSC/N4108 PC 4, PC 5, PC 6			8 Theory (03:00) Practical (05:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Reporting Transparency and Data Gathering	• Outline the documentation of analytical processes, assumptions, and methodologies used in financial modeling for audit and transparency purposes. • Describe the gathering of financial data from multiple sources including ERP systems and financial statements to ensure comprehensive reporting. • Elucidate the requirement to ensure that dashboards provide clear visual representations of financial trends and historical performance data.	BSC/N4108 PC 7, PC 8, PC 9			8 Theory (03:00) Practical (05:00)
		Visualisation and Data Consolidation	• Illustrate the implementation of data visualisation techniques such as heat maps and trend lines to enhance report readability and user engagement. • Describe the extraction and consolidation of financial data from internal databases and external market reports to ensure comprehensive analysis. • Elucidate the detection of financial anomalies and irregularities in transactional data by applying validation techniques and cross-checking historical records.	BSC/N4108 PC 10, PC 11, PC 12			8 Theory (03:00) Practical (05:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Strategic Insight and Monitoring	• Outline the identification of key performance indicators related to financial health and risk exposure to generate insights for management decision-making. • Illustrate the monitoring of fluctuations in financial data, including sudden changes in revenue or expenses, to assess overall financial stability. • Describe the documentation of findings from financial analysis by providing clear explanations and justifications for identified patterns and anomalies.	BSC/N4108 PC 13, PC 14, PC 15			8 Theory (03:00) Practical (05:00)
		Financial Modeling and Extraction	• Outline the extraction of relevant financial data from databases, spreadsheets, and reporting tools to facilitate in-depth analysis. • Illustrate the performance of financial modeling using historical data to project future revenue, expenses, profitability, and potential risk factors. • Elaborate on the development of sensitivity analysis to assess how market fluctuations and economic trends impact business performance.	BSC/N4108 PC 1, PC 2, PC 3			8 Theory (03:00) Practical (05:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Asset Valuation and KPI Analysis	• Describe the creation of valuation models for assets, investment portfolios, and business units using standardised financial methodologies. • Elucidate the analysis of key performance indicators such as ROI, debt-to-equity ratios, and cash flow projections to evaluate financial health. • Illustrate the utilisation of data visualisation tools like Power BI, Tableau, or Excel to represent financial insights through interactive charts and dashboards.	BSC/N4108 PC 4, PC 5, PC 6			8 Theory (05:00) Practical (03:00)
		Reporting Transparency and Data Gathering	• Outline the documentation of analytical processes, assumptions, and methodologies used in financial modeling for audit and transparency purposes. • Describe the gathering of financial data from multiple sources including ERP systems and financial statements to ensure comprehensive reporting. • Elucidate the requirement to ensure that dashboards provide clear visual representations of financial trends and historical performance data.	BSC/N4108 PC 7, PC 8, PC 9			8 Theory (05:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Visualisation and Data Consolidation	• Illustrate the implementation of data visualisation techniques such as heat maps and trend lines to enhance report readability and user engagement. • Describe the extraction and consolidation of financial data from internal databases and external market reports to ensure comprehensive analysis. • Elucidate the detection of financial anomalies and irregularities in transactional data by applying validation techniques and cross-checking historical records.	BSC/N4108 PC 10, PC 11, PC 12			6 Theory (03:00) Practical (03:00)
		Strategic Insight and Monitoring	• Outline the identification of key performance indicators related to financial health and risk exposure to generate insights for management decision-making. • Illustrate the monitoring of fluctuations in financial data, including sudden changes in revenue or expenses, to assess overall financial stability. • Describe the documentation of findings from financial analysis by providing clear explanations and justifications for identified patterns and anomalies.	BSC/N4108 PC 13, PC 14, PC 15			6 Theory (03:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Financial Modeling and Extraction	• Outline the extraction of relevant financial data from databases, spreadsheets, and reporting tools to facilitate in-depth analysis. • Illustrate the performance of financial modeling using historical data to project future revenue, expenses, profitability, and potential risk factors. • Elaborate on the development of sensitivity analysis to assess how market fluctuations and economic trends impact business performance.	BSC/N4108 PC 1, PC 2, PC 3			6 Theory (03:00) Practical (03:00)
		Asset Valuation and KPI Analysis	• Describe the creation of valuation models for assets, investment portfolios, and business units using standardised financial methodologies. • Elucidate the analysis of key performance indicators such as ROI, debt-to-equity ratios, and cash flow projections to evaluate financial health. • Illustrate the utilisation of data visualisation tools like Power BI, Tableau, or Excel to represent financial insights through interactive charts and dashboards.	BSC/N4108 PC 4, PC 5, PC 6			

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
4	**Monitor financial performance and risk**	**KPI Definition and Tracking**	• Outline the identification and definition of key financial performance indicators (KPIs) such as revenue growth and liquidity ratios relevant to business objectives. • Illustrate the extraction and compilation of financial data from ERP systems and databases to track KPI performance accurately. • Describe the periodic monitoring of financial KPIs to analyse deviations from budgeted values and identify underlying causes.	BSC/N4109 PC 1, PC 2, PC 3	Classroom lecture/ PowerPoint Presentation/Question & Answer and Group Discussion	Whiteboard and markers, Chart paper and sketch pens, an LCD Projector and Laptop for presentations, PCs/ Laptops, and Internet with Wi-Fi (at Least 2 Mbps Dedicated).	8 Theory (05:00) Practical (03:00)
		Management Reporting and Trends	• Elucidate the generation and distribution of periodic KPI reports to senior management to provide actionable insights for performance improvement. • Elaborate on the identification of early warning signs of financial distress or liquidity risks through ongoing trend analysis. • Describe the consolidation of data from income statements and balance sheets to assess overall profitability.	BSC/N4109 PC 4, PC 5, PC 6			8 Theory (05:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Profitability and Risk Assessment	• Outline the calculation of key financial metrics including gross profit margin, ROI, and EBITDA to evaluate financial stability. • Illustrate the performance of risk assessments by analysing credit, market, and operational risk factors affecting performance. • Elucidate the collaboration with risk management and business teams to interpret financial data for optimised decision-making.	BSC/N4109 PC 7, PC 8, PC 9			8 Theory (05:00) Practical (03:00)
		Variance and Scenario Analysis	• Describe the conduct of variance analysis to compare actual financial results against forecasts and industry benchmarks to identify inefficiencies. • Illustrate the utilisation of financial modeling techniques to simulate different business scenarios and assess their impact on financial health. • Elaborate on the identification of underperforming business segments or cost centers to recommend corrective measures.	BSC/N4109 PC 10, PC 11, PC 12			8 Theory (05:00) Practical (03:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Strategic Growth and Bench-marking	• Outline the monitoring of external market trends and competitor performance to provide strategic recommendations for financial growth. • Describe the documentation of financial improvement strategies including implementation plans and expected outcomes. • Elucidate the presentation of improvement solutions to stakeholders through dashboards and data-driven insights.	BSC/N4109 PC 13, PC 14, PC 15			7 Theory (05:00) Practical (02:00)
		Liquid-ity and Efficiency Monitoring	• Elucidate the tracking of operational efficiency metrics to ensure business objectives are met within defined financial constraints. • Illustrate the analysis of cash flow reports to identify potential liquidity gaps before they impact operations. • Describe the process of defining specific thresholds for profit margins to trigger management reviews.	BSC/N4109 PC 1, PC 5, PC 6			7 Theory (05:00) Practical (02:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Analytical Decision Support	• Elaborate on the use of historical transactional databases to justify recommendations for improving financial performance. • Illustrate the cross-functional collaboration required to resolve data discrepancies found during variance analysis. • Describe the assessment of regulatory changes to ensure financial improvement plans remain compliant with industry laws.	BSC/N4109 PC 2, PC 9, PC 13			7 Theory (05:00) Practical (02:00)
		Outcome Tracking and Presentation	• Outline the establishment of key monitoring metrics for tracking the progress of implemented financial strategies over time. • Elucidate the methodologies used to simulate risk impacts on profitability during business scenario modeling. • Illustrate the synthesis of complex financial findings into simplified reports for senior management decision-making.	BSC/N4109 PC 11, PC 14, PC 15			7 Theory (05:00) Practical (02:00)
Total Durationc							Theory: 130:00 Practical: 120:00
Employability Skills (DGT/VSQ/N0102) (https://www.skillindiadigital.gov.in/content/list)							60:00
OJT							170:00
Total Duration							PR + TH + OJT + ES= 480 : 00

Annexure II

Assessment Criteria

CRITERIA FOR ASSESSMENT OF TRAINEES

Assessment Criteria for Junior Data Analyst-Financial Services	
Job Role	**Junior Data Analyst-Financial Services**
Qualification Pack	**BSC/Q4101, V2.0**
Sector Skill Council	**Gem & Jewellery**

S. No.	Guidelines for Assessment
1	Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each PC.
2	The assessment for the theory part will be based on knowledge bank of questions created by the SSC.
3	Assessment will be conducted for all compulsory NOS, and where applicable, on the selected elective/ option NOS/set of NOS.
4	Individual assessment agencies will create unique question papers for theory part for each candidate at each examination/training center (as per assessment criteria below).
5	Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/training center based on this criterion.
6	To pass the Qualification Pack, every trainee should score a minimum of 70% of aggregate marks to successfully clear the assessment.
7	In case of unsuccessful completion, the trainee may seek reassessment on the Qualification Pack.

Assessment Outcomes	Assessment Criteria for Outcomes	Marks Allocation		
		Theory	Practical	Viva
BSC/N4107: Collect and manage financial data	Collect data from financial systems and databases	10	20	-
	PC1. identify relevant financial data sources, including internal databases, financial software, enterprise resource planning (ERP) systems, and external market data platforms	1	2	-
	PC2. extract financial data using SQL queries, API integrations, or manual downloads as per organizational data management policies	2	3	-
	PC3. ensure timely collection of transactional data, revenue reports, cost statements, and other key financial metrics for accurate analysis	1	3	-
	PC4. validate data accuracy by cross-checking with financial statements, system logs, and historical records	1	2	-
	PC5. standardize collected data by formatting and structuring it according to predefined templates and reporting standards	1	2	-
	PC6. store the extracted financial data securely in designated data warehouses, ensuring adherence to data security and governance protocols	1	3	-
	PC7. maintain logs of data collection activities, noting discrepancies, missing records, and data quality issues for resolution	2	2	-

	PC8. collaborate with finance, accounting, and IT teams to resolve data inconsistencies and optimize data collection workflows	1	3	-
	Ensure data integrity and consistency	10	20	-
	PC9. verify the accuracy and completeness of financial data before storing or processing it	1	2	-
	PC10. cross-check financial records from multiple sources to identify and rectify discrepancies	1	2	-
	PC11. implement data validation techniques to ensure consistency in financial reporting	1	2	-
	PC12. follow standard data governance policies and regulatory guidelines for handling financial data	1	2	-
	PC13. maintain structured and well-documented data storage systems for easy access and retrieval	1	2	-
	PC14. regularly audit financial databases and systems to detect and correct inconsistencies	1	2	-
	PC15. collaborate with relevant departments to ensure synchronized data entry and updates across all systems	1	2	-
	PC16. monitor automated data imports and exports to prevent errors and duplication	1	2	-
	PC17. establish quality control measures to minimize errors in financial data management	1	2	-
	PC18. document data integrity issues and take corrective actions to maintain accurate and reliable records	1	2	-
	Implement data governance policies	10	20	-
	PC19. ensure all financial data collection, storage, and processing adhere to internal data governance policies and regulatory standards	1	2	-
	PC20. maintain data accuracy, consistency, and integrity by following standardized procedures for data entry and validation	2	3	-
	PC21. classify financial data based on confidentiality levels and implement appropriate access controls	1	2	-
	PC22. establish data quality checks to identify and correct discrepancies, missing values, and formatting errors	1	2	-
	PC23. monitor compliance with data privacy laws, including GDPR and financial regulations, to prevent unauthorized access or data breaches	2	3	-
	PC24. collaborate with IT and compliance teams to implement secure data management practices and encryption measures	1	3	-
	PC25. regularly audit financial data records to ensure compliance with industry best practices and regulatory requirements	1	3	-
	PC26. document data governance procedures and update policies as per changes in financial regulations and business requirements	1	2	-
	NOS Total	**30**	**60**	**-**
BSC/N4108: Analyze financial data and generate reports	Perform data analysis and financial modeling	14	28	-
	PC1. extract relevant financial data from databases, spreadsheets, and reporting tools for analysis	2	4	-
	PC2. perform financial modeling using historical data to project revenue, expenses, profitability, and risk factors	2	4	-
	PC3. develop sensitivity analysis to assess the impact of market fluctuations, economic trends, and business decisions on financial performance	2	4	-

	PC4. create valuation models for assets, investment portfolios, and business units using appropriate financial methodologies	2	4	-
	PC5. analyze key performance indicators (KPIs) such as return on investment (ROI), debt-to-equity ratios, and cash flow projections	2	4	-
	PC6. utilize data visualization tools like Power BI, Tableau, or Excel to represent financial insights through charts, graphs, and dashboards	2	4	-
	PC7. document analytical processes, assumptions, and methodologies used in financial modeling for transparency and audit purposes	2	4	-
	Develop dashboards and reports	6	12	-
	PC8. gather financial data from multiple sources, including ERP systems, databases, and financial statements, to ensure comprehensive reporting	2	4	-
	PC9. ensure that dashboards provide clear visual representation of financial trends, comparisons, and historical performance data	2	4	-
	PC10. implement data visualization techniques such as charts, graphs, heat maps, and trend lines to enhance report readability and user engagement	2	4	-
	Identify trends, patterns, and financial anomalies	10	20	-
	PC11. extract and consolidate financial data from multiple sources, including internal databases, financial statements, and external market reports, ensuring comprehensive analysis	2	4	-
	PC12. detect financial anomalies, inconsistencies, or irregularities in transactional data by applying data validation techniques and cross-checking with historical records	2	4	-
	PC13. identify key performance indicators (KPIs) related to financial health, operational efficiency, and risk exposure, and generate insights for management decision-making	2	4	-
	PC14. monitor fluctuations in financial data, including sudden changes in revenue, expenses, or cash flow, and assess their impact on overall financial stability	2	4	-
	PC15. document findings from financial analysis, providing clear explanations and justifications for identified patterns, trends, and anomalies in reports	2	4	-
	NOS Total	**30**	**60**	**-**
BSC/N4109: Monitor financial performance and risk	Monitor key financial performance indicators (KPIs)	10	20	-
	PC1. identify and define key financial performance indicators (KPIs) relevant to business objectives, such as revenue growth, profit margins, liquidity ratios, and operational efficiency metrics	2	4	-
	PC2. extract and compile financial data from multiple sources, including ERP systems, financial statements, and transactional databases, to calculate and track KPI performance	2	4	-
	PC3. monitor financial KPIs periodically, analyzing deviations from budgeted or forecasted values and identifying underlying causes for variations	2	4	-
	PC4. generate and distribute periodic KPI reports to senior management, providing insights and recommendations for improving financial performance	2	4	-
	PC5. identify early warning signs of financial distress, operational inefficiencies, or liquidity risks through ongoing KPI trend analysis	2	4	-
	Analyze profitability, risk, and other financial metrics	8	16	-

	PC6. extract and consolidate financial data from income statements, balance sheets, and cash flow reports to assess profitability and financial stability	2	4	-
	PC7. identify and calculate key financial metrics such as gross profit margin, net profit margin, return on investment (ROI), and earnings before interest, taxes, depreciation, and amortization (EBITDA)	2	4	-
	PC8. perform risk assessments by analyzing credit risk, market risk, liquidity risk, and operational risk factors affecting financial performance	2	4	-
	PC9. collaborate with finance, risk management, and business teams to interpret financial data and optimize decision-making processes	2	4	-
	Develop solutions for financial improvement	12	24	-
	PC10. conduct variance analysis to compare actual financial results against forecasts, budgets, and industry benchmarks, identifying discrepancies and inefficiencies	2	4	-
	PC11. utilize financial modeling techniques to simulate different business scenarios and assess their impact on profitability and financial health	2	4	-
	PC12. identify underperforming business segments, investment portfolios, or cost centers and recommend corrective measures to improve financial outcomes	2	4	-
	PC13. monitor external market trends, competitor financial performance, and regulatory changes to provide strategic recommendations for financial growth	2	4	-
	PC14. document financial improvement strategies, including implementation plans, expected outcomes, and key monitoring metrics for tracking progress over time	2	4	-
	PC15. present financial improvement solutions to senior management and stakeholders through reports, dashboards, and data-driven insights for informed decision-making	2	4	-
	NOS Total	**30**	**60**	**-**
DGT/VSQ/N0102: Employability Skills (60 Hours)	Introduction to Employability Skills	1	1	
	PC1. identify employability skills required for jobs in various industries	-	-	
	PC2. identify and explore learning and employability portals	-	-	
	Constitutional values – Citizenship	1	1	
	PC3. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.	-	-	
	PC4. follow environmentally sustainable practices	-	-	
	Becoming a Professional in the 21st Century	2	4	
	PC5. recognize the significance of 21st Century Skills for employment	-	-	
	PC6. practice the 21st Century Skills such as Self- Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life	-	-	
	Basic English Skills	2	3	
	PC7. use basic English for everyday conversation in different contexts, in person and over the telephone	-	-	
	PC8. read and understand routine information, notes, instructions, mails, letters etc. written in English	-	-	

	PC9. write short messages, notes, letters, e-mails etc. in English	-	-	
	Career Development & Goal Setting	1	2	
	PC10. understand the difference between job and career	-	-	
	PC11. prepare a career development plan with short- and long-term goals, based on aptitude	-	-	
	Communication Skills	2	2	
	PC12. follow verbal and non-verbal communication etiquette and active listening techniques in various settings	-	-	
	PC13. work collaboratively with others in a team	-	-	
	Diversity & Inclusion	1	2	
	PC14. communicate and behave appropriately with all genders and PwD	-	-	
	PC15. escalate any issues related to sexual harassment at workplace according to POSH Act	-	-	
	Financial and Legal Literacy	2	3	
	PC16. select financial institutions, products and services as per requirement	-	-	
	PC17. carry out offline and online financial transactions, safely and securely	-	-	
	PC18. identify common components of salary and compute income, expenses, taxes, investments etc	-	-	
	PC19. identify relevant rights and laws and use legal aids to fight against legal exploitation	-	-	
	Essential Digital Skills	3	4	
	PC20. operate digital devices and carry out basic internet operations securely and safely	-	-	
	PC21. use e- mail and social media platforms and virtual collaboration tools to work effectively	-	-	
	PC22. use basic features of word processor, spreadsheets, and presentations	-	-	
	Entrepreneurship	2	3	
	PC23. identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research	-	-	
	PC24. develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion	-	-	
	PC25. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity	-	-	
	Customer Service	1	2	
	PC26. identify different types of customers	-	-	
	PC27. identify and respond to customer requests and needs in a professional manner.	-	-	
	PC28. follow appropriate hygiene and grooming standards	-	-	
	Getting ready for apprenticeship & Jobs	2	3	
	PC29. create a professional Curriculum vitae (Résumé)	-	-	
	PC30. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively	-	-	

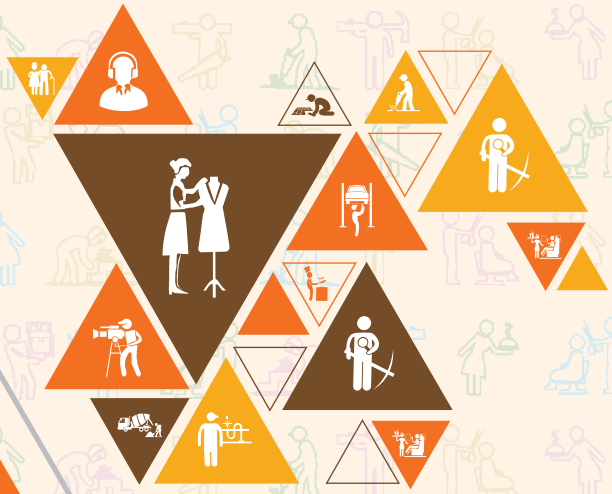
	PC31. apply to identified job openings using offline/online methods as per requirement	-	-	
	PC32. answer questions politely, with clarity and confidence, during recruitment and selection	-	-	
	PC33. identify apprenticeship opportunities and register for it as per guidelines and requirements	-	-	
	NOS Total	**20**	**30**	
	PC 8. use jigs to hold the jewellery piece securely while painting	2	3	-
	PC 9. apply the enamel using the appropriate tools (such as brushes or droppers) in a precise and even manner	2	3	-
	PC 10. control the flow and thickness of the enamel to achieve the desired finish without overflow	2	3	1
	PC 11. layer different colours of enamel if required, ensuring each layer is cured properly before applying the next	3	3	1
	PC 12. use techniques like shading, gradients, or textured finishes to enhance the design	2	3	1
	PC 13. cure the enamel by allowing it to dry and harden in a controlled environment, following manufacturer guidelines	2	3	-
	Finish and inspect the enamelled jewellery	9	12	2
	PC 14. inspect the cured enamel for defects such as air bubbles, uneven application, or discolouration	3	3	1
	PC 15. file and buff the enamelled jewellery piece to remove any excess enamel from areas where it is not required	2	3	-
	PC 16. attach other jewellery components like stones, beads, etc.	2	3	-
	PC 17. perform a final quality check, ensuring that the design, colour, and finish meet the required specifications	2	3	1
	NOS Total	**40**	**50**	**10**

Annexure III

List of QR Codes Used in PHB

Module No.	Unit No.	Topic Name	Page No. in PHB	Link for QR Code (s)	QR code (s)
Module 1: Introduction to the Banking Sector and the Job Role Junior Data Analyst-Financial Services	Unit 1.1: Introduction to Skill India Mission and BFSI Sector	1.1.3 Structure of the Banking Industry	18	https://youtu.be/QtQic_fegOs	Indian Banking Industry
	Unit 1.2: Role, Terminology and Career Path of a Junior Data Analyst – Financial Services	1.2.1 Responsibilities of a Junior Data Analyst	18	https://youtu.be/Md7J66iOyr8	Junior Data Analyst in Financial Services - Profile
Module 2: Collect and manage financial data	Unit 2.1: Financial Data Sources and Governance	2.1.1 Primary Sources of Financial Data	61	https://youtu.be/lRgVuiNK4SU	Sources of Financial Information
	Unit 2.2: Financial Data Validation, Storage and Reporting	2.2.1 Techniques for Extracting Financial Data	61	https://youtu.be/ZkqSs-Jy_A0	Extracting financial data
Module 3: Analyse financial data and generate reports	Unit 3.1: Fundamentals of Financial Modelling and Analysis	3.1.4 Key Financial KPIs and Indicators	102	https://youtu.be/AVJT9kcanB4	Financial leverage KPI

Module No.	Unit No.	Topic Name	Page No. in PHB	Link for QR Code (s)	QR code (s)
	Unit 3.2: Practical Techniques for Financial Modelling, Visualisation and Reporting	3.2.1 Building Basic Financial Models in Spreadsheets	102	https://youtu.be/-vLn-hw3Qyuw-?list=PLNz-V8ZQG-j1b9o_M3e8nmq-JouhCTkXYN	Basic Financial Models in Spreadsheets
Module 4: Monitor financial performance and risk	Unit 4.1: Financial Performance Indicators and Data Interpretation	4.1.4 Categories of Financial Risks	137	https://youtu.be/ivcs6NRC4tE	Categories of Financial Risks
	Unit 4.2: KPI Analysis, Variance Assessment, and Financial Improvement Strategies	4.2.3 Designing KPI Dashboards and Reports	137	https://youtu.be/iAlw_O2W-9iQ	Designing KPI Dashboards and Reports



Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
RE>IMAGINE FUTURE

BFSI
BFSI Sector Skill Council of India
"An Initiative of NSDC"

Address: **Banking, Financial Services & Insurance (BFSI) Sector Skill Council of India**
1407, Lodha Supremus Powai, Opp Saki Vihar Telephone Exchange,
Saki Vihar Road, Powai Mumbai – 400072
Email: ranjan.soumya@bfsissc.com | neha.dave@bfsissc.com
Web: www.bfsissc.com
Phone: +91 82912 78155, 98921 62042