



COLLEGE OF DEFENCE MANAGEMENT
JOINING INSTRUCTIONS
MANAGEMENT DEVELOPMENT PROGRAMME (MDP)
JOINT RESOURCE MANAGEMENT COURSE – 17
(06 JAN 25 TO 18 JAN 25)

PART - I: TRAINING

General

1. Management Development Programme - Joint Resource Management Course (MDP-JRMC) will be conducted at **College of Defence Management (CDM)**, Secunderabad from **06 Jan 25 to 18 Jan 25**.

Aims and Objectives

2. **Aim.** To familiarise officers with the policies, rules and regulations of each Service so as to ensure promotion of Jointmanship among officers in the ensuing years in Service

3. **Objectives.**

(a) To promote application of modern management concepts and techniques to achieve operational effectiveness.

(b) To develop expertise in matters related to management of resources, in a joint environment.

(c) To promote ability to analyse issues related to resource management logically and scientifically to generate viable options for the organisations.

(d) Empower participants to advise Commanders on matters related to resource management based on scientific decision making tools.

(e) To promote peer learning and adopt best practices prevalent in sister services.

4. **Qualitative Requirement (QR).** The QR for the course is offers with 10 to 16 years of physical service. Officers from Navy and AF should be from the Logistics branch whereas officers from Army could be from any Arm / Service other than **General Service**. However, for better assimilation, qualification in Junior Command is a mandatory criterion for Army officers. Officers should have functional knowledge of



operation of Microsoft office tools. Officers not meeting this criterion should not report to the College and will be returned to units.

5. **Course Capacity.** The capacity planned for this course is 40 (Army - 15, Navy - 06, Air Force – 04, DGAFMS – 03, DoPT – 02 and officers from FFCs-10), in accordance with **HQ IDS letter No IDS/40013/11/AFTI/CDM dt 19 Dec 22.**

6. **Course Duration.** The duration of the MDP is twelve working days, i.e. from 06 Jan 25 to 18 Jan 25. (**HQ IDS letter No IDS/40013/11/AFTI/CDM dt 06 Jun 2023.**)

7. **Working Hours.** Working hours will be from **0800 hr to 1400 hr in the morning session and 1530 hr to 1700hr in the afternoon session, when planned. Lunch will be from 1400hr - 1530hr..**

8. **Programme.** The programme begins on the first day at **0800 hr.** All officers are requested **to be seated in Chanakya Hall by 0750h.** The course programme and material for the duration of the course will be issued to the participants on the first day.

9. **Training.** The teaching at the College has been designed to be dynamic with focus on participative and interactive learning, most classes are conducted as lecture cum discussion. **Four Guest lectures** are organized to give first-hand information by practitioners of resource management at higher levels. The course will also include **one educational tour** to an industry epitomizing tenets of resource management. Participants will also be exposed to peer learning presentations as also syndicate presentations on application of acquired knowledge in domains with respect to Financial Management, Capital Acquisitions and Supply Chain Management.

10. **Syllabus & References.** Syllabus for the MDP and suggested reference books is attached as **Appendix A.** A **Primer for the MDP** is placed as **Annexure 1 to Appendix A.** An **Entry Level Test is planned on 06 Jan 25** for entry level assessment.

11. **Study Material.**

(a) CDM has a well-established College Wide Network (CWN) and virtually all aspects of the course curriculum including day to day passage of instructions, class room teaching, submission of solutions, issue of training programme are carried out online on CWN. ***It is therefore essential that you are reasonably proficient in your Information Technology related skills.***



(b) Course related instructional material will be provided by the college. Soft copies of all précis and other study material required by participant officers will be uploaded on the College Wide Network (CWN). Participants are also issued with hard copies of a few handouts considered essential.

(c) **Library.** CDM has a vibrant and an exclusive library with a diverse collection of books and research material on various disciplines.

PART II - ADMINISTRATION

Arrival and Departure

12. **Arrival.** All participant officers are to **report only between 04 Jan 25 (AN) and 05 Jan 25 (AN)**. All participant officers are requested to send their Arrival Information as per **Appendix B** and **Personal Particulars** as per **Appendix C** to Col Adm, CDM by Fax/AWAN. The same may also be shared with Course **Basic DS, Gp Capt RR Mohindru, DS, FRM** by SMS on mobile No **+91 8284993903**.

13. **Reaching CDM.** All officers are required to reach CDM under their own arrangements. Officers may use cab services **from the airport** to reach CDM and claim the cost of transportation from airport to CDM accordingly. The distance from airport is approximately 45 km (1½ hrs). Cab drivers may be routed towards Secunderabad – Trimulghery route. CDM is located near Ammuguda Bus Stop (Yapral). **Nearest Landmark is Bhavans School, Sainikpuri**. A snap shot of Google Map showing route from Airport to CDM is placed at **Appendix P**.

14. **Departure.** Dispersal from college on termination of the course may be planned **after 1500h on 18 Jan 25** and not later than **20 Jan 25 (AN)**.

15. **Documents.** All service participants must be in possession of their **Course Nomination Letter, Movement Order** and **Identity Card**.

Administrative Arrangements

16. **Accommodation.** All participant officers will be accommodated on single occupation basis in furnished **Sekhon & Vikram Batra Blocks** of the CDM Officers' Mess complex. The rooms are endowed with 'Campus Wise Network' facilities akin to those in classrooms. Officers from Local Units are permitted to stay in their own accommodation. Requirement, if any, **of additional room for families**, are to be



intimated **at least 07 days prior** to commencement of course **and will be subject to availability.**

17. **Reception.** A reception centre will be established at the CDM Officers' Mess. All officers are requested to report to the reception for completion of arrival formalities and for further instructions.

18. **Messing.** Officers will be Dining-In at CDM Officers Mess and prevailing rates will be charged for dining in the CDM Officers Mess. Approximate charges applicable would be about **Rs 2150/- and Rs 600/- per day** (for single offrs) **for accommodation and food respectively.** The officers are required to draw advance accordingly.

19. **Dress.** Secunderabad enjoys a moderate climate. **Summer Uniform will be worn on Mondays and on last day (18 Jan 25) for Valedictory Function.** On all other days **Open Collar** with name tab (provided by CDM) will be worn (No half sleeve shirts are permitted).

20. **Medical Support.** The College is dependent on the CDM Medical Inspection Room for medical support. MI Room facilities are also available at 1 EME Centre, located close to the College. Military Hospital is at a distance of 5 kms and Dental Centre, Bolaram is 4 kms away from the College.

21. **Banking Facilities.** ATMs of ICICI & SBI are located within the College campus. SBI, 1 EME Centre is located close to the College. In addition, ATMs of most of the major banks are available in the vicinity.

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

23. **Sports and Pastime Activities.** Details of sports and pastime activities available at the College are as given below:-

- (a) **Tennis & Squash.** Tennis and squash courts are available at CDM.
- (b) **Badminton** Facilities for badminton are available at RSI.
- (c) **Gym.** A well-equipped gym is available at CDM Officers' Mess.



(d) **Golf.** There are two 18-hole golf courses, - Bison Environmental Park and Training Area (BEPTA) and Eagle Environmental Park and Training Area (EEPTA). Officers can play on payment of green fee.

(e) **Rajendra Singhji Army Officers Mess & Institute (RSAOMI).** RSAOMI (erstwhile RSI) is located about 1 km from College. The participants can utilise its services as per instructions in force.

Contact Details

24. **Training Activities.** Training Branch at CDM will coordinate all the training activities with respect to the MDP. **Basic DS may be contacted for any further clarifications.** The undermentioned officers may be contacted with respect to the training activities of the course: -

- | | | |
|-----|---------------------------------|--|
| (a) | Col Abhishek Arora, DS Coord | 7080666444, 3614 (Army)
dscoord.ids@gov.in |
| (b) | Col Kedar Gupte, Trg Coord | 7598395319, 3615 (Army)
trgcoord.ids@gov.in |
| (c) | Gp Capt RR Mohindru, (Basic DS) | 8284993903, 3639 (Army)
ds19.ids@gov.in |

25. **Administrative Activities.** The undermentioned officers may be contacted with respect to the administrative activities of the course: -

- | | | | |
|-----|----------------------------|---|--|
| (a) | Col Chetan Masoan, Col Adm | - | 8800772656, 3621
ssoadm.ids@gov.in |
| (b) | Lt Col VJS Sambyal, AA&QMG | - | 9541577718, Army– 3623 |
| (c) | CDM Duty Clerk | - | 040-27111731. |

26. **Address.** The postal address of CDM is as follows: -

- | | | | |
|-----|-------------|---|---|
| (a) | Postal | : | College of Defence Management
Sainikpuri PO, Secunderabad – 94 |
| (b) | Telegraphic | : | CDM Secunderabad – 500 094 |
| (c) | Fax | : | DS Coord : 040-27115741 |



6

(d) Fax : Col Adm : 040-27111731

(e) Website/ e-mail : <https://cdm.gov.in>. ssoadm.cdm@nic.in,

Appendix A

(Refers to Para 10 of
Joining Instructions)

COLLEGE OF DEFENCE MANAGEMENT
FACULTY OF RESOURCE MANAGEMENT
MANAGEMENT DEVELOPMENT PROGRAMME
BLOCK SYLLABUS - JOINT RESOURCE MGT COURSE (JRMC)
DURATION: TWO WEEKS

<u>Topic</u>
<u>Joint Logistics</u>
Jt Lgs at HQANC / JLNs
Innovations for Defence Excellence (iDEX) (Rep from TDB-DST)
Nuances of Capital Acquisition: Service Perspective by rep of Dte of Naval Plans, IN, or Capability Dte, IA
<u>Financial Management</u>
Economics of Defence- An overview
Macroeconomic Theories, National Income
Govt Financial System & Financial Administration in Defence Services (FADS)
National Budget Process, General Financial Rules, DFPDS=21
Financial Statements, Analysis of Financial Statements
Intro to Managerial Economics, Cost Acctg, marginal Acctg
Time value of money and Quantified Discounting techniques
Capital budgeting and Benchmarking
<u>Supply Chain Management</u>
SCM – An Overview
SCM Drivers and Achieving Strategic Fit
Inventory Management and Selective Inventory Control



Life Cycle Costing
Outsourcing and Party Logistics (1PL to 3 PL)
Contemporary Trends in Supply Chain Management

<u>Capital Acquisitions</u>
Capital Procurement : Overview and Org
RFI & SQR - DAP
Categorisation, AON & RFP -DAP
TEC, Trials & CNC – DAP
Make & Innovation – DAP
SPM & FTP – DAP
IGA, FMS & Offsets - DAP
OCPD & Lease - DAP
SQR Exercise
<u>Revenue Procurements</u>
Defence Procurement Manual (DPM) 2009 with supplement 2010
GeM & e-Procurement
Peer Learning Presentations
Special Conditions of Contract
Contract Management and INCO terms
<u>Misc</u>
Arrival, Bfg by DS Coord, Col Adm, HoD IS, Basic DS
Opening Address, Photo, Entry Level Test & Final Assessment Test
Visit to local Defence Industry
Closing address & Valedictory function

Note: - Primer material is placed as Annexure 1 to this Appendix



SUGGESTED STUDY MATERIAL

1. Participants are requested to kindly familiarize themselves with u/m books/documents before coming for the JRMC :-

- (a) Supply Chain Management – Strategy, Planning & Operations –By Sunil Chopra, DV Kalra & Peter Meindl. Published by Pearson Education Inc.
- (b) GFR – 2017
- (c) Financial Regulations.
- (d) Defence Procurement Procedure (DPP) - 2016.
- (e) DPM - 2009 with Supplement to DPM -2010.
- (f) DFPDS-2016.
- (g) Guidelines on E procurement and GeM Procurement.

2 Any participant with specific domain knowledge on any associated topic or contemporary techniques may come prepared with reference material.



Appendix-B
(Refers to Para 12 of
Joining Instructions)

ARRIVAL INFORMATION SLIP: JRMC-17

1. Number, Rank and Name : _____
2. Substantive Rank with Date : _____
3. Acting Rank with Date : _____
4. Mode of Travel : _____
5. Flight / Train Number : _____
6. Date & Time of Arrival : _____
7. Mobile Number : _____
8. E-mail ID : _____
9. Accommodation Requirement : Single / With Family
10. Food Habits : Vegetarian/Non-Vegetarian

Dated: _____

(Signature of the Officer)



Appendix-C
(Refers to Para 12 of
Joining Instructions)

PERSONAL AND SERVICE PARTICULARS: MDP (JPMC-17)

1. Name (in Block Capitals) :
2. Personal No :
3. Rank.
 - (a) Substantive with Date : Rank _____ Date _____
 - (b) Acting with date : Rank _____ Date _____
4. Regiment/Corps/Branch :
5. Decorations :
6. Date of Commission/Seniority :
7. Date of Birth :
8. CDA/ Pay Account No :
9. Bankers & Account No :
10. Identity Card No :
11. Blood Group :
12. NoK and Relationship :
13. E mail ID :
14. Unit and Address :
15. Contact Number :
16. Academic Qualifications :

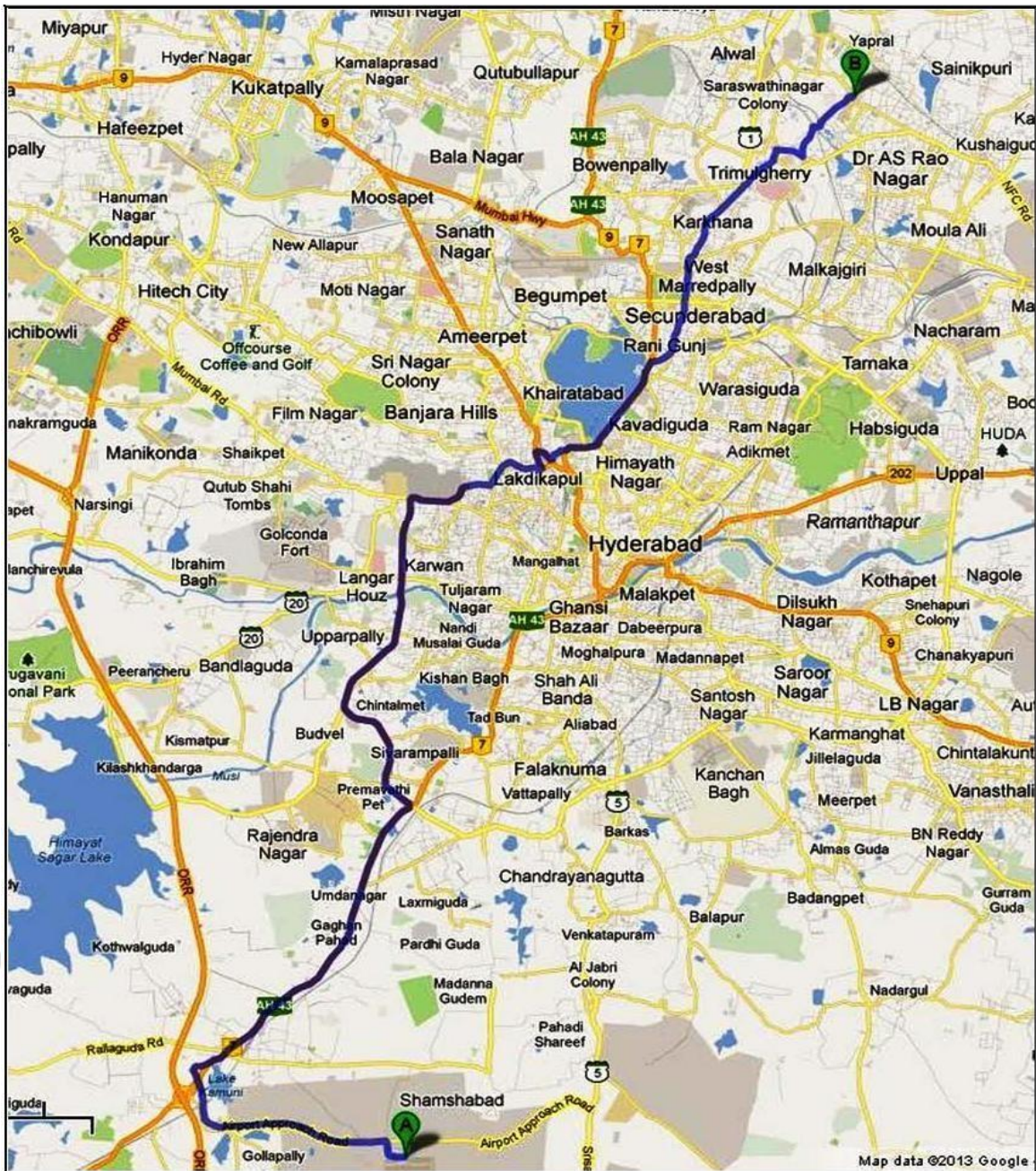
Place:
Date:

(Signature of Officer)



Appendix P
(Refers to Para 13 of
Joining Instructions)

ROUTE MAP RAJIV GANDHI INTERNATIONAL AIRPORT TO CDM





Annexure 1
(Refers to Appx A)

PRIMER
JOINT RESOURCE MANAGEMENT COURSE-17
COLLEGE OF DEFENCE MANAGEMENT
06 JAN 25 TO 18 JAN 25

Introduction

1. College of Defence Management is one of the nation's Centre of Excellence in Defence Management Studies. The aim of this premier institution is to propagate contemporary management thoughts among Armed Forces officers in order to enhance operational effectiveness of the Armed Forces particularly when the nature of conflict is undergoing a paradigm shift with the hitherto accepted principles of war being constantly challenged.

2. The Joint Resource Management Course is conducted for Defence Officers of the rank of Major / Lt Col and their equivalent in Navy and Air Force with a view to expose participants to contemporary management concepts and associated techniques so as to offer them an opportunity to expand their cognitive horizons on selected themes related to management in the Armed Forces.

3. The JRMC aims to develop qualified '**Resource Managers**' who can deliver and sustain **efficient** and **responsive** value chains towards **planned defence capability build up**. As enablers, the participants would be made aware of various related Financial Management / Supply Chain Management concepts, aspects related to management of inventory, the Defence Acquisition Procedure (DAP), the Defence Procurement Manual (DPM), the Delegated Financial Powers for Defence Services (DFPDS-2021) and various decision tools for resource management like Analytical Hierarchy Process, Project Management and Data Analytics. The MDP would also encourage practical learning through peer learning.

Aim

4. The aim of this primer is to orient participants towards the scope of coverage of subject content during the JRMC and the intended outcomes post undergoing the Course as well as generate interest in the Course so that they may undertake self-study to enhance their knowledge thus being better prepared for the Course



Terminal Objectives

5. The program aims at empowering 'Resource Managers' from tri-services in understanding the nuances of resource management in the Defence, to include: -

- (a) Promote application of modern management concepts and techniques in the armed services, to achieve operational effectiveness.
- (b) Develop expertise in matters related to management of resources and 'Jointmanship'.
- (c) Promote ability to analyse issues related to resource management logically and scientifically, and generate viable options for the organisation.
- (d) Empower participants to advise Commanders on matters related to Resource Management based on scientific decision-making (DM) tools.
- (e) Promote peer learning and adopt best practices prevalent in sister services.

Methodology for Conduct of MDP

5. The pedagogy of teaching at the CDM has been designed to be dynamic with focus on participative and interactive learning. It provides for a productive and intellectually stimulating learning experience in the form of lectures, class room discussions, guest lectures from professionals, industry visit (defence manufacturing related), hands on experience, peer to peer learning and focussed group discussions. The course curriculum will be run from Mon to Sat from 0800h-1400h with post lunch sessions on Wednesday and as required (1530h-1700h).

Academic Coverage

7. **Financial Management**. The aim of this module is to enable the participants to develop an understanding of financial management concepts and techniques which will assist them to evaluate finance related problems both at macro and micro level, leading to resource optimisation and organisational effectiveness. The module would include the following: -



- (a) **Economics of Defence**. Concept, Scope and Nature of Financial Management as applicable to the Defence Services. Economics of National Security, Defence versus Development.
- (b) **Govt Financial System**. Government Financial System – Structures and Processes, Deficit Financing, Role of Departmental Standing Committees of Parliament, Role and Duties of CAG.
- (c) **Financial Administration in Defence**. Financial Planning in Army, Navy and Air Force. Incremental Budgeting, Performance Budgeting, Planning Programming Budgeting System, Zero Base Budgeting and Contemporary Budgeting Techniques for the Armed Forces.
- (d) **Time Value of Money**. Simple and Compound Interest, Future and Present Value.
- (e) **Capital Budgeting**. Concepts, Methods and Techniques of Capital Budgeting.
- (f) **GFR/FR**. Overview of GFR and FR. Relevance and Applicability to Financial Management in the Defence Services and relevant Red Flags.
- (g) **Managerial Economics**. The subject is economics applied in decision-making. Its stress is on the use of tools of economic analysis in clarifying problems, in organising and evaluating information and in comparing alternative courses of action.
- (h) **Financial Statements & Analysis**. Capability to gain an insight into the financial situation of an organisation be it defence or the corporate, is a necessary tool for effective resource mobilisation and management.
8. **Supply Chain Management**. The aim of this module is to enable participants to conceive, design and operationalise responsive and efficient supply chains for the three services in a collaborative tri services environment. The module would include the following: -
- (a) **Basic SCM Concepts**. Fundamentals of SCM, Inventory Control Techniques, Economies of Scale, Ordering Systems, Safety Stocks, Optimization and Value Addition, Process view of Supply Chain.



(b) **SCM Drivers and Strategic Fit.** Strategic Fit, Drivers of SCM Performance. Efficient and Responsive Supply Chains. Standardisation/Codification, Value Analysis/Value Engineering in SCM, SCM in the Defence Services.

(c) **Contemporary SCM Practices.** Services related SCM Processes, Integrated Logistics System, Life Cycle Concepts in SCM, Introduction of Equipment & Replacement Decision in SCM including Case Study, Outsourcing & Long term Strategic sourcing in SCM, Nuances of SCM in Military and Industry, Weapon Systems Management in the Armed Forces.

(d) **Life Cycle Costing.** Concept of Life Cycle Costing and understanding it using Case Studies. Application of Life Cycle Concept (LCC) on Decision to Modify or Replace Equipment, Phases of Life Cycle and Techniques of Predicting Life of an Equipment, Relevance of Cost Breakdown Structure, Components of Costs Affecting LCC.

(e) **Contract Management.** Linkages of Contract Management with the Procurement Process. Understanding of INCO Terms. Offsets and Technology Transfer, Fast Track Procurements, Letter of Credit.

(f) **Capital Acquisitions.** Defence Acquisition Procedure, Introduction/ Replacement of a Weapon System in Armed Forces, Importance of Correct and Realistic Formulation of SQRs, Acceptance of Necessity and Qty Vetting of Defence Procurements, Services Capital Acquisition Plans. Exposure to DAP 2020.

(g) **Revenue Procurement.** Distinction between Capital and Revenue Procurement. Exposure to DPM and its amendments till date.

(h) **E-procurement.** Concept and Benefits of E-Procurement. The E-procurement ecosystem in India and in Defence Forces. Exposure to GeM Concept and Procedures.

Knowledge Enhancement

13. The following manuals and books are recommended to be read before arrival for the course:-

(a) DAP 2020.



- (b) 'Aiming without Arming' by Stephen Philip Cohen and Sunil Dasgupta.
- (c) GFR-2017
- (d) DPM-2009 & its Supplement.
- (e) Guidelines on E procurement and GeM Procurement
- (f) Supply Chain Management – Strategy, Planning & Operations – By Sunil Chopra, DV Kalra & Peter Meindl. Published by Pearson Education Inc.
- (g) Economics by Paul A Samuelson & William D Nordhaus.
- (h) Various papers published by IDSA, CENJOWS, CAPS (Centre for Air Power Studies), NMF (National Maritime Foundation) and other eminent people writing on defence resource management procedures and practices.

Assimilation Ex

14. An 'Assimilation Exercise' will be conducted at the end of the JRMC which would be graded to gauge the level of assimilation by the participant officers. Officers standing first and second in the capsule would be awarded book prizes in order to instil a sense of competition among the participants.

Conclusion

15. The College of Defence Management remains committed to provide **quality** and **professional knowledge** to all officers participating in the JRMC, so that the military leadership can benefit from your sound knowledge and acquisition acumen, and shape a better national security environment.