

COLLEGE OF DEFENCE MANAGEMENT

JOINING INSTRUCTIONS: SENIOR DEFENCE MANAGEMENT COURSE - 89 **(13 NOV TO 09 DEC 2023)**

PART I: INTRODUCTION

1. College of Defence Management is a premier tri-Service institution imparting management training to officers of the Defence Services. The College of Defence Management is entrusted with the responsibility of instilling contemporary management thoughts, concepts and practices in the senior leadership of the three Services.
2. The College has trained over 10,000 officers since its inception through its in-house training programmes. Selected civilian officers from the Ministry of Defence and officers from friendly foreign countries also attend these programmes. Over the years, the College has achieved the unique status of being a National Centre for Management Education, especially in the field of Defence Management. In recognition of this eminence, the All India Management Association, the apex body for Management in India, invited the College to be an institutional member of the Association, along with the Indian Institutes of Management and Administrative Staff College of India.
3. Senior Defence Management Course (SDMC) is a four weeks' course attended by selected officers of the rank of Brig/ Cmde/ Air Cmde as well as civilian officers from MoD. Certain vacancies are also allotted to officers from friendly foreign countries. The inputs are at conceptual level and are oriented towards enhancement of leadership potential and decision making skills through application of modern management concepts and techniques. The course also offers participants an opportunity to enlarge their perspective by exchange of views on selected themes related to this exposure.

PART II: TRAINING

Aim and Objectives of Senior Defence Management Course

4. **Aim.** To expose participants to management concepts and associated techniques and to offer them an opportunity to enlarge their perspective by exchange of views on selected themes related to management in the Armed Forces.
5. **Objectives.**
 - (a) Enhance awareness through an exposure to contemporary concepts in Organisational Behaviour.
 - (b) Appreciate current trends in organisational interventions for enhancing Organisational Effectiveness.

- (c) Understand the process of Defence Planning so as to be able to appreciate the complexities of Perspective Planning and Force Structuring.
- (d) Understand the fundamentals of macro-economic issues with particular emphasis on financial planning in the Armed Forces.
- (e) Acquire understanding of issues related to logistics in the Armed Forces for optimal utilisation of resources.
- (f) Augment decision making, policy designing and policy implementation capabilities through systems approach, quantitative as well as qualitative techniques and exploiting IT applications.
- (g) Relate to aspects of Information Technology so as to harness its potential as a force multiplier while exploiting it in a secure environment.
- (h) Promote original research work to test existing knowledge or build new knowledge, to take informed decision and develop analytical decision making.

6. **QRs for SDMC**. The course is applicable for any officer of the rank of Brig, senior Cols and equivalent ranks from the three services and MoD.

7. **Training Methodology**. The methodology of teaching at the College has been designed to be dynamic with focus on participative and interactive learning for a productive and intellectually stimulating learning experience.

8. **Block Syllabus**. Block Syllabus for SDMC-89 is attached as **Appx A**.

9. **Study Material**. CDM has a well-established College Wide Network (CWN) and virtually all aspects of the course curriculum including day to day passing of instructions, class room teaching, submission of solutions where required, issue of training programme are carried out online. It is essential that participants are reasonably IT proficient. Soft copies of study material required by participant officers will be uploaded on the CWN. Participants will also be issued with hard copies of the précis that are considered essential for assimilation.

10. **Peer Learning**. As part of peer learning, participants will be required to give presentations on Defence management situations in group of four syndicates for a duration of approx 40 min. Participants will be allotted topics after joining for the course.

11. **Library**. CDM has a vibrant and well stocked library with a diverse collection of books as well as well-curated research material on various disciplines.

12. **Duration of the Course and Working Hours**. The duration of the SDMC 89 is for four weeks. The course is scheduled from **13 Nov to 09 Dec 2023**. Working hours

will be from **0800 to 1400 hr** from Monday to Saturday.

13. **Programme.** The programme begins on the first day at 0830h. All officers are requested to be **seated in 'Chanakya hall' class room in Gandhi Block by 0750h.** The **dress** for the first day of the week will be **summer working uniform.** The training programme and the course material for the duration of the course will be issued to the participants on the first day.

14. **Coordination.** Training Branch coordinates all the training activities with respect to the SDMC. The undermentioned officers may be contacted with respect to the training activities of the course:-

Ser No	Name	Appt	Mob No	E-mail id
(a)	Col Prashant Mishra	DS Coord	+91 9419220768	dscoord.cdmap@nic.in
(b)	Col Abhishek Arora	Trg Coord	+91 7080666444	trgcoord.cdmap@nic.in
(c)	Col Rajeev Kumar	Basic DS	+91 9855283442 +91 9402683442	ds32.cdmap@nic.in
(d)	Col Amit Vats	HoD IS	+91 9419212608	hodit.cdmap@nic.in

PART III: ADMINISTRATION

15. **Reception / Dispersal.**

(a) All participant officers are to report only on **11 Nov (AN) / 12 Nov 23 (FN) and not prior to that date.** A Reception Cell will be established at **CDM officers Mess wef 11 Nov 23.** Upon their arrival at CDM, officers are requested to report to the reception for completion of arrival formalities and for further instructions.

(b) The dispersal from the college on termination of the course may be planned only **after 1200 hr on 09 Dec 23.** Please don't book your return tickets for any flight originating from Hyderabad before **1600h on 09 Dec 23.**

(c) **Cab Services.** Officers may use cab services from the airport to reach CDM and claim the cost of transportation from airport to CDM accordingly. Prepaid cabs such as Meru cab and Sky cab are available at airport. The distance from airport is approx 45 km (1h 30 mins). Cab drivers may be routed towards Secunderabad – Trimulgherry route. CDM is located near Ammuguda Bus stop (Yapral) / Sainikpuri. Google Map showing route from Airport to CDM is placed at **Appx B.**

16. **Documents.**

(a) **Arrival Information.** All participant officers are requested to send their arrival information as per **Appx C** to the Basic DS and to Col Adm by

FAX/AWAN/Mail (contact details given in Para 27). In addition, International Participants are requested to kindly email photocopy of their Passport & Visa prior to their arrival by **23 Oct 23**.

(b) All service participants must be in possession of their **Course Detailment Letter, Movement Order and Identity Card**. Personal particulars of the officers are requested to be handed over to reception cell on arrival latest by **14 Nov 23** as per the format given at **Appx D**.

17. **Accommodation and Messing**. All participants of the SDMC course will be accommodated in the Officers' Mess which is located inside the college premises. List of facilities provided in rooms is attached as **Appx E**. Few participants may have to be accommodated in hotels under arrangements of CDM.

18. **Financial Arrangements**. Service officers are advised to draw their TA/DA advance before coming for the course. No TA/DA will be drawn at the College. The approximate Mess Bill for the duration of the course would **Rs.2600/- per day** for accommodation and messing. Coffee Bar charges would amount to **approximately Rs. 2500/- per month**. The visit to any tourist place in City would be on own expense.

19. **Dress**. The dress is formal civil dress (open collar light colour full sleeve shirt and dark trousers) with a name tab (issued at CDM). Summer working uniform (equivalent) will be worn on Monday and also on first and last day of the course or on specific occasions including course photograph, which will be specified separately. Officers are advised to bring a couple of formal ties to cater for external visits to station units / installations.

20. **Banking Facilities**. SBI, EME Centre is located close to the College. ICICI ATM counter is located in the CDM complex. In addition, ATMs of most of the major banks are available in the vicinity of the College. Specific banks also offer currency exchange facility.

21. **Medical Facilities**. MI Room facilities are available in CDM premises. MI Room of No 1 EME Centre is also located close to the College. Military Hospital, Secunderabad is located at a distance of approx five kms from CDM. Military Dental Centre, Bolaram is located three kms from CDM.

22. **Leave**. No leave is permitted during the course. However, specific cases may be considered on extreme compassionate grounds with the approval of the Comdt.

23. **Anti COVID Measures**. The College follows strict COVID protocols. Participants are required to carry certificate of COVID vaccination. The same will be checked on arrival. Participants are requested to follow all measures like wearing of masks, maintaining social distancing and getting adequate amount of hand sanitizers.

24. **Sports and Leisure time.** CDM offers the following sports and leisure time activities:-

(a) **Tennis and Squash.** Tennis and Squash facilities are available at CDM.

(b) **Gym.** A well-equipped gym is available in the CDM Officer's Mess.

(c) **Golf.** Two 18-hole golf courses, viz Bison Ecology Park and Training Area (BEPTA) and Eagle Environmental Park and Training Area (EEPTA) are in close vicinity. Participants may play by paying Green Fees.

(d) **RSI.** RSI is located about 1.5 km from the College. Officers may use facilities on cash payment basis. CDM Mess Secy will facilitate temporary membership.

25. **Information on Hyderabad.** Hyderabad is capital of Telangana, a state in India, and is known to be founded in 16th century. Many other relevant information regarding history, weather and places of tourist interest are placed as **Appx F**.

26. **Contact Persons.** The undermentioned officers may be contacted with respect to the administrative activities of the course:-

Ser No	Name	Appt	Mob No	E-mail id
(a)	Col Chetan Masoan	Col Adm	+91 8800772656	ssoadm.cdmap@nic.in
(b)	Lt Col Ashutosh Jha	AAQMG	+91 7093895314	aaqmg.cdmap@gov.in
(c)	College Duty Clk		+91 40 27111731	ds32.cdmap@nic.in

27. **Address.** The postal address of the College is as under:-

- (a) **Postal** : College of Defence Management
Sainikpuri PO
Secunderabad – 500 094
- (b) **Telegraphic** : CDM Secunderabad – 500 094
- (c) **Fax** : **Col Adm : 0091- 40-27111731**
DS Coord : 0091- 40-27115741
- (d) **CDM website** : <https://cdm.ap.nic.in>,
<https://cdm.telangana.nic.in>
- (e) **e-mail** : cdm@nic.in

Appendix A
(Refers to Para 8 of
Joining Instructions)

SENIOR DEFENCE MANAGEMENT COURSE-89

BLOCK SYLLABUS

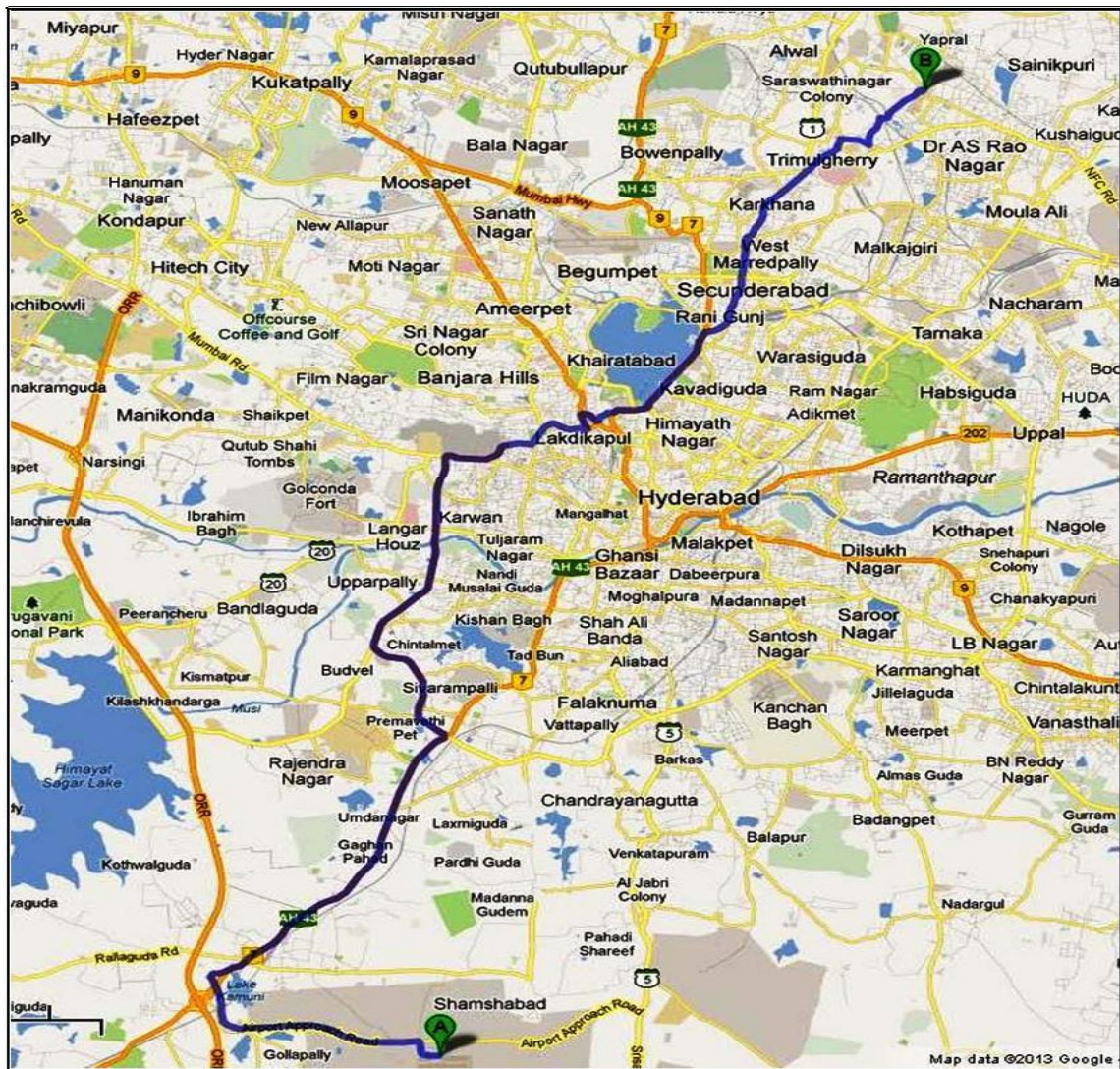
1. **Strategic Management (SM).** SM includes SM process, Geopolitics, National Interest & National Security, National Power, Net Assessment, Environmental Scan, BMC & SWOT Analysis, Scenario Building & Analysis, HDCO in India (Defence Plg Process), Perspective Plg and SWOTEX (Syn Presentation) and allied subjects.
2. **Organizational Behaviour (OB).** OB includes Concept of Defence Management, Self-Awareness Instruments, Perception, Communication, Management of Change, Organisational Climate, Human Factors in Decision Making and Negotiations and allied subjects.
3. **Operation Research and System Analysis (ORSA).** ORSA overview and Systems Thinking: An Approach to Decision Making.
4. **Financial Management (FM).** FM includes Econ of Def, Macro Economics Concepts, Govt Financial System, Financial Adm in Def Services, Econ Stability & Growth, Time Value for Money, Capital Budgeting, Cost Accounting & Bench Marking and GFR/ FR & Red Flags and allied subjects.
5. **Supply Chain Management (SCM).** SCM includes SCM Basic Concepts, SCM Drivers & Strategic Fit, Contemporary SCM Practices, Life Cycle Costing, Contract Management & INCO Terms, Capital Acquisitions, Revenue Procurement and E-Procurement and allied subjects.
6. **Research in Practice.** In this module, a brief exposure would be given to participants on Research process, Deciding research problem, planning of research, Questionnaire design, Quantitative data Analysis, Inferential statistics, Interview techniques, Qualitative data Analysis and Evaluation of research.
7. **Project Management (PM).** Essentials of PM & Military Applications of PM.
8. **ICT.** Big Data and Visual Analytics with focus on Data Visualisation using Microsoft Power BI and advanced Excel.

Appendix B

(Refers to Para 15(c) of
Joining Instructions)

SENIOR DEFENCE MANAGEMENT COURSE -89

MAP SHOWING ROUTE FROM RGIA, HYDERABAD TO CDM



Appendix C

(Refers to Para 16 (a) of
Joining Instructions)

ARRIVAL INFORMATION: SDMC 89

(TO BE MAILED TO BASIC DS ON ds32.cdmap@nic.in BY 28 OCT 2023)

1.	Rank	
2.	Name	
3.	Mode of Travel	Airline : Flight No : ETA :
		Train Name : Train No : ETA : Rly Stn :
4.	Entraining/Emplaning Station and Date	
5.	Mobile No	
6.	e-mail ID	
7.	Culinary preference	Vegetarian/Non Vegetarian
8.	Any other information	

*All trains coming from Mumbai/Pune stop at Begumpet Railway Station which is nearer to CDM as compared to Hyderabad (Nampally) Railway Station. Officers are advised to get down at Begumpet Railway Station.

*Hyderabad airport is approx 45 km away from CDM. The travelling time is nearly 1h 30 mins. Prepaid cabs are available at the airport.

Place:

Date:

Signature :-----

Appendix D

(Refers to Para 16 (b) of Joining Instructions)

PERSONAL AND SERVICE PARTICULARS: SDMC-89

(TO BE HANDED OVER TO RECEPTION CELL ON ARRIVAL LATEST BY 14 NOV 2023)

1.	Name (in Block Capital)	
2.	Decorations	
3.	Personal No	
4.	Substantive Rank with Date	
5.	Acting Rank with Date	
6.	Regiment/Corps/Branch	
7.	Date of Commission	
8.	Date of Seniority	
9.	Date of Birth	
10.	Marital Status	
11.	CDA/ Pay Account No	
12.	Bank Account No and Bankers	
13.	Identity Card No	
14.	Blood Group	
15.	Date of booster dose of COVID Vaccine administration	
15.	Next of Kin and Relationship	
16.	Permanent Home Address	
17.	Present Address	

18.	Telephone(s)	
19.	E mail ID	
20.	Management Qualifications	
21.	Details of Courses undergone :	
22.	Academic Qualifications	
23.	Articles/Papers/Books Published	
24.	Would you like to share your experience with rest of the participants and the Faculty which could highlight any of the themes of your course? If Yes, please attach a synopsis of the proposed talk. We have planned for four talks of 30 minutes each.	
Please submit this form with a passport size photograph of self and joint photograph with spouse for publishing in College Magazine. Kindly write name of officer and spouse on back of photograph.		

Date:

(Signature of Officer)

Appendix E

(Refers to Para 17 of Joining Instructions)

**LIST OF ITEMS / EQUIPMENT AVAILABLE AT THE SINGLE OFFICERS
ACCOMODATION AT CDM OFFICERS' MESS**

1. Air conditioned bedrooms.
2. Refrigerator.
3. Flat LCD TV with various channels.
4. Electric kettle with items for making tea.
5. Electric iron.
6. Newspaper.
7. Welcome hamper.
8. Basic toiletries
9. Welcome card with important telephone numbers.

Note: Room bearer have been earmarked for respective rooms on sharing basis.

Appendix F

(Refers to Para 25 of
Joining Instructions)

INFORMATION ON HYDERABAD

1. **Introduction.** Hyderabad, the capital city of Telangana consists of the twin cities of Hyderabad and Secunderabad and is a bustling 400-year-old metropolis with an urban population of approximately 6 million people. Hyderabad is famous as the former seat of the fabulously wealthy Nizams of Hyderabad. It is built on the banks of the river Musi. The district is situated between 77° 30' and 79° 30'E, of the eastern longitudes and 16° 30' and 18° 20'N, of northern latitudes. The Hyderabad district shares boundaries with the Nalgonda district, Mahaboobnagar district, Karnataka state and Medak district in the East, South, West and North directions respectively. It has population of 39, 43, 323 as per the 2011 census.

2. **Weather.** Hyderabad climate is hot and humid in the month of May when the temperature scorches up to 40-45 degrees. In the months from June to September the city receives medium to heavy rains. Monsoon days are not preferable for traveling. In October the temperature hops in between 22 degree and 30 degree whereas it drops to a minimum of 20 degree in November. During the months of December and January the temperature cuddles in between 15 and 20 degrees. In February and March it rises to about 24-27 degrees and in the month of April, soars to 30-35 degrees.

3. **Location.** Hyderabad is located approximately in the centre of Deccan plateau. The distance from Bangalore to Hyderabad is about 560 kms and is about 700 kms from Mumbai. Chennai is located approximately 630 kms from Hyderabad and Tirupati is about 550 kms. It is about 590 kms from Vizag. Thus Hyderabad can be comfortably reached by road from the major South Indian and Deccan cities.

4. **History.** Hyderabad is the capital and largest city of the South Indian state of Telangana. It was ruled by the Qutub Shahis, Mughals and the Nizams which shaped its history. The city is noted for monuments which includes the masterpiece of Charminar and the fort of Golconda. There are multitude of masjids, temples, churches and bazaars in the city. In 2010, the city was listed among the Gamma+ World City by the global city index produced by GaWC and in 2011 the city was rated nineteenth in the world by the New York Times in 'The list of 41 Places to Go' in 2011. It was ranked 3rd Best City to Travel in 2013 by Lonely Planet.

Places of Tourist Interest

5. The city houses famous historical sites like Charminar, UNESCO Asia Pacific Heritage site of the *Chowmahalla Palace*, *Salar Jung Museum* (among the world largest private collection museum) as well as art galleries, libraries, sports complexes, museums and theatres. Hyderabad is known as The City of Pearls, as once it was the only global

center of large diamonds and natural pearls trade. Many traditional and historical bazaars are located around the city.

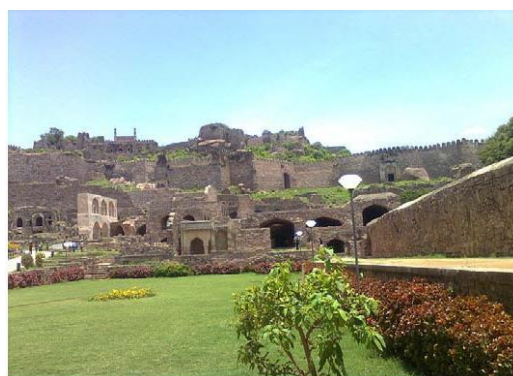
6. **Mecca Masjid.** Mecca Masjid was built 400 years back during the reign of Sultan Muhammad Qutub Shah, the 6th Qutub Shahi Sultan of Hyderabad. The three arched facades have been carved from a single piece of granite. More than 8,000 workers were employed to build the mosque.



7. **Charminar.** A major landmark of Hyderabad with four graceful minarets located in the old city. It is built by Muhammed Quli Qutb Shah as a memorial for plague victims. It is in the midst of 'Charkaman' which are the four archways leading to roads in all four directions of the monument.



8. **Golconda Fort.** Once abandoned by Qutub Shahis, Golconda Fort is one of the most magnificent fortress complexes in India. Seated on a hillside, the spiralling fort was amongst the strongest forts of India.



9. **Qutb Shahi Tombs.** There are various tombs dedicated to the rulers of Qutub Shahi dynasty, located at Shaikpet, near Golconda Fort. These are an example of Deccan architecture with large minarets, huge domes, delicate marble designs and multiple inner passages.



10. **Paigah Tombs.** These are recently discovered series of mausoleums of Paigah nobles with unique geometrical sculptures. These are located at Chandrayanagutta.
11. **Paigah Mosque (Spanish Mosque).** This Mosque is famous for its amazing architecture. The mosque was constructed in the Andalusian/Spanish Architecture by Sir Vicar-ul-Umra a Paigah Nawab in 1906.
12. **Falaknuma Palace.** Built by an Italian architect through one of the Paigah nobles, Nawab Viqar al-Umra'. Complete in Italian marble, Louis XIV-style decor, Mughal ambience, marble staircases and ornate fountains, it has now been undertaken by the Taj group and has been developed as a Heritage Hotel.
13. **Asman Garh Palace.** It was designed and built by the erstwhile Prime Minister of Hyderabad state Sir Asman Jah in 1885 on a hillock for leisure. It is based on Gothic architecture and is in the shape of a European medieval castle. The palace presently houses a museum displaying archaeological relics.
14. **Taramati Baradari.** '*Taramati Baradari*' is a palace located near Gandipet Lake that was built under the reign of Abdullah Qutb Shah, the Seventh Sultan of Golkonda as an ode to his favourite courtesan.
15. **Bella Vista.** It was a royal palace of the Nizams built in 1910. The Bella Vista Palace is an Indo-European building standing on a 10-acre (40,000 sq m) verdant campus. The building's French architect christened it as Bella Vista, meaning beautiful sight, as it overlooks the Hussain Sagar Lake. It is located in the Saifabad suburb of the city. It now houses the Administrative staff college of India.

16. **Salar Jung Museum**. The museum houses the largest one-man collection of antiques in the world. Collections include the Veiled Rebecca and other huge collection of artefacts dating back to a few centuries. Apart from the galleries, there is a reference library, reading room, publication & education section, chemical conservation lab, sales counter and a cafeteria.

17. **Birla Planetarium**. The Planetarium is another magnificent building with a big dome resembling that of the 'Gol Gumbaz' of Bijapur. The special attraction are the shows which unveil the mysteries of the cosmos and the origins of the universe, comets, eclipses, unidentified flying objects etc. The latest addition is the '*Dinosaurium*', which houses a collection of dinosaur egg fossils.

18. **City Museum, Hyderabad**. It is a newly inaugurated Museum and is famous amongst the tourists. Muffakham Jah, the grandson of the last ruler of Hyderabad State, said that "The history of Hyderabad was always over shadowed as most historians tended to focus only on Mughal rule". The museum has brought nearly 4,000 years of history of the city through archaeological evidence such as the neolithic pots, megalithic sites, European styled terracotta figurines, coins of Satvahana period among others.

19. **Sri Lakshminarasimha Swamy Temple**. Located at distance of 60 km from Hyderabad is a popular Hindu Temple of '*Narasimha Swamy*', an incarnation of Lord Vishnu. The temple is quite popular amongst locals and is busy throughout the year.

20. **Birla Mandir**. Hindu temple made of white marble located on top of a hill overlooking the city.

21. **Hussain Sagar**. It is a man-made lake famous for the 19-metre tall Buddha statue installed in the centre of the lake. Located on its banks is Tank Bund which consists of beautiful gardens and statues of famous personalities. Boating and water sports are a regular feature at the lake.



22. **NTR Gardens**. This leisure spot is located beside the IMAX theatre. Situated on 36 acres (150,000 sq m) of land adjoining the '*Hussain Sagar*', these gardens provide entertainment and recreation to families and youth alike. It also houses a memorial of Late Shri N.T. Rama Rao, former Chief Minister.

23. **Lumbini Park.** Lumbini Park is a small public, urban park of 7.5 acres (0.030 km²; 0.0117 sq mi) adjacent to '*Hussain Sagar*' Lake in the busy Necklace Road area and is one of the popular parks in the city.
24. **Ramoji Film City.** It is the world's largest integrated film studio cum theme park, at nearly 3,000 acres. It is also one of Asia's most popular tourism and recreation centres. Recently, it has made its way to the Guinness Book of World Records for being the largest film studio in the world.
25. **Shilparamam.** Located opposite Cyber Towers, HITEC city, it is an arts and crafts village which was conceived with an idea to create an environment for the preservation of traditional crafts such as sculpting wonders from stone, weaving in cotton, silk and gold thread, Dhaka muslin, '*Kondapalli toys*', '*Bankura horses*', '*gudda-guddis*' of Punjab, temple arts and a motley of Indian arts and crafts.
26. **Laad Bazaar.** Also called '*Chudi Bazaar*' it is located on the west side of the '*Charminar*', and is known for its exquisite bangles, jewellery and pearls shops.
27. **Koteshwar Temple.** Koteshwar temple near 1 EME Training Centre is quite old and famous among the local.